

RWANDA PRIVATE SECTOR DRIVEN AGRICULTURAL GROWTH (PSDAG)

FISCAL YEAR (FY) 2017

QUARTERLY PROGRESS REPORT: JANUARY 1, 2017 – MARCH 31, 2017



Cover photo: Hollanda Fair Foods Ltd using newly acquired equipment with support from USAID to process Irish potatoes, [REDACTED] District, February 2017, Thijs Boer

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DISCLAIMER

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ABBREVIATIONS

Abbreviation	Definition
AFR	Access Finance Rwanda
Agri-PPD	Agricultural Public Private Dialogue
AIF	African Improved Food
ALIS	Agricultural Land Information System
AMIR	Association of Micro-Finance Institutions of Rwanda
APS	Annual Program Statement
BDS	Business Development Services
BRD	Banque Rwandaise de Development (Rwanda Development Bank)
CESB	Capacity Development and Employment Services Board
CHAIN	Community Health and Improved Nutrition
CBO	Community-based organization
CDI	Clinton Development Initiative
CIP	International Potato Center
CIAT	International Center for Tropical Agriculture
COP	Chief of Party
DFA	District Field Agent
DOC	Day-Old Chicks
EDC	Education Development Center
EIA	Embedded Investment Advisor
ENAS	Enterprise Nkubiri & Sons
EUCORD	European Cooperative for Rural Development
FAMA	Farm to Market Alliance
FFS	Farm Field School
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GOR	Government of Rwanda
GSI	Gender and Social Inclusion
ha	hectare
HACCP	Hazard Analysis Critical Control Point
HD	Huguka Dukore

Abbreviation	Definition
IFC	International Finance Corporation
ISU	Investment Support Unit
KCB	Kenya Commercial Bank
kg	Kilogram
KWMFP	Kigali Wholesale Market for Fresh Produce
LSP	Local Service Provider
M&E	Monitoring and Evaluation
MCC	Milk Collection Center
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MINICOM	Ministry of Trade and Commerce
MINIMEX	Les Minoteries Industrielles Import-Export
MIS	Management Information System
MOS	Minister of State
MOU	Memorandum of Understanding
MSME	Micro/Small And Medium Enterprises
t	Metric Ton
NAEB	National Agricultural Export Development Board
NAIPS	National Agribusiness Investment Promotion Strategy
NAS	National Agribusiness Strategy
OFSP	Orange Flesh Sweet Potato
PASP	Post-Harvest and Agribusiness Support Project
PCC	Potato Collection Center
PEBEC	Producing and Export Bird's Eye Chili
PERSUAP	Pesticide Evaluation Review and Safe Use Action Plan
PHH	Post-Harvest Handling
PPD	Public Private Dialogue
PPD	Project Profile Document
PPP	Public-Private Partnership
PReFER	Privatization of Rwanda's Fertilizer Import and Distribution System

Abbreviation	Definition
PSDAG	Private Sector Driven Agricultural Growth
PSF	Private Sector Federation
PSTA III	Strategic Plan for the Transformation of Agriculture, phase three
PWD	People with Disabilities
RAB	Rwanda Agricultural Board
RCA	Rwanda Cooperative Agency
RCAL	Rwanda Chamber of Agriculture and Livestock
RDB	Rwanda Development Board
RDO	Rwanda Development Organization
REMA	Rwanda Environmental Management Authority
RFA	Request for Applications
RFP	Request for Proposals
RGCC	Rwanda Grains Cereals Corporation
RIF2	Rural Investment Facility
RNRA	Rwanda Natural Resources Authority
RPPDS	Rwanda Public Private Dialogue Secretariat
RSB	Rwanda Standards Board
RTI	Research Triangle Institute
RWF	Rwanda Franc
SACCO	Savings and Credit Cooperative
SAF	Spatiotemporal Apps Framework
SAIS	Smart Agriculture Information System
SID	Strategic Investment Department
SMEs	Small and Medium Enterprises
SMS	Short Message Service
SOW	Statement of Work
SPF-Ikigega	Seed Potato Fund
SPU	Safe Pesticide Use
STTA	Short-Term Technical Assistance
SUAP	Safe User Action Plan
TEC	Technical Evaluation Committee

Abbreviation	Definition
TOT	Training of Trainers
TWG	Technical Working Group
UN	United Nations
USAID	United States Agency for International Development
USD	United States Dollars
VC	Value Chain
VCCF	Value Chain Competitiveness Fund
WFP	World Food Program

1. EXECUTIVE SUMMARY

The Private Sector Driven Agricultural Growth (PSDAG) project is a five-year (August 2014–August 2019) USAID-funded initiative implemented by International Resources Group (IRG), a subsidiary of RTI International. The goal of PSDAG is to increase incomes of smallholder farmers by promoting private sector investment through two complementary objectives: (1) to assist the Government of Rwanda (GOR) to increase private sector investment, and (2) to facilitate increased private sector investment by upgrading agricultural value chains.

This is the Quarterly Progress Report for Fiscal Year (FY) 2017 for the period January 1, 2017–March 31, 2017. The quarterly progress report covers the following areas of project management and implementation: Project Performance by Objectives; Monitoring and Evaluation (M&E) and Cross-Cutting Themes (including Social Inclusion); and Partnerships and Linkages.

Achievements under Objective 1: PSDAG continued to engage with the Rwanda Development Board (RDB) with the aim of signing a Memorandum of Understanding (MOU) to pave the way for implementation of planned Objective 1 activities. Despite delayed implementation of activities under Objective 1 due to reorganization of the RDB, PSDAG achieved progress on four policies and strategies: 1) Continued to upgrade Agriculture Land Information System (ALIS), 2) supported completion of a feasibility study of the Smart Agriculture Information System (SAIS), 3) used information from the Poultry Competitiveness study to inform the National Livestock Sector Development Framework, and 4) finalized the report on Export Commodity Aggregation Model for Rwanda. In addition to these policies, PSDG conducted a capacity needs assessment for GOR institutions that have a mandate to support investment promotion, and signed an MOU with the Private Sector Federation (PSF) to create a framework for collaboration with the Rwanda Chamber of Agriculture and Livestock (RCAL) in piloting the national and district-level Public-Private Dialogue (PPD) processes. Finally, PSDAG continued to support government efforts in increasing private sector investments through the support of two Embedded Investment Advisors (EIAs) stationed at the Ministry of Agriculture and Animal Resources (MINAGRI) and RDB.

Achievements under Objective 2: In Q2 of FY2017, PSDAG continued with implementation of project activities under various grant mechanisms including 16 grants under the Value Chain Competitiveness Fund (VCCF); and 13 grants under Farmbook and Potato Collection Center (PCC) Upgrade Grants. PSDAG signed seven new partnerships in this period, including its first four partnerships under the 2016 Annual Program Statement (APS). Aggregate results from all of PSDAG's partnerships with the private sector include: \$1,336,002 gross income for 13,521 farmers (5,179 women); \$246,274 in new capital investments; \$957,375 in exports of agricultural products; \$759,347 in incremental sales (collected at farm level); \$4,151,730 in value-added domestic sales; and \$137,964 in loans and credit to upgrade agricultural business models.

PSDAG began its Cooperative Professionalization activity, completing around half of the cooperative assessments and developing the terms of reference for local service providers for business development services and quality management systems. At the same time, PSDAG successfully assisted four PCCs to conduct the first seasonal debriefing events using data collected and analyzed by the PCCs. PSDAG signed a partnership with the Rwanda Development Bank (BRD) and supported its private sector partners in accessing financing from private financial institutions. In addition, progress made toward achieving project deliverables and goals under M&E and Cross-Cutting Activities is reported under Section 3. Progress on partnerships and linkages with other partners is discussed under Section 4.

2. PROJECT PERFORMANCE

2.1. OBJECTIVE 1: ASSIST GOR TO INCREASE PRIVATE SECTOR INVESTMENT

During Q2, PSDAG supported completion of at least one stage of the following Agricultural Business Enabling Environment policies and strategies:

1. Implementation: Upgrading of Agriculture Land Information System (ALIS)
2. Analysis: Feasibility study of the Smart Agriculture Information System (SAIS)
3. Implementation: Information from the Poultry Competitiveness Study used to inform the National Livestock Sector Development Framework
4. Analysis: Final Export Commodity Aggregation Model for Rwanda

In addition to these policies, progress was made on the following initiatives to support the agricultural investment promotion framework:

- Conducted a capacity needs assessment for GOR institutions (MINAGRI, RDB, and National Agricultural Export Development Board [NAEB]) that have a mandate to support investment promotion.
- Signed Memorandum of Understanding (MOU) with the Private Sector Federation (PSF) to create a framework for collaboration with the Chamber of Agriculture and Livestock (RCAL) in piloting the national and district-level PPD processes and strengthening of member associations. The signing of the MOU with PSF paved the way for resumption of the institutional assessment of the RCAL.
- Began implementation of activities for the proposed Agricultural Public-Private Dialogue (Agri-PPD) framework to harmonize the Agri-PPD activities that are planned by both the RCAL and PSDAG.

Finally, PSDAG continued to support government efforts in increasing private sector investments through the support of two embedded investment advisors stationed at MINAGRI and RDB.

2.1.1: IMPROVING INVESTMENT PROMOTION

ACTIVITY 1: THE NATIONAL AGRIBUSINESS STRATEGY, IMPLEMENTATION AND CAPACITY BUILDING

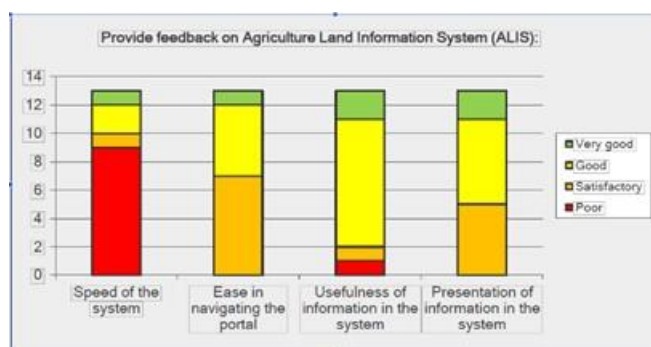
During Q2, PSDAG shared the final draft of the National Agribusiness Investment Promotion Strategy (NAIPS) with MINAGRI. The NAIPS draft included infographics and an additional section devoted to Pillar IV on professionalizing the cooperatives. On February 17, 2017, PSDAG made a presentation of PSDAG Year 3 activities to the

Minister of State in charge of Agriculture. During the meeting, the Minister was informed that PSDAG had submitted the NAIPS document to MINAGRI. MINAGRI will review the NAIPS document and provide guidance on finalization, validation with key stakeholders (including the Agriculture Sector Working Group), and subsequent approval by the relevant institutions, which is now expected to occur in Q3.

ACTIVITY 2: AGRICULTURE LAND INFORMATION SYSTEM: PHASE 1 & 2

During FY2017, PSDAG analyzed the needs for expanding and improving the functionality of the ALIS.

Figure 1: User's feedback on Investor App



additional MINAGRI-owned parcel descriptors regarding availability of public land for lease.

The following progress was made on the assessment and upgrading of ALIS as follows:

- Conducted a workshop with relevant staff at MINAGRI to identify limitations of the ALIS Investor Application (Investor App); and conducted Investor App users' survey to gather feedback from a broad range of private sector users from outside Rwanda. **Figure 2** and **Table 1** present a summary of feedback from users of the Investor Application. The feedback will be used to further improve the system in Q3.
- Added functionality to mark public parcels of land in ALIS 1 as reserved, sold or leased as illustrated in **Figure 1**.
- Worked with MINAGRI to address constraints to upload six million private sector parcels into the Investor App. The team agreed that the number of parcels is too large and their size is too small to load and display in a user-friendly manner on an online application stored in the cloud. The time for query and search of data would tax the users' patience and they may abandon using the application. At the same time, it is not necessary, or perhaps even legal, for the public to have specific information on private parcels.

After the successful launch of ALIS 1 in October 2016, MINAGRI asked PSDAG to provide assistance in expanding the capability of ALIS to provide information on an additional six million private land parcels designated for agriculture. At the same time, MINAGRI requested improvements to the user interface and search options based on stakeholder feedback together with

Figure 2: Additional functionality to Investor App to show status of land



- Delays were encountered in integration of climate change data into the Investor App because MINAGRI is yet to receive essential data requested from Meteo Rwanda.
- Provided updates on potentially desirable interfaces of the ALIS Investor App with adjacent systems such as the MINAGRI Management Information System (MIS), Rwanda Online, and e-Soko market price information system (see **Table 2**).

As reported in Q1, PSDAG identified a consultant for Short Term Technical Assistance (STTA) to help MINAGRI staff create a budget and associated justification narrative for the maintenance of subsequent phases of ALIS. The consultant worked with MINAGRI staff to develop the Project Profile Document (PPD) according to the Ministry of Finance and Economic Planning (MINECOFIN) FY2017/2018 budget cycle process, which was submitted to MINAGRI for review on November 21, 2016. The full feasibility study and economic impact analysis for an SAIS was finalized and submitted to MINAGRI by the consultant in January. The SAIS would include ALIS and the Investor App and a comprehensive data system that would harmonize MINAGRI data sources such as MIS, ALIS, e-Soko, and Rwanda Online. The SAIS would also provide additional functionality such as interactive farmer and cow registration systems. Future versions of ALIS under SAIS may include utilization of data from drones and available satellite imagery. MINAGRI presented the project to the Public Investment Committee (PIC)¹ on January 25, 2017, and the concept was approved.

During Q2, MINAGRI requested PSDAG support for SAIS to 1) develop a cost-effective way to gather information on current agriculture land use and attributes, both public and private (land profiling); 2) establish a farmer registration system to be used to help track transactions as part of the input subsidy program; and 3) develop a mechanism to communicate with small-holder farmers (see Section 2.2.4, Activity 16). PSDAG support will be further discussed with MINAGRI in Q3.

Table 1: User feedback on Investor App

User Feedback	ESRI Comments
Improve performance and reduce complexity	Maps contain a certain amount of data requiring time to load. The more complex the data is, the longer the map takes to load. Technical and organizational propositions: 1) Reduce complexity of the publicly available Investor App. or 2) Create a new, more detailed application for internal use.
Add more background information about the system	The page about agricultural investors could be extended and links between the information and the application established.
Show only available parcels for investment	Already implemented by marking parcels of land in ALIS 1 as “reserved,” “sold,” or “leased”
Contact form instead of e-mail	A suggestion to link to a contact form that can be filled. The form can be created on MINAGRI's website, which is quite straightforward, and the link replaced in the Investor App. Further inquiries are needed from MINAGRI IT to meet the following

¹ The PIC takes decisions on a) approval for funding of projects b) type of financing for projects c) pipeline of projects d) projects that can be undertaken through or with the private sector. Projects shall be submitted to the PIC for review and endorsement by the National Investment Planning Unit/MINECOFIN which serves as the secretariat for the PIC and conducts all preliminary analysis.

User Feedback	ESRI Comments
	challenges: Good knowledge of TYPO3 CMS (used to build the MINAGRI website) and pass on the values (e.g., the UPI of the parcel) to prefill the form.
Change in symbology and additional search option	<p>There is no technical obstacle to add additional search criteria. However, search options are limited to the available data tags. For example, you may not be able to search by soil type per se, but that information can be added as an information layer.</p> <p>Also symbology is easy to modify, as long as there is a consensus available.</p> <p>Checking the data available for search and discussion with the client will be required before implementing these suggestions.</p> <p>The base map widget can easily be placed in the map window, as suggested.</p>
Additional data (water and sanitation, climate, crop and soil suitability)	Every new dataset can be prepared and uploaded to the map as soon as the data become available

Table 2: Possible constructive interfaces of ALIS with other adjacent systems

Adjacent System	Interface Possibilities
Management Information System (MIS)	<ul style="list-style-type: none"> Conducted consultative meetings with Agri-TAF to get an understanding of the current MIS system, its content and status. Currently the MIS records district indicators for agriculture based on district <i>Imihigos</i> (performance contracts), but will be expanded to sector level or down to cell, village, or plot level in the future. MIS has a geographic component to display aggregated data at the district level on Open Street Map base maps. This is a fast and valuable approach and gives a good visual representation of the data value distribution. Currently there is no need to exchange data from MIS to ALIS, since the mapping capabilities of MIS are sufficient. However, if data need to be further analyzed geographically, an export of attributes can be done and joined to the respective administrative level in ALIS.
e-Soko (e-Soko+ or e-Soko2)	<ul style="list-style-type: none"> From the current guest e-Soko site the data could be downloaded in Excel format. Using the transpose function in Excel, the different crops are aligned according to the market and can be joined to the market center points in ALIS. Looking at the current data in e-Soko, some name corrections will need be done to ensure perfect matching of market center names. But if a list of unique IDs for market centers is available, the interface between e-Soko and ALIS could be better automated.
Rwanda Online	<ul style="list-style-type: none"> It is assumed that data of a farmer's database can be exported to Excel, CSV, or TXT and uploaded and joined to data in ALIS. MINAGRI to define which data will be exchanged and linked to the parcel data. MINAGRI is currently developing a farmer database that will be tested in the districts of the City of Kigali within the coming months. The system is using the private parcels received from the Land Administration Information System (LAIS). Some eight million records have been cleaned by removing duplicates and multiple parcel owners. The data are stored in Microsoft Access, divided by province.

ACTIVITY 3: AGRICULTURE LAND USE AND MANAGEMENT GUIDELINES

The goal of this activity is to help the GOR facilitate investor access to information regarding available public land for sub-lease. There is a clear and transparent process for reviewing and processing such applications in a timely manner. During Q1, PSDAG developed the Scope of Work (SOW) for Agriculture Land Use and Management Guidelines Consultancy. The consultancy will assist MINAGRI and RDB to review the

current Land Lease Client Charter, the Land Use Consolidation Ministerial Orders, and any other processes proposed to manage agriculture land. PSDAG shared the SOW with MINAGRI for input. PSDAG plans to incorporate MINAGRI's feedback on the SOW and proceed with implementation once MINAGRI agrees to the final language and the MOU with RDB is agreed to and signed as stated in Activity 4 below.

ACTIVITY 4: INVESTMENT ROADMAP SIMPLIFICATION AND INVESTOR HANDBOOK

During FY2016, PSDAG competitively identified a local consulting and design firm to help develop an Agriculture Investment Handbook for Rwanda. The handbook, originally intended to simplify the 2013 Investment Roadmap, is expected to provide comprehensive and relevant information that potential investors in the agriculture sector will need to make an informed investment decisions and to assist them with solving issues that require GOR services. As noted in the Q1 report, in October and November 2016 RDB underwent a major restructuring and downsizing of staff. By request of the new staff, PSDAG was then asked to develop an MOU to outline the partnership and planned activities. A draft MOU and information on the proposal prepared by the local consulting and design firm were sent to RDB for review in December. In January, RDB experienced another restructuring and a new CEO and COO were assigned. PSDAG received feedback from the new COO on the MOU in late March, which is now being revised by RDB staff.

During Q2, PSDAG shared the Request for Proposals (RFP) and the technical proposal from the successful bidder for this activity with the head of RDB's Investment Promotion Department. PSDAG hopes to get input and concurrence from RDB on the SOW, selected firm, and the MOU detailing the areas of collaboration and partnership.

ACTIVITY 5: AGRICULTURE INVESTMENT DATABANK

This activity supports the development of a centralized databank that both archives and links to the most up-to-date agriculture data frequently sought by investors. Information accessible through the databank may include links to agricultural statistics, trade data, current policies and strategies, publicly available feasibility and value chain studies, and the pipeline of current investment opportunities. The databank is intended to be available to the public through the relevant GOR websites, though institutions may reserve portions of the databank for internal use at their discretion. During Q1, PSDAG developed a draft SOW for the development of an Agriculture Investment Databank.

During Q2, there was no progress on implementation of this activity which is still on hold awaiting signing of MOU between PSDAG and RDB.

ACTIVITY 6: IMPROVING BEFORE AND AFTERCARE SERVICES

The goal of this activity is to find a way to improve how the network of GOR staff working on investment promotion coordinates and communicates through existing Information Communication Technology (ICT) systems, namely the RDB Client Response Management (CRM) system, the MINICOM Company Issues Tracker, and the Integrated/Interface Business Management Information (IBMI) system to gather private sector issues via Short Message Service (SMS) implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

During Q1, PSDAG developed a SOW for Investment Promotion Before and After Care Systems Assessment Consultancy. During Q2, as with Activities 4 and 5, this activity is contingent on the signing of the MOU between PSDAG and RDB before a firm can be recruited. It will also require input from PSF since the system will most likely involve aspects of PPD.

ACTIVITY 7: IMPROVE INVESTMENT PROMOTION MARKETING MATERIALS AND ACTIVITIES

The goal of this activity is to evaluate the tools and methodologies that have been used in the past by RDB and the MINAGRI Investment Support Unit (ISU) to market agriculture opportunities to potential investors, make recommendations for improvement, and subsequently build the capacity of these institutions to use the new tools and methodologies developed.

As reported in Q1, PSDAG consulted with the East Africa Trade and Investment Hub and GIZ, which had planned to provide similar capacity building support to RDB for the coming year. During Q2, it was reported that the Trademark East Africa project engaged Tradelinks to also provide this type of training. Though the three organization cover slightly different sectors, the capacity building content may be relatively similar. Based on this information, PSDAG approached RDB to clarify the support that is needed from the project so that there is no unnecessary duplication. RDB was to submit a formal statement regarding the needs, but due to the restructuring that took place in October and November, no formal feedback was given. Based on feedback from the new RDB COO, the RDB team is revising this request. PSDAG expects the scope of this activity to be clarified through the MOU negotiation process (see Activity 4.)

During Q2, there was no progress on implementation of this activity which is still on hold awaiting signing of the MOU with RDB.

ACTIVITY 8: IMPROVE PPP PROCESS

The goal of this activity is to work with the RDB Strategic Investment Department (SID) and the identified Contracting Authority for agricultural Public-Private Partnerships (PPPs) to develop sector-specific guidelines (including selection criteria) and templates for concept notes, applications, and agreements; to develop guidelines and best practices for conducting an accurate feasibility study; and to develop guidelines and best practices for negotiating with the private sector.

During Q2, as part of the GOR Capacity Building Assessment activity, the needs of the SID in these areas was further validated (see Section 2.2.4, Activity 17). The SOW for a Public-Private Partnership Consultancy was already developed and shared with the new RDB staff along with the draft MOU for partnership in Q1. Based on the findings of the consultants, the SOW will be updated and shared again for final approval. This activity is being carried out in collaboration with RDB and MINAGRI and will begin once the MOU with RDB is signed.

ACTIVITY 9: IMPROVE PRIVATIZATION PROCESS

The goal of this activity is to work with RDB SID to assess and make recommendations on reforms for the 1996 Rwanda Privatization Law to allow investors who take over GOR assets to adapt to changing circumstances and to provide assistance, capacity building,

and mentorship to RDB SID staff to restructure select GOR-owned businesses and assets to market to the private sector.

As with Activity 8, the SOW created for this activity will be updated based on the recommendations from the consultants as part of the GOR Capacity Building Assessment activity and will begin once the MOU with RDB is signed.



*PSDAG Chief of Party (COP, right with PSF CEO during the MOU signing ceremony, March 23, 2017
(Photo by PSDAG Staff)*

2.1.2: IMPROVING PUBLIC-PRIVATE DIALOGUE

ACTIVITY 10: PILOT OF NATIONAL AND DISTRICT-LEVEL PPD PROCESSES

The national taskforce formed during FY2016 on PPD held a workshop in Q1 to prioritize issues and plan the dates for the national and local PPD events for FY2017. However, following the restructuring of RDB in November 2016, the dialogues were delayed as the new RDB member for the Rwanda Public

Private Dialogue Secretariat (RPPDS) had not yet been assigned. The RPPDS coordinates all PPD activities in Rwanda and is composed of one member each from RDB and PSF. In addition, PSDAG was in the process of developing and signing an MOU with the Private Sector Federation (PSF) to clearly articulate the roles and responsibilities of each party in carrying out the various PPD activities between the two organizations.

PSDAG signed an MOU with PSF on March 23, 2017 at the PSF offices in Kigali. Under this MOU partnership, PSDAG and PSF will pilot national and district-level PPD processes. Consequently, PSDAG and the RCAL of PSF began the development of an Agri-PPD framework to harmonize the Agri-PPD activities (national and district-level), taking into account pilot activities that have taken place so far. The new draft framework is expected to be finalized in April and validated with the major Agri-PPD stakeholders, including RDB, MINAGRI, MINEACOM, and MINALOC, in early May. After the framework is validated, PSDAG will assist the organizations with organizing and implementing dialogues covering the issues previously highlighted.

In addition, PSDAG followed up on progress on implementation of action points from district-level PPD meetings conducted in Q1. Progress on implementation of issues identified through the Local PPD meeting in Nyagatare District is presented in **Table 3**.

Table 3: Implementation of action points identified during PPD meeting in Nyagatare District

Issue	Implementation Progress
Low access to water both for livestock and irrigation	Nyagatare District subsidized 180 dam sheets to farmers (each one costs RWF 800,000; the district gave a subsidy of RWF 500,000 for each). The district constructed five valley dams and a pipeline supplying water to 100,000 farmers in Museri Sector, and the district drilled 86 boreholes.
Link farmers to finance institutions to access credits for tanks and dams	Ongoing—sensitization of farmers to apply for credits through community-based savings and credit cooperatives (SACCOs).
More technicians to support agronomists and vets in sectors	The district appointed farmer mobilizers in sectors.
Organize Agri-PPD in sectors	Not yet addressed.
Built capacity of agronomists and vets (this is in the district plan 2017/18)	Not yet addressed.

ACTIVITY 11: SUPPORT TO RWANDA PUBLIC-PRIVATE DIALOGUE SECRETARIAT

During Q1, PSDAG began an organizational assessment of the RPPDS in order to inform PSDAG of areas of intervention that would strengthen the Secretariat's capacity to coordinate PPD. However, due to the restructuring of RDB, this activity was halted. At the same time, PSF assigned a new member to the RPPDS and requested that the assessment remain on hold until the national validation of the framework is completed. (see Activity 10.)

ACTIVITY 12: SUPPORT TO THE PRIVATE SECTOR FEDERATION AND PRIVATE SECTOR ASSOCIATIONS

During Q1, PSDAG began conducting a comprehensive organizational capacity assessment for RCAL of PSF that would inform PSDAG of areas of intervention to support PSF to meet the needs of the private sector through advocacy. The PSDAG consultant conducted private sector stakeholder consultations and interviewed key MINAGRI and RDB staff involved in investment promotion. As noted under Activity 10, in order to move forward with interviews with PSF staff, however, PSF requested a partnership MOU with PSDAG clarifying the process and clearly showing the roles and responsibilities of each partner.

During Q2, PSDAG and PSF signed a MOU covering the following areas of collaboration:

- Providing technical and financial assistance for the institutional assessment of the PSF's RCAL.
- Providing technical and financial assistance for the implementation of recommended and agreed upon interventions for PSF's RCAL.
- Support PSF (through an institutional capacity building grant) in the activities of consolidating a database of member farmers and agribusinesses, establish an operational PPD Secretariat and improve the market access for agribusinesses.
- Maintaining regular communication about relevant agribusiness opportunities in the country.

Following the signing of MOU with PSDAG on March 23, 2017, PSDAG began working with RCAL to begin implementation of all PPD activities (see Activity 10 and 11). Annex XII includes a copy of the MOU signed with PSF.

Also during Q2, PSDAG finalized and submitted to USAID for approval, a Request for Applications (RFA) for institutional strengthening for private sector advocacy in agriculture grants. Under this RFA, PSDAG seeks to improve the business enabling environment for prospective and current private sector investors in agriculture, especially for local investors aiming to take advantage of local or regional market opportunities. To achieve this, PSDAG will offer technical assistance and capacity building aimed at strengthening the functional and operational efficiency of four to five eligible institutions and associations to engage with government. PSDAG interventions aimed at promoting the private sector will help ensure input of investors into GOR policy efforts to increase investment. These activities will complement efforts by the GOR and private sector institutions and associations, including the Rwanda RCAL of the PSF, related private-sector agricultural associations, and any other private sector entity interested in fostering effective PPD and policy advocacy activities. The RFA was submitted to USAID for approval in March and is expected to be published in April.

2.2.3: ENHANCING THE BUSINESS ENABLING ENVIRONMENT

ACTIVITY 13: EVIDENCE-BASED POLICY ANALYSIS

During Q2, no activity took place relating to this activity due to the delay in rolling out national Agri-PPD meetings, which were contingent to the signing of MOU with PSF and revitalization of the RPPDS as discussed under Activity 10.

ACTIVITY 14: INVESTMENT OPPORTUNITY ANALYSIS

Poultry Competitiveness Study

Following the finalization and presentation of the Poultry Competitiveness Study in Q4 of FY 2016, in Q1 of FY 2017, MINAGRI requested that a further analysis be done to assess the determinants of the high cost of day-old chicks (DOC) in Rwanda compared to imported ones. A rapid assessment was carried out in Q1. The assessment entailed visits to eight hatcheries in the Northern and Southern Provinces as well as in the City of Kigali. Subsequently, the draft report on determinants of the high cost of DOCs was shared with MINAGRI for inputs before finalization. No feedback was received.

In Q2, PSDAG wrote to MINAGRI asking for an appointment to present the final report so that next steps could be taken regarding the findings from this assessment. The final presentation and validation is now expected to take place in April or May. Though the final report with the additional data has not yet been validated, the data from the report were used to inform the National Livestock Sector Development Framework (see *TECHNICAL ASSISTANCE TO THE MINAGRI ISU* for contributions of the embedded investment advisor).

Export Commodity Aggregation Services Consultancy

Following the completion of the study on the Export Commodity Aggregation Model for Rwanda in Q1, a Technical Coordination Committee was formed in December 2016 to coordinate the piloting of the proposed aggregation model.

During Q2, PSDAG drafted a SOW for the Technical Coordination Committee and shared it with the NAEB for inputs and implementation. Under the NAEB's leadership, the committee, composed of NAEB, PSDAG, RDB, MINAGRI, Rwanda Agriculture and Livestock Inspection and Certification Services, and RwandAir, will coordinate the establishment of a Commodity and Services Aggregation model for Rwanda. As NAEB has already developed a pack house, this can serve as the aggregation center for the various export commodities. In addition, the committee will coordinate the issuance of a Request for Information to get private sector information on their expectations for the functioning of the proposed Commodity Aggregation Model. In parallel, NAEB is developing the Kigali Wholesale Market for Fresh Produce (KWMFP), a large project aimed at centralizing all fresh produce in a one-stop center for cleaning, sorting, and processing before reaching local and export markets. Therefore, PSDAG hopes to explore possible synergies with the proposed aggregation center since both projects are closely related. In February 2017, PSDAG shared with NAEB the final draft of the report concerning the first phase of the export aggregation services. PSDAG is expecting final feedback and buy-in to conduct a financial analysis (business case) and feasibility study for a Public-Private Partnership (PPP) in Q3.

ACTIVITY 15: FERTILIZER DISTRIBUTION AND OTHER ADMINISTRATIVE PROCEDURES

In Q4 of FY2015, PSDAG assumed overall responsibility of supervision and management of 30 District Field Agents (DFAs) after the close of the USAID Privatization of Rwanda's Fertilizer Import and Distribution System (PReFER) project. Through the DFAs, PSDAG supported the national input subsidy distribution program for 18 months from September 1, 2015, through December 31, 2016. DFAs were stationed at district offices to help monitor and report on the transactions conducted between importers, distributors, agro-dealers, and farmers. They also assisted with building the capacity of agro-dealers to use mFarms, an inventory management system developed and implanted by PReFER and currently owned and maintained by MINAGRI. PSDAG's support (through the DFAs) of the national input subsidy distribution program ended in December 2016.

During Q2, PSDAG began a profitability analysis of the inputs distribution business. This exercise was undertaken in response to many complaints from the agro-dealers related to the loss they faced in their businesses during Season 2017-A compared with the previous seasons. In February 2017, PSDAG developed a SOW to hire STTA to analyze the impact of recent changes in the fertilizer and seed distribution on the profitability of locally-established agro-dealers. The draft report is expected by the end of April 2017.

2.2.4: INSTITUTIONAL STRENGTHENING AND CAPACITY BUILDING

ACTIVITY 16: SUPPORT FOR BUDGET AND IMIHIGO PLANNING CYCLE

As a key part of its sustainability strategy, PSDAG is working with MINAGRI to advocate for long-term GOR budget support for PSDAG-funded activities and programs, such as future phases of ALIS.

During Q1 and Q2, the PSDAG consultant assisted MINAGRI in developing a seven-year, high-level budget and economic impact study for SAIS, as explained in Section 2.2.1, Activity 2. The budget and economic impact study was supported by a feasibility

study, all of which were approved by the PIC on January 25, 2017. PSDAG extended the scope of the consultant to assist MINAGRI in the remaining budget planning activities for GOR FY 2017/2018. PSDAG's additional support includes: 1) mapping potential sources of funding SAIS from development partners, and 2) helping MINAGRI prepare the implementation plan of SAIS for FY 2017/2018. The final approval for the budget and implementation plan from MINECOFIN is expected by the end of June, 2017.

ACTIVITY 17: CAPACITY BUILDING ASSESSMENT

During Q2, two STTAs conducted a needs assessment for capacity building for GOR institutions/agencies tasked with promoting private investments in the agriculture sector (MINAGRI, NAEB, and RDB). The consultants presented preliminary findings on March 3, 2017, and thereafter presented a draft report on March 28, 2017. A summary of the findings for each institution can be found in **Table 4**. Six common themes emerged from the assessment conclusions including the following:

1. **Conclusion 1:** Significant capacity gaps in each institution for promoting, facilitating, and developing private sector investment and PPD/policy advocacy. These are currently obstacles to Rwanda achieving its agricultural economic development goals.

Recommendation: Launch an initial, capacity building pilot program within 12 months, followed by a larger program based on the success of the pilot in demonstrating positive outcomes, to help obtain ongoing co-funding.

2. **Conclusion 2:** Scarce funding for capacity building. Investor-facing personnel are distributed widely across RDB, MINAGRI, and NAEB. They have limited opportunities to bid for scarce funding for capacity building in competition with the demand for training in each organization.

Recommendation: Develop a collaborative, coordinated funding approach across the public, private, and donor institutional network to maintain consistency of funding for capacity building projects that demonstrably deliver significant value.

3. **Conclusion 3:** Similar training needs across institutions/agencies (understanding companies' decision-making processes and "soft skills," e.g., empathy with investors, communicating effectively with them, team and partnering skills, and problem solving). There is also shared demand for "hard" technical skills related to privatizing State-Owned Enterprises, to PPP contracting and to joint venture set-up.

Recommendation: Form an Investment Development Network to deliver training to investor-facing staff across institutional boundaries and meet widely similar training needs, while avoiding a "silo" approach to capacity building.

4. **Conclusion 4:** Constantly changing corporate environments, frequent staff changes, limited induction support for new staff, and demands on staff from re-organizations make continuity for building capacity and longer term sustainability difficult. Few capacity-building programs continue to deliver value in the longer

term due in part to the absence of existing fundamental frameworks on which to base capacity building initiatives.

Recommendation: Link future training needs assessment to the existing annual staff evaluation system in place across all GOR institutions, by adding a one-page training needs form to staff evaluation forms and measure capacity gains on a 1-5 scale that can be aggregated to departmental and institutional levels.

5. **Conclusion 5:** Limited collaboration across organizations. Research shows investors can be “lost” between various institutions; they may receive conflicting advice from different GOR sources; coordination of effort was often limited.

Recommendation: Creating an Investment Development Network can give investor-facing staff the opportunity to meet together regularly to network, build closer working relationships with counterparts in other institutions, and improve the quality of cross-institutional support along the investor journey. Training material produced by the PSDAG will provide an on-going cross-organizational training resource library.

6. **Conclusion 6:** Need for an effective PPD framework at the national level. The RPPDS is hampered by limited coordination between its two partners, PSF and RDB, in decision-making, and increasingly by an apparent lack of institutional ownership.

Recommendation: Build PPD capacity at RDB (and PSF/RCAL) to help RPPDS resume a more active role; support further development of a broad Agri-PPD framework and taskforce to work with a re-activated RPPDS if possible; or if RPPDS activity remains limited, to ensure Agri-PPD is effective at the national and local level.

Table 4: A summary of preliminary assessment findings and main technical capacity building gaps

Assessment findings	Main technical capacity building gaps
MINAGRI	
<ul style="list-style-type: none"> • Clear policy delivery mission. • High level 2020 Vision advocacy. • Authoritative source of technical support. • Private sector investment development focus. 	<ul style="list-style-type: none"> • “Hard” skills associated with dealing with PPP, SOE sale, and joint venture projects. • The “soft skills,” i.e. building empathy with investors, communications, team and collaborative partnering skills, problem solving, ability to interpret data and present it to support a business case.
RDB	
<ul style="list-style-type: none"> • A multi-faceted investment development agency tasked with attracting and facilitating investment with many of the essential international good practice elements in place. 	<ul style="list-style-type: none"> • Investor marketing and communications—limited resources and skills to fulfill potential • Investor enquiry response and facilitation—constraints reducing ability to deliver the level of support expected by investors • Investor aftercare—limited capacity to develop relationships with new and longer-term investors to support growth and retention • The SOE privatization and PPP process—insufficient personnel with the “hard” and “soft” skills necessary to fully meet demands.
NAEB	

Assessment findings	Main technical capacity building gaps
<ul style="list-style-type: none"> The combination of its value-adding role in building agribusiness export competitiveness from farm level upwards; and its strengthened role in developing commercial, export-intensive enterprises makes it a major resource in investment facilitation. 	<ul style="list-style-type: none"> Marketing and communications (including online) planning and implementation Building understanding of the investment and linked export process from the company's perspective Potential international investor targeting (a task shared with RDB) Producing compelling value propositions/business proposals for agribusiness sub-sectors Communicating to and engaging with potential investors (presenting propositions, trade show techniques, and follow-through) Training of overseas commercial attaché network in export and investment promotion.
RPPDS	
<ul style="list-style-type: none"> There is a broad, generally effective PPD framework at the local level that encourages public-private sector communication but not at the national level, with RPPDS less active. 	<ul style="list-style-type: none"> RDB: entry level PPD/policy advocacy training for representatives at RPPDS PSF: practitioner level policy research, position papers, briefs, for representatives at RPPDS MINAGRI ISU: Practitioner-level training on specific PPD investment issues Local level: Previous champions need refresher PPD training, new ones need basic PPD courses; also train Investment Promotion Officers on basic investment facilitation; and use training of trainers (TOTs), Business Development Services (BDS), and universities.

The final capacity building assessment report will be finalized and presented in April 2017 to GOR participating institutions, the Capacity Development and Employment Services Board (CESB), and other developing partners engaged in GOR capacity building. The reports will be sent to the participating institutions for final buy-in before relevant SOWs are prepared and finalized to implement capacity building pilots.

ACTIVITY 18: IMPLEMENT CAPACITY BUILDING PLANS

This activity is contingent on implementation of Capacity Building Assessment findings as discussed under Activity 17.

Progress on capacity building of MINAGRI and RDB through Embedded Investment Advisors (EIAs) is discussed below.

TECHNICAL ASSISTANCE TO THE MINAGRI ISU

During Q2 2017, the PSDAG EIA in MINAGRI provided the following technical assistance to the Ministry:

- Assisted the Ministry in organizing a workshop on the journey toward youth engagement in agriculture transformation. The workshop brought together about 100 youth from across the country, stakeholders that support youth initiatives to review what has been accomplished over the past year since the Ministry started engaging youth and came up with a roadmap for the way forward;
- Supported the formal registration of Rwanda Youth in Agribusiness Forum with the Ministry of Public Service and Labor;
- Facilitated a consultative meeting between MINAGRI and Rwanda Cooperative Agency (RCA), which had submitted a concept proposal to the Ministry on areas

of collaboration. Key areas of collaboration proposed in the concept include reviving Public Private Dialogue in Agriculture, farmers' organization and capacity building using the Farm Field School (FFS) model, linking farmers' organization to market; agricultural database and other agricultural value chain development;

- Supported the Ministry in carrying out physical verification and preliminary analysis of youth agribusiness projects to be funded under the Agribusiness Investment Facility Fund. A total of 50 projects were pre-selected to undergo the last phase of financial analysis. It is expected that one agribusiness youth project per district will be funded under the Agribusiness Investment Facility Fund.
- Participated in the development of Livestock Sector Development Framework which is a blueprint for the development of the Livestock Sector Strategy and Livestock Development Investment Master Plan;
- Assisted the Ministry with the development of concept note on Impact Assessment of the Rural Investment Facility (RIF2). The ministry plans to carry out an impact assessment of RIF2 in the month of April 2017;
- Assisted the Ministry in carrying out the agriculture livelihood mapping exercise and agriculture water investment mapping under the Effective and Sustainable Investment in Water for Poverty Reduction Project. The project aims at improving food security and reducing rural poverty of smallholder farmers through improving the quality, impact and sustainability of agricultural water management investments; A needs assessment analysis was carried out to identify the needs, relevance, potential, and opportunities for improving the impact and effectiveness of interventions in terms of research, technical assistance, capacity building, and policy support. This project will help MINAGRI Rwanda Agricultural Board (RAB) while developing irrigation investment projects, to know which one is needed where and which technology is most appropriate;
- Updated the MINAGRI Flagship Project Tracker, which is used to inform decisions of senior management meetings such as IDEC, Economic Cluster, and MINAGRI (See Annex I); and
- Supported the private investment projects listed in Table 5.

Table 5: Private sector facilitation by PSDAG EIA at MINAGRI

[REDACTED]

TECHNICAL SUPPORT TO RWANDA DEVELOPMENT BOARD

During Q2, PSDAG's EIA at RDB continued with investment promotion activities as presented in Table 6.

Table 6: Private sector facilitation by PSDAG EIA at RDB

[REDACTED]

2.2. OBJECTIVE 2: FACILITATE INCREASED PRIVATE SECTOR INVESTMENT TO UPGRADE VALUE CHAINS

PSDAG continued with implementation of project activities under various grant mechanisms including 16 grants under the VCCF; and 13 grants under Farmbook and PCC Upgrade Grants. Progress and outcomes of implementation of ongoing grants by value chain are presented in **Table 7**.

Table 7: Summary of FY2017 Q2 results from PSDAG grant activities by value chain

Key indicators	Beans	Irish Potatoes	Maize	Horticulture	Other Value Chains	Dairy	Total
Value of gross farm incomes of assisted farmers (USD)	1,205	235,303	1,043,494	33,751	8,349	13,900	1,336,002
# of farmers	-	839	11,124	714	10	834	13,521
\$ of female farmers	554	66,705	397,394	21,425	1,670	4,167	491,915
Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation (USD)	3,614	121,917	-	72,068	38,554	10,120	246,274
Value of exports of targeted agricultural commodities as a result of USG assistance (USD)	422	11,357	902,149	37,424	6,024	-	957,375
Value of domestic sales of value-added agricultural products attributed to program implementation (USD)	1,304,711	1,004,776	1,696,879	66,622	12,321	66,421	4,151,730
Value of incremental sales (collected at farm-level) attributed to FTF implementation (USD)	1,205	107,424	619,388	31,330	-	-	759,347
Number of farmers and others who have applied improved technologies or management practices as a result of USG assistance	-	2,944	9,017	1,826	-	-	13,787
Men farmers	-	1,605	5,741	871	-	-	8,217
Women farmers	-	1,309	3,276	955	-	-	5,540
Value of Agricultural and rural loans and value chain financing (USD)	-	3,651	124,193	-	-	10,120	137,964

Key indicators	Beans	Irish Potatoes	Maize	Horticulture	Other Value Chains	Dairy	Total
<i>Men</i>	-	1,877	106,162	-	-	10,120	118,159
<i>Women</i>	-	268	18,031	-	-	-	18,299
<i>Joint</i>	-	1,506	-	-	-	-	1,506

SELECTION AND APPROVAL OF PSDAG PRIVATE PARTNERS

VCCF Partnerships – 2015 RFA

In Q2 FY 2017, PSDAG signed three partnerships, which were identified and selected under the 2015 RFA who are investing in the supply chain for potatoes (packaging) and horticulture: Agroplast Ltd., Agasaro Organic Ltd., and Norlega. One remaining successful applicant is still on hold as it raises funds for its leveraged contribution. No other grants from this RFA remains in the pipeline under negotiation.

Value Chain Competitiveness Fund (VCCF) Partnerships – 2016 Annual Program Statement (APS)

During Q2 FY 2017, PSDAG signed its first four grants with successful applicants approved by USAID: Green Harvest, Masaka Creamery, E&Foods, and Ndiyo Business Group.

The PSDAG Grant Evaluation Committee (GEC) evaluated the final 10 full applications received under the FY 2016 APS. Five companies were approved for the next step of the due diligence process: [REDACTED]. These investment proposals are in the areas of potato seed production and horticulture. An additional four applications were put on a waitlist until April, 2017, at which point PSDAG will consider if it has the funding to partner with these companies.

The PSDAG grant and technical team conducted nine pre-award surveys from the four successful applications that were selected in Q1 and five selected in this quarter and began the budget negotiation process. A list of partnerships is included in Annex II.

VCCF Partnerships – 2017 APS

PSDAG released its Year 3 APS at the end of Q1. At the time of publishing its APS, PSDAG did not release a broad call for applications as it did in FY 2016. Beginning in April 2016, and subject to availability of VCCF funding, PSDAG may choose to evaluate Concept Notes for grant funding; however, priority will be given to applicants that submit applications under one of the four RFAs. In FY 2017, PSDAG will prioritize applications that fall under the following RFAs, attached to the APS as individual annexes:

- Cooperative professionalization
- Women and Youth Leadership & Entrepreneurship
- Asset Financing
- Institutional Capacity Strengthening

- Innovation Challenge Fund

PSDAG released the first RFA for Cooperative Professionalization to support the capacity of cooperatives to deliver quality products under formal or informal buying arrangements with identified buyers. These buyers are mainly PSDAG partners who require quality raw materials and recognize that their cooperatives could improve productivity and quality management with some additional support. The professionalization of cooperatives grants will help cooperatives invest in upgrading their business to build their capacity and co-invest in these upgrades. It is in this regard that PSDAG in partnership with World Food Program (WFP) and Rwanda Development Organization (RDO), offered the RFA with WFP maize cooperatives in time for Season A harvesting. PSDAG received 44 applications from maize cooperatives and provided grants to 33 cooperatives that were qualified by the GEC. Subsequent grants under this RFA will be made to cooperatives in horticulture, potatoes, and beans who are participating in the Professionalization and Quality Management Systems for Producers and Aggregators activity in Q3 (see Objective 2.1.1, Activity 21).

The Asset Financing and Institutional Capacity Strengthening RFAs were submitted to USAID for approval at the end of Q2, and are expected to be published in April.

Summary of Partnerships: Grant Funding and Partners' Investment Leveraged

PSDAG has continued to build strong partnerships with the private sector under the VCCF. **Table 8** summarizes the status of the partner completion and selection process and estimated grant funding partner leverage.

Table 8: Summary of partner competition, selection process, grant funding and partner leverage

Concept Notes / Applications	FY 2015 RFA		FY 2016 APS			
As of Dec. 31, 2016	Full Applications		Concept Notes		Full Applications	
Received	98	<ul style="list-style-type: none"> • \$48.3 million requested • \$59.6 million in proposed leverage 	171	<ul style="list-style-type: none"> • \$23 million requested • \$34 million in proposed leverage 	63	<ul style="list-style-type: none"> • \$9 million • \$21.4 million in proposed leverage
Accepted	20	<ul style="list-style-type: none"> • \$2.6 million requested • \$5.6 million in proposed leverage 	42	<ul style="list-style-type: none"> • \$10.4 million requested • \$19 million in proposed leverage 	41	<ul style="list-style-type: none"> • \$5.5 million requested • \$15 million in proposed leverage
Requested to Resubmit	0	N/A	9	<ul style="list-style-type: none"> • \$1 million requested • \$1.6 million in proposed leverage 	8	<ul style="list-style-type: none"> • \$1.3 million requested • \$2.2 million in proposed leverage
Under Negotiation	1	<ul style="list-style-type: none"> • \$35k in grant funding • \$45k in leverage 	N/A		30	<ul style="list-style-type: none"> • \$2.5 million in grant funding • \$9 million in leverage

Concept Notes / Applications	FY 2015 RFA		FY 2016 APS		
Awarded	14	<ul style="list-style-type: none"> \$1.8 million in grant funding \$3.7 million in leverage 	N/A	4	<ul style="list-style-type: none"> \$0.4 in grant funding \$1.34 million in leverage
Total Anticipated Awarded	15	<ul style="list-style-type: none"> \$1.8 million in grant funding \$3.7 million in leverage 	N/A	30	<ul style="list-style-type: none"> \$2.5 million in grant funding \$9 million in leverage

Note that leverage includes both capital and non-capital private sector investments directly relevant to the grant-funded; value under negotiation is based on current negotiations not application amount and excludes applications that were dropped after due diligence. It is not anticipated that all grants under due diligence and negotiation will be awarded (i.e., the target number of grants awarded will be less than the sum of grants awarded and those under negotiation).

OBJECTIVE 2.1.1: IMPROVING ACCESS TO RAW MATERIALS

ACTIVITY 19: STRENGTHEN VERTICAL LINKAGES THROUGH IMPROVED AGGREGATION, POST-HARVEST HANDLING, AND QUALITY MANAGEMENT SYSTEMS

PSDAG partnerships from the 2015 RFA and 2016 APS have made progress toward their investment objectives in Q2, strengthening their vertical relationships with buyer and quality management at aggregation as reported below. In addition to progress of its private partners reported below, more details on progress of cooperative professionalization is provided under Activity 21.

Producing and Aggregating Export-quality Birds-Eye Chili (PEBEC)



Use of new weighing scale at a chili collection and aggregation center (Photo by PSDAG Staff)

PSDAG's partnership with PEBEC supports co-investment in aggregation centers for smallholder farmers supplying Birds-eye chili peppers to PEBEC for drying and export to Europe. Under this partnership, PEBEC is co-investing to upgrade its rural drying, sorting, aggregation, and storage points along the value chain to meet export market standards and volumes, targeted to increase from 6 t to 200 t per year.

During Q2, progress on implementation of PEBEC grant activity included:

- PEBEC completed the construction of dryers in [REDACTED] Districts.
- [REDACTED] metric tons of dried chili were aggregated and will be exported to Netherlands in April.
- Preparation and installation of nurseries in all collection sites in [REDACTED] Districts. Transplanting of seedlings by farmers is ongoing.
- Key outcomes from implementation of grant activity:

- [REDACTED] in farm incomes for chili farmers.
- [REDACTED] in value of investment in capital assets.
- [REDACTED] farmers applied improved technologies in production and post-harvest handling of in chili.

Sarura Commodities – Supporting Maize and Beans Farmers through Establishment of Aggregation Centers

PSDAG and Sarura Commodities have partnered under a grant agreement mechanism to support upgrading five collection centers located in [REDACTED] Districts and training farmers on production and supply of high value maize and beans to these centers. With the support of PSDAG, the company's capacity will increase to [REDACTED] tons per year. Moreover, Sarura will be able to increase the value of gross farm incomes to [REDACTED], the value of exports will be [REDACTED] while the number of beneficiaries with new market linkages would be [REDACTED] farmers. This means that the company will be able to grow significantly and expand to regional markets in Eastern Africa. The one year grant funding period has ended, though Sarura will continue sharing results with PSDAG.

Progress on implementation of Sarura grant activity during Q2 includes:

- Sarura acquired a loan of RWF [REDACTED] from [REDACTED] to finance working capital to buy produce from cooperatives. Sarura plans to purchase [REDACTED] tons of maize from 20 partner cooperatives, exceeding the original goal set with PSDAG.
- Sarura engaged with [REDACTED] for low interest inventory credit of \$[REDACTED]. Negotiations for these financing facilities are ongoing.
- Key outcomes from implementation of grant activity during Q2:
 - [REDACTED] in incomes for [REDACTED] smallholder maize farmers
 - [REDACTED] farmers applied improved post-harvest technologies.
 - [REDACTED] in value of loans accessed by Sarura to purchase maize from smallholder farmers.

Enterprise Nkubiri & Sons (ENAS) – Kirehe Grain Storage Facility for Maize and Beans

PSDAG works in partnership with ENAS to increase its storage capacity to [REDACTED] tons of maize and beans, helping the company expand operations significantly and expanding services to clients in the maize value chain. With PSDAG support, ENAS has acquired silos with built-in dryers, which will be installed in Q3. As part of ENAS' contribution, the company has provided training to farmers in post-harvest handling best practices and has set up collection centers.

Progress on implementation of ENAS grant activity during Q2 include:

- The silo equipment with all parts including a modern dryer have arrived from Brazil and are stored in an ENAS warehouse at the [REDACTED] site awaiting installation.
- ENAS started demolition of the old drying system to prepare space where the new one will be installed.
- ENAS continued with construction of the foundations where the new silos will be installed.
- Key outcomes from implementation of grant activity:
 - [REDACTED] in value of new capital investments (construction of foundation for silos).
 - [REDACTED] in domestic sales of value-added beans.
 - [REDACTED] in maize export sales to regional East African markets.



Parts of silos and dryer stored in ENAS old warehouse at [REDACTED], March 2017 (Photo by PSDAG Staff)

Les Minoteries Industrielles Import-Export Ltd (MINIMEX) – Introducing Improved Post-Harvest Handling Technologies to Maize Cooperatives

A PSDAG partnership under a grant agreement with MINIMEX has introduced a number of improved technologies and quality management practices into the MINIMEX smallholder maize supply chain with the objective of reducing average post-harvest maize losses by [REDACTED] % over a three-year period. This will improve the quantity and quality of maize available for processing and consumption as well as increasing the incomes of an estimated [REDACTED] farmers from 30 cooperatives located in [REDACTED] Districts.

During FY 2016, 21 cooperatives were supplied with assorted post-harvest handling equipment including eight local shellers, 12 high moisture meters, 2,000 Purdue Improved Crop (PICs) bags, 5 aflatoxin detection meters, collapsible dryer cases, 12 ultra hermetic cocoons, and 12 oxygen meters. In addition, five cooperatives were

supplied with new drying technologies including five solar bubble dryers and five AflaStop dryers.

Progress on implementation of MINIMEX grant activity during Q2 include:

- [REDACTED] farmers from eight cooperatives in the [REDACTED] Districts were trained as TOTs on use of local maize shellers.
- Delivery of five high moisture shellers to five maize cooperatives was completed.
- MINIMEX through the European Cooperative for Rural Development (EUCORD) in partnership with PSDAG trained [REDACTED] cooperatives on assembling and use of the high moisture shellers.
- EUCORD conducted a refresher training for [REDACTED] farmers on local low moisture shellers acquired in 2016.
- EUCORD began testing the various drying technologies side by side during the harvest for Season 2017-A. The results will be shared in the next reporting period.
- Key outcomes from implementation of grant activity during Q2 include:
 - [REDACTED] in domestic sales of value added maize.
 - [REDACTED] in export sales of maize products to regional East Africa markets.
 - [REDACTED] in value of farmer incomes.
 - [REDACTED] farmers applied improved Post Harvest Handling (PHH) technologies (shellers and moisture meters).



Training of maize cooperatives on use of high moisture shellers at [REDACTED] District, March 2017 (Photo by PSDAG Staff)

AgriLift – Advanced Crop Monitoring for Smallholder Irish Potato Farmers



Plot showing varied performance with low biomass across western edge of plot (Screenshot by AgriLift)

Under its partnership with PSDAG, AgriLift is implementing a project to pilot geo-spatial advanced crop monitoring solutions with [REDACTED] potato farmers in Northern Province, Rwanda and develop a sustainable service model for smallholder farmers to engage in advance crop monitoring service contracts. Under this grant activity, PSDAG is supporting AgriLift to use drones to provide advance crop monitoring services to members

of the [REDACTED] cooperative. The Spatiotemporal Apps Framework (SAF) that AgriLift has built is intended to monitor and provide early warning for crop health during a particular season. Accurate yield projections generated by the system are possible, but will take time. A baseline is gathered followed by crop health and yield data over several seasons. Information regarding crop stress is then pegged to specific yields actually recorded. As data are collected season after season, SAF will begin to automatically and more accurately predict yields. Yield projections in the beginning of a project (such as now), are a rough estimate based on the plot sizes.

By the end of FY 2016, all equipment to conduct remote sensing had been delivered and used to conduct test flights and remote sensing data analysis. At the beginning of Season 2017-A (Q1), AgriLift conducted its first drone test flight to assess the functionality and efficiency of tools, understand the landscape, and take some basic initial imagery and analysis.

[REDACTED Photo]: Yield forecast for [REDACTED] plots (Screenshot by AgriLift)

Progress on implementation of AgriLift grant activity during Q2 include:

- Three season 2017-A flights conducted and subsequent data analysis done.
- Four meetings conducted with members of Imbaraga Farmers Organization to present analyzed data (yield forecast, health index) to [REDACTED] farmers with [REDACTED] plots currently in the SAF.
- Key outcomes from implementation of grant activity during Q2 include:
 - [REDACTED] in value of new capital investments (remote sensing equipment).
 - [REDACTED] smallholder farmers applied remote sensing crop monitoring technologies.
 - [REDACTED] cooperatives supported by the firm through remote sensing crop production monitoring.

E&Foods Direct Ltd- Empowering Smallholder Vegetables Farmers through Access to Market and New Technologies

During Q2, PSDAG entered into a partnership with E&Foods Direct Ltd with the aim of empowering smallholder vegetables farmers through access to market and new technologies. Under this partnership, E&Foods will increase investment in commercial horticulture production by operating an anchor-tenant model with smallholder farmers. The farmers' in turn benefit from a stronger market access, transfer of technology, and increased incomes in selected crops: carrots, French beans, and tomatoes. With PSDAG support and co-investment, E&Foods will: 1) Add four more greenhouses for tomatoes with irrigation facilities (in [REDACTED] District and will engage [REDACTED] commercial farmers to produce [REDACTED] tons; 2) produce [REDACTED] tons of carrots annually on [REDACTED] ha demonstration plot in [REDACTED] District; 3) engage [REDACTED] out-grower farmers to produce [REDACTED] tons over two seasons; and 4) produce [REDACTED] tons of French beans on [REDACTED] ha as its

own irrigated land in Nyanza and will also work with [REDACTED] farmers who will produce [REDACTED] tons per year.

Progress on implementation of this grant activity during Q2 is as follows:

- E&Foods submitted the first deliverable under the grant agreement comprising a finalized farmer engagement strategy, signed contract agreements with vegetable producers, capacity building plan and equipment procurement plan.
- E&Foods engaged out-grower farmers who preparing to start planting in Q3.
- Key outcomes from implementation of grant activity during Q2 include:
 - \$[REDACTED] in domestic sales of French beans, carrots, and tomatoes.
 - \$[REDACTED] in value of new capital investments.
 - [REDACTED] farmers adopted improved agricultural production technologies (greenhouse and irrigation).



Farmers in action—threshing their wheat harvest using a thresher bought with USAID funding, Musanze district (Photo by PSDAG staff)

ACTIVITY 20: SUPPORT EXPANSION OF PROCESSING AND VALUE ADDITION

Kigali Farms – Mushroom High Value Vegetable Crop for Export and Nutrition, Button Mushroom Production

In FY 2016, PSDAG partnered with Kigali Farms with the aim of building a commercially successful mushroom substrate and growing plant in [REDACTED], Northern Province. This project activity engages with the local community, providing two income generating opportunities. Local wheat and maize farmers supply materials—straw, stover (chopped corn stalks), and manure—needed by Kigali Farms to produce high quality mushroom substrate (i.e., compost).



Delicious mushroom dish prepared during a training session with Chefs on January 30, 2017 (Photo by Kigali Farms)

As at end of Q1, Kigali Farms had installed substrate production facilities, constructed mushroom growing houses, and installed mushroom production equipment—baler, tractor, generator, cold room, and pre-cooler.

The grant agreement period for Kigali Farms has ended, but the company will continue reporting on outcomes of USAID-funded activities.

Progress on implementation of this grant activity during Q2 is as follows:

- Kigali Farms identified [REDACTED] farmer groups from whom to purchase oyster mushrooms.
- Eight contracts signed with FFS groups to buy back mushrooms.
- Kigali Farms conducted quality testing at Rwanda Standards Board, of its key raw materials for compost production—spent grain, chicken manure, and peat.
- Implementation of an HACCP system in the [REDACTED] growing site is underway. The first audit was conducted in March and certification expected in April 2017.
- Kigali Farms began setting up cooking classes for chefs at high-end hotels in Kigali, with the aim of promoting inclusion of mushrooms on hotel menus.
- Key outcomes from the grant activities include:
 - \$[REDACTED] off farm income for [REDACTED] farmers/collectors through purchase of wheat straw used as raw material for production of button mushrooms.
 - \$[REDACTED] in domestic sales of mushrooms.
 - \$[REDACTED] in mushroom export sales to regional East African markets.

Shekina Enterprises – Strengthening Cassava Leaves Value Chain in Rulindo District

PSDAG's partnership with Shekina Enterprises to increase the income of women farmers in [REDACTED] District by strengthening the cassava leaves value chain entails training the members of [REDACTED] women-owned cooperatives, purchasing of [REDACTED] tons of cassava leaves from these cooperatives, processing and exporting cassava leaves products to Europe, and increasing buying and processing capacity of cassava leaves from [REDACTED] tons to [REDACTED] tons through co-investment in drying, blanching, and packaging equipment.

Progress on implementation of this grant activity during Q2 as follows:

- Cassava collection centers started the process of registering as cooperatives and the registration application is at the cell level.

- [REDACTED] women farmers trained on harvest and postharvest handling and cooperative formation.

- Shekina revised its purchase price of cassava leaves from RWF [REDACTED] to RWF [REDACTED] to incentivize smallholder suppliers. The new prices are expected to be implemented in April 2017 after signing the new contracts with farmers.



Women sorting fresh cassava leaves before processing at Shekina processing facility, [REDACTED], February 16, 2017 (Photo by PSDAG staff)

- Shekina distributed [REDACTED] cuttings to farmers in [REDACTED] collection centers in line with expanding production of cassava leaves.
- Shekina initiated the saving groups using a farmer saving booklet.
- Key outcomes from the grant activities include:
 - \$[REDACTED] in gross farmer incomes for [REDACTED] suppliers of green cassava leaves.
 - [REDACTED] farmers trained on harvest and postharvest handling and cooperative formation.
 - \$[REDACTED] in domestic sales of constant cassava leaves and dried cassava leaf products.
 - \$[REDACTED] in value of exports of processed cassava leaf products.

Tuzamurane Cooperative: Dried Organic Pineapple Production

PSDAG has a partnership with Tuzamurane Cooperative to co-invest in value-added processes of organic pineapples. Under this partnership, Tuzamurane will be able to increase land under organic pineapple production from [REDACTED] ha to [REDACTED] ha; improve quality management of fresh and dried pineapples; accelerate processing of dried pineapple in the factory using specialized machines for peeling, slicing, scaling, lot numbering, increase sales of dried organic pineapples from [REDACTED] t in 2015 to [REDACTED] t by September 2017; and strengthen linkages between value chain stakeholders.

Progress on implementation of Tuzamurane grant activity during Q2 includes:

- Tuzamurane acquired a juice extractor, a slicer, and a dryer machine.
- Land under cultivation was expanded by [REDACTED] ha exceeding the target of [REDACTED] ha.

- Tuzamurane field officers and internal organic inspectors carried a follow-up on pineapple planting and use of manure. [REDACTED] ha of land were added to organic production and [REDACTED] ha was renewed for production of organic pineapples.
- Tuzamurane bought [REDACTED] t of fresh pineapples from farmers and prepared dried pineapples for export to Belgium.
- Tuzamurane obtained an Organic Certificate.
- Key outcomes from the grant activities include:
 - \$[REDACTED] in value of gross farmer incomes for [REDACTED] suppliers of fresh pineapples
 - \$[REDACTED] in new capital investment to upgrade value-added pineapple processing
 - \$[REDACTED] in value of exports of dried pineapples to Belgium
 - [REDACTED] ha under improved organic production practices



Juice extractor machine acquired with support of USAID (Photo by PSDAG staff)

Hollanda Fair Foods – Manufacturing Potato Chips for a Competitive Potato Sub-Sector in Rwanda and Beyond

PSDAG partnered with Hollanda Fair Foods Ltd. to implement a project activity of manufacturing potato chips for a competitive potato sub-sector in Rwanda and regional exports. Under this partnership, PSDAG is supporting Hollanda Fair Foods to increase its potato chip processing capacity from [REDACTED] million bags per year to [REDACTED] million bags per year. Hollanda Fair Foods is investing in new processing machines and has introduced new flavors to the local and regional markets. As a result of increased processing capacity, Hollanda Fair Foods will buy more fresh potatoes from organized farmers/cooperatives and PCCs.

Progress on implementation of Hollanda Fair Foods grant activity during Q2 includes:

- All new potato processing machines (processing, weighing, and packaging) were installed and trials conducted except for one fryer.
- Hollanda Fair Foods signed the first letter of interest for contract farming with [REDACTED] farmer

- cooperatives. The letter of interest was signed as a trial for a contract farming arrangement. If successful, Hollanda Fair Foods will engage the [REDACTED] cooperatives through a contract farming mechanism for fresh Irish potatoes.
- The Rwanda Environmental Management Authority (REMA) granted a waiver to Hollanda to use plastic packaging for local Rwanda sales. This development will allow the company to compete with importers of potato chips from the East African Community whose prices have been relatively low compared to Hollanda products because they are not subject to the ban on plastic for their packaging.
- Key outcomes from implementation of grant activity:
 - \$[REDACTED] in farm income for five large farmers
 - \$[REDACTED] in capital investment to upgrade value-added processes
 - \$[REDACTED] in domestic sales of processed Irish potato products
 - \$[REDACTED] in export sales of processed Irish potato products



Hollanda Fair Foods using newly acquired processing equipment under PSDAG grant, Musanze District, February 2017 (Photo by [REDACTED])

FarmFresh – Marketing for Processed Precooked Beans

PSDAG's partnership with FarmFresh seeks to build demand for processed precooked beans for the middle-class consumer, including nutrient-enriched HarvestPlus beans. Under this grant agreement partnership, PSDAG is supporting FarmFresh to develop and implement a marketing strategy for precooked bean products and raise second-round equity financing to expand its business. This will facilitate FarmFresh to purchase beans from farmers through a supply contract with HarvestPlus.

Progress on implementation of FarmFresh grant activity during Q2 include:

- FarmFresh supplied [REDACTED] t of iron-rich bean products to local super markets like [REDACTED].
- FarmFresh continued with advertising activities through Cube Communications Ltd. using social media, radio/TV, and ground activation teams.
- FarmFresh initiated talks with the Rwanda Military shop as a potential



Advertisement for iron-rich beans products (Photo by FarmFresh)

buyer of [REDACTED] t of precooked beans per month.

- The company also sent product samples to Kenyan supermarkets and is waiting for feedback from targeted prospective clients.
- Key outcomes from implementation of grant activity:
 - \$[REDACTED] in new domestic sales of iron-rich beans
 - \$[REDACTED] in export sales of test packages to regional markets

Norlega Macadamia nuts – Processing and Packaging for Macadamia Nuts

During Q2, PSDAG entered into partnership with Norlega to upgrade the collection, processing, and packaging of quality macadamia nuts to meet market needs. Under this grant agreement partnership, PSDAG is supporting Norlega to equip collection centers to purchase processing and packaging equipment for macadamia nuts. This will facilitate Norlega to satisfy its market that requires quality nuts that are well processed and packaged.

Progress on implementation of Norlega grant activity during Q2 includes:

- Procurement of equipment initiated.
- Norlega launched the one tree per child program, which encourages each child in a family to own a macadamia tree in [REDACTED] Districts.
- Norlega secured a market for their products with the [REDACTED] Hotel in Kigali. So far Norlega has supplied peanuts butter and flour and is designing a special package for the nuts for the Marriot.
- Key outcomes from implementation of grant activity:
 - \$[REDACTED] in farm income for [REDACTED] beneficiary farmers.
 - \$[REDACTED] in domestic sales of processed Macadamia nuts.
 - \$[REDACTED] in export sales of processed Macadamia nuts to markets outside the East Africa region.

Masaka Creamery – Production and Marketing of High Value Dairy Products

During Q2, PSDAG partnered with Masaka Creamery to promote the dairy sector by facilitating Masaka's purchase of milk from the farmer cooperatives process to produce cultured products such as fruit yogurt and cheese for both the domestic and export markets. Under this partnership with Masaka, PSDAG will co-invest in a dairy processing line, cold storage, and milk quality laboratory equipment.

With the support of PSDAG, Masaka Creamery will work directly with smallholder milk farmers, cooperatives and Milk Collection Centers (MCCs) to produce high quality milk that is required for the production of quality cultured products. Through this investment, Masaka Creamery will offer improved extension support and training to improve the quality of milk from smallholders, cooperatives, and MCCs that supply milk to the

company. Masaka Creamery will simultaneously encourage other best practices in dairy farming, such as use of cattle feeds and artificial insemination for improved milk production and herd health. In addition, milk quality can be significantly increased through a number of very simple, low-cost farm-level improvements, for example improved milking hygiene by washing hands and udders with antiseptic soaps, sanitizing cans, and segregation and treatment of sub-clinical mastitis.



New fruit yoghurt product produced using processing equipment bought with USAID funding (Photo by Masaka Creamery)

Progress on implementation of Masaka Creamery grant activity during Q2 includes:

- Some of the equipment, including the packaging machine for the processing line, was purchased and installed.
- Masaka launched a new fruit yogurt product named “Bonjour!” The product is available in the following retail outlets: [REDACTED].
- Establishment of the laboratory is underway.
- Process began for S-Mark certification through RSB.
- Key outcomes from implementation of grant activity:
 - \$[REDACTED] in value of incomes for [REDACTED] farmers.
 - \$[REDACTED] in domestic sales of processed milk products.
 - \$[REDACTED] in new capital investments to upgrade milk processing equipment.

Green Harvest – Expanding Processing of Chili Sauce

During Q2, PSDAG partnered with Green Harvest for the purpose of increasing exports of competitive Rwandan products and contributing to improvement of the country’s balance of trade. This project will help Green Harvest increase the volume of exported processed chili, onions, ginger, and garlic to East Africa, West Africa, EU, and USA markets. Under this project, Green Harvest will have an S-mark certificate for the East Africa region and an HACCP certificate for EU and West Africa countries. As a result of the PSDAG-supported investment, Green Harvest will be able to increase annual domestic sales from RWF [REDACTED] million to RWF [REDACTED] million and annual exports of finished packed products from RWF [REDACTED] million up to RWF [REDACTED] million.

Progress on implementation of Green Harvest grant activity during Q2 includes:

- PSDAG conducted an induction meeting with the company to explain roles and responsibilities of each partner during the grant implementation phase.
- Green Harvest submitted the first deliverable under the grant agreement comprising a final farmer engagement strategy, signed contract agreements with

vegetable producers, finalized capacity building plan, and equipment procurement plan.

- Key outcomes from implementation of grant activity in Q2:
 - \$[REDACTED] in value of incomes for supplier farmers of garlic, fresh chili, ginger, and onions.
 - \$[REDACTED] in domestic sales of chili sauce and ketchup products.
 - \$[REDACTED] in new capital investments to upgrade value-added equipment.

Ndiyo Business Group (NBG) – Ndiyo Chips Upgrading Project

In Q2, PSDAG partnered with Ndiyo Business Group with the goal of providing solutions to reduce production costs related to external factors, namely electricity and potato sourcing. Under this project, PSDAG supported Ndiyo to invest in a potato frying machine, a generator, a smoke exhaustion system, a roto tiller, and an irrigation system. PSDAG will also support Ndiyo to conduct marketing campaigns in the region (DRC-Goma). With PSDAG support, Ndiyo will reduce production costs, increase economies of scale and ultimately make its products more competitive on domestic and export markets and will allow the company to survive by increasing sales volume. Ndiyo intends to expand its product lines to include two additional flavored chips (Pili Pili and banana chips).

Progress on implementation of Ndiyo Business Group grant activity during Q2 includes:

- Ndiyo initiated procurement of processing equipment.
- Ndiyo secured land lease agreements for [REDACTED] ha to be used for potato production.
- Key outcomes from implementation of grant activity in Q2:
 - \$[REDACTED] in farm incomes to [REDACTED] farmers.
 - \$[REDACTED] in domestic sales of Irish potato chips.
 - \$[REDACTED] in value of new investments to upgrade processing equipment.



Agasaro – Extension of Pineapple Processing Factory

Signing ceremony between PSDAG and Agasaro, PSDAG offices, Kigali (Photo by PSDAG staff)

During Q2, PSDAG partnered with Agasaro Organic to promote organic pineapple production by increasing the number of pineapple farmers; adding value to the fresh pineapple production by expanding processing of pineapple into juice, dried fruit, and jam; and distributing those products to both domestic and export markets.

Under this partnership, Agasaro Organic Ltd. plans to increase the number of farmers working with the company from [REDACTED] to [REDACTED] farmers in four years, increase unit price paid to farmers from RWF [REDACTED] to RWF [REDACTED] per kg, increase annual exports from [REDACTED] t to [REDACTED] t of jam, and from [REDACTED] L to [REDACTED] L of juice concentrates. Consequently, Agasaro will be able to substantially grow the local market as well as satisfy the international market demand. Progress on implementation of Agasaro grant activity will be reported in subsequent reporting periods.

2017 Grants to Maize Cooperatives

PSDAG has partnered with WFP and RDO to support the Patient Procurement Platform which is now called Farm to Market Alliance (FAMA). This is an initiative to support consistent market access for smallholder farmers. The goal of FAMA is to establish pro-smallholder agricultural value chains in partnership with public and private off-takers and input providers and other commercial actors. Rwanda is one of the first pilot countries for this program, along with Tanzania and Zambia. For Season 2017-A, in partnership with PSDAG, FAMA linked [REDACTED] cooperatives with a membership of over [REDACTED] farmers to supply [REDACTED] t of high quality maize to WFP. Under this partnership, PSDAG supported maize cooperatives to co-invest in post-harvest handling equipment such as shellers, weighing scales, pallets, and packaging bags.



[REDACTED] cooperative members using a sheller purchased with USAID funding, [REDACTED] District (Photo by PSDAG staff)

Progress on implementation of 2017 grants to maize cooperatives during Q2 includes:

- USAID approved 42 grants to maize cooperatives, though 34 maize cooperatives signed the grant agreements under the Cooperative Professionalization RFA.
- Distribution of PHH equipment to maize cooperatives is underway.

ACTIVITY 21: PROFESSIONALIZATION AND QUALITY MANAGEMENT SYSTEMS FOR PRODUCERS AND AGGREGATORS

In FY 3, PSDAG is building on its partnerships with SME buyers and processors to strengthen horizontal linkages among producers and build these groups' capacity to deliver quality products under formal or informal buying arrangements. PSDAG has begun a targeted Professionalization and Quality Management Systems capacity building and coaching activity, combining technical assistance with a competitive and performance-based grants program under the VCCF for select producer groups targeting high quality markets. For these groups, the goal is to build longer term strategies and relationships with buyers and to reduce the transaction costs incurred by exporters or local buyers when working with many small suppliers.

The Professionalization and Quality Management Systems activity includes a comprehensive approach to supporting cooperatives, including:

- Business development services (BDS);
- Technical assistance to support quality management systems;
- Improved data-driven decision making;
- Field support for data collection and coaching;
- Access to finance and linkages to financial institutions;
- Competitive, cost-share grant opportunities for competitively-selected cooperatives under the VCCF; and
- Market linkages to PSDAG private partners (names buyers).

Progress on implementation of this activity during Q1 includes:

- PSDAG received applications from 54 cooperatives involved in four targeted value chains namely maize, beans, Irish potatoes, and horticulture requesting BDS support. PSDAG conducted a half day pre-bidding workshop on the cooperative professionalization opportunity for horticulture cooperative representatives. Twenty-two cooperatives attended the workshop and were given information about the professionalization program and encouraged to apply.
- PSDAG hired a cooperative professionalization STTA to conduct business and management professionalism assessments for targeted cooperatives. The



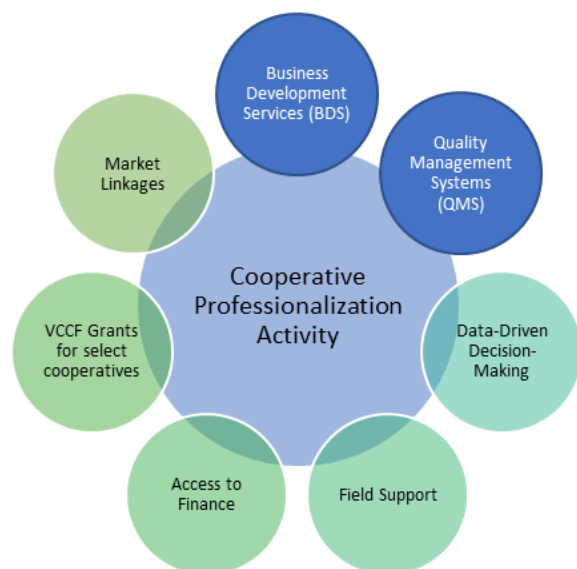
[REDACTED] PCC accountant making a presentation during Season A 2017 debriefing meeting, [REDACTED] District, March 9, 2017 (Photo by PSDAG staff)

outcome of this consultancy was the development of a cooperative competency model assessment tool, development of tailored BDS packages and professionalization plans for individual cooperatives, and a plan for identifying qualified BDS providers. The STTA will provide a full report during Q3.

- PSDAG staff began conducting assessments of maize, beans, and potato cooperatives. Ten PSDAG staff were trained by the STTA on the cooperative competency model assessment tools. The training, including field practice, covered strategic orientation, business management, supply, technical services, financial services, and organizational structure and function. Subsequently, during this reporting period, 34 cooperatives were assessed to establish their professionalization capacity building needs. In addition, capacity building action plans were developed for 25 cooperatives based on the assessment findings. Analysis of the remaining assessments is underway and findings will be shared in Q3.

Potato Collection Centers Upgrade and Farmbook Grants from 2016

Figure 3: Components of the Cooperative Professionalization Activity



During FY2016, PSDAG partnered with 13 cooperatives to upgrade 17 PCCs in Musanze, Burera, and Nyabihu Districts in the Northern Province of Rwanda. The main goal of PSDAG's support is to strengthen the business skills and consolidation capacity of PCCs to collectively sell to wholesale buyers. PCCs co-invested in post-harvest and handling equipment such as weighing scales, bagging materials, pallets, basins, tables, chairs, and bookkeeping records. The equipment and materials will help 17 PCCs standardize weighing, sorting, cleaning, grading, packaging, and bagging of Irish potatoes. PSDAG piloted the use of Farmbook for all PCCs to improve their capacity to

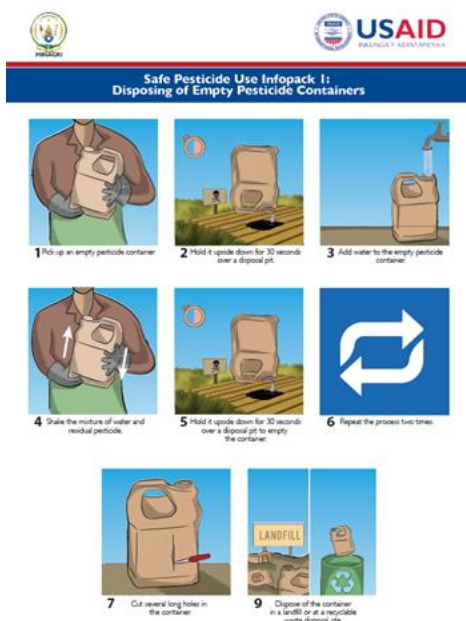
collect information on farm suppliers and make informed business decisions.

Progress on implementation of PCC Upgrade and Farmbook Grants during Q2 includes:

- PSDAG continued supporting PCCs with technical support on Map and Track and business management professionalization through resident Field Managers.
- PSDAG trained and coached [REDACTED] PCC staff on how to use digital data system to foster sustainable linkages between farmers and different private sector companies.

- PSDAG coached 30 farmers (four women) on the profitability assessment form to help them learn how to calculate cost of production and determine profits for the 2017-A Season. The profitability assessment will establish whether farmers made profits or losses. This activity is ongoing and expected to be completed by April.
- In collaboration with four PCCs [REDACTED] participating in the data digitization pilot program using Map and Track, PSDAG successfully assisted the PCCs to conduct the first seasonal debriefing events. The purpose of the seasonal debrief events was to present and discuss data generated from the Map and Track ICT Platform in the 2017-A Season to track business transactions and performance and present business trends at the PCCs. The pilot debrief meetings also sought to increase the ability of PCCs to interact with partners who include buyers and financial institutions and communicate their pilot results with their stakeholders. PSDAG plans to facilitate a seasonal briefing meeting with all the four PCCs in Q3 for sharing and learning.
- Key outcomes from implementation of grant activity:
 - \$2,283,308 in farm income for 789 supplier farmers (230 women).
 - \$961,432 in domestic sales of Irish potatoes.
 - \$3,651 in loans to upgrade Irish potato value chain activities.
 - 789 farmers (230 women) applied improved technologies and management practices— improved post-harvest practices and Farmbook technology for their Irish potato transactions with PCCs.

Figure 4: Infopack on how to dispose empty pesticide containers



Support to African Improved Food (AIF) Cooperatives

PSDAG established a partnership with Clinton Development Initiative (CDI) and Kenya Commercial Bank (KCB) Rwanda in order to provide in-kind technical assistance training for post-harvest activities to six maize cooperatives in line with the inventory credit loans to be extended by the bank along with technical assistance to support the development and delivery of other value chain financing products. KCB is partnering with CDI that provides both assistance to cooperatives for production activities and serves as a bridge to the AIF market. This activity, which started in the last week

of January, provided capacity building to the six maize cooperatives to improve post-harvest handling and quality management for a total of 3,000 t of Grade A maize to be purchased by AIF during the 2017-A Season.

Key activities conducted under this partnership framework in Q2:

- PSDAG service provider conducted initial training on postharvest management for 332 farmers (129 women) from six cooperatives located in Eastern province.
- PSDAG service provider conducted follow-up coaching on quality management to four of the six cooperatives [REDACTED] that had off-takers that were ready to buy their crop produce.
- The six supported cooperatives sold 120 t of maize to AIF and 420 t was sold to other off-takers including PRODEV, EAX, and MINAGRI/Strategic Reserve.

ACTIVITY 22: FACILITATE INCREASED ACCESS TO MECHANIZATION SERVICES AND IRRIGATION

In FY2017, PSDAG plans to build off partnerships PSDAG established in FY2016 and utilize the APS to identify new partners. Partners may include equipment vendors and leasing companies. Partnerships may take two forms, namely 1) co-investments through the VCCF where partners show a need for expanding investments in equipment, training and coaching; and 2) provision of technical assistance under MOUs where only training and coaching are needed.

Progress on implementation of this activity during Q2 includes:

- With the goal to expand the mechanization access for improved productivity and income, PSDAG developed an asset financing RFA and submitted it to USAID for approval.

- PSDAG also continued processing grants received under APS 2016 as detailed in the table below:

Table 9: Status of grant application received in Mechanization and Irrigation

Company	Project Title	Activities in Q2	Status
Irrigation			
[REDACTED]	More Maize Per Drop (MMPD)	Finalization of grant package.	Final states of due diligence and negotiation; grant package to be sent to USAID in Q3.
[REDACTED]	Solar powered irrigation pumps	Due diligence ongoing	Due diligence and negotiation in progress.
Mechanization			
[REDACTED]	Mechanization activities	Finalization of grant package	Final states of due diligence and negotiation; grant package to be sent to USAID in Q3.

ACTIVITY 23: EXPANDING ACCESS TO QUALITY SEED

PSDAG continued to identify and assess other potential partnerships in the seed value chain, primarily potato seed multipliers. During Q2, PSDAG drafted a Potato Value Chain Consolidator Network Analysis, to be submitted to USAID early in Q3. In addition, a profitability analysis for investment in potato seed production was completed which informed some sections (demand, supply and pricing) of the Consolidator Network Analysis, which will be used by PSDAG in evaluating the feasibility of business models proposed in private sector applications in response to the APS.

PSDAG also continued with the process of competitively selecting seed companies under PSDAG's 2016 APS. New partners have been identified for support under a grant mechanism and are at various stages of award processes. Some of the prospective partners include [REDACTED].

INES Ruhengeri – Increasing Quality and Quantity of Potato Seeds

PSDAG have a partnership with INES Ruhengeri to implement a project activity to increase the quantity and quality of certified potato seeds in Rwanda. Under a grant partnership, PSDAG is supporting INES to purchase laboratory equipment and a greenhouse to supplement the potato seed production capacity of RAB by a factor of [REDACTED] %. It is expected that [REDACTED] vitro plants and [REDACTED] mini-tubers will be produced. In addition, the number of seed producers will increase from [REDACTED] individual farmers to [REDACTED] farmers, from [REDACTED] cooperatives to [REDACTED] cooperatives, and from [REDACTED] companies to [REDACTED] companies.

Progress on implementation of INES grant activity during Q2 include:

- All laboratory equipment has been ordered.
- Construction of two screen houses is under way.
- Extension of the tissue culture laboratory is underway.
- Key outcomes from implementation of grant activity:
 - \$[REDACTED] domestic sales of vitro plants.
 - \$[REDACTED] in value of new capital investments.



Ongoing construction of screen houses, [REDACTED], February 2017 (Photo by PSDAG staff)

ACTIVITY 24: INNOVATIVE TECHNOLOGY CHALLENGE FUND

PSDAG has partnered with the private sector and other donor organizations to test and apply new drying technology in the maize and horticulture value chains through VCCF. PSDAG will issue a targeted RFA to invite private sector participants to partner with PSDAG to test innovative technologies. The Innovative Technology Challenge Fund will be designed in Q3 and released in Q4.

OBJECTIVE 2.2.2: IMPROVING KNOWLEDGE OF STANDARDS

ACTIVITY 25: SUPPORT CAPACITY BUILDING AND INVESTMENT IN INTERNATIONAL STANDARDS

In FY2017, PSDAG plans to support companies who are looking to invest in understanding and adapting their businesses to comply with international best practices and standards. In Q1, PSDAG completed assessment of nine grantees to establish capacity building and investment needs in international standards.

During Q2, results of the assessment were used to develop a SOW for a consultant to explore opportunities to improve local awareness of standards, invest in technology or processes to reduce the cost of testing and inspection protocols, and build local capacity to certify companies' adherence to standards. PSDAG completed the SOW and an RFP is being developed for publication in Q3.

In addition, PSDAG is supporting current partners in obtaining international certifications and a number of partners in the pipeline from the 2016 APS are co-investing in international standards under VCCF grants. During this reporting period, the Tuzamurane pineapple cooperative obtained an organic certification as a result of the partnership with PSDAG and Masaka Creamery initiated the process of working with RSB to obtain S-Mark² certification.

² <http://www.rsb.gov.rw/~rbs/main-nav/certification/product-certification.html>

OBJECTIVE 2.2.3: IMPROVING ACCESS TO PACKAGING MATERIALS AND SOLUTIONS

ACTIVITY 26: ANALYSIS OF PACKAGING BUSINESS OPPORTUNITIES

To address constraints faced by the private sector in accessing competitive packaging materials that meet Rwandan environmental standards, PSDAG drafted a SOW for an international consultant to assess demand of various types of packaging and establish feasibility for producing such packaging material locally. PSDAG reviewed the Comprehensive Feasibility Study for an Integrated Packaging Plant in Rwanda completed for MINEACOM. The PSDAG SOW has been put on hold until PSDAG is able to meet with GIZ and MINEACOM and discuss the work they are investing in to avoid duplication.

Progress on implementation of other projects under this activity during Q2 is presented below.

Agroplast – Production of Packaging Materials Using Plastic Waste Material

During Q2, PSDAG entered into partnership with Agroplast to co-invest in setting up a state of the art modern factory for manufacture of packaging materials (netted bags), agricultural tubes, and sheeting. Under this partnership with PSDAG, Agroplast will invest in additional machinery required to transform plastic waste into netted bags for potato and other fresh fruit and vegetable packaging, which in turn will facilitate value addition for those agricultural value chains. The main objective of this project is to improve quality and add value to potatoes through the provision of good packaging material.



Extruder machine bought with USAID funding (Photo by PSDAG staff)

Progress on implementation of Agroplast grant activity during Q2 includes:

- Equipment for the recycling line was delivered and installed.
- Agroplast trained [REDACTED] cooperatives on plastic waste management.
- Agroplast collected [REDACTED] t of waste on a monthly basis and processing is underway in anticipation of the peak selling period in August.
- Key outcomes from implementation of grant activity:
 - \$[REDACTED] in domestic sales of netted bags
 - \$[REDACTED] in new capital investments
 - \$[REDACTED] in income to suppliers of plastic waste

ACTIVITY 27: INNOVATIVE TECHNOLOGY CHALLENGE FUND FOR PACKAGING SOLUTIONS

Building off the results of Activity 26, PSDAG will extend the Innovative Technology Challenge Fund RFA to support innovation in the design of improved packaging where there is a high demand and identified need. The Innovative Technology Challenge Fund will be designed in Q3 and released in Q4.

OBJECTIVE 2.2.4: IMPROVING ACCESS TO FINANCE FOR FARMERS AND AGRIBUSINESSES

ACTIVITY 28: FACILITATE FINANCE FOR AGRIBUSINESSES

In Q1, PSDAG began to assess its SME partners' need for financing and identify opportunities to leverage its relationships with buyers to increase farmers' access to finances.

Progress on implementation of this activity during Q2 includes:

- PSDAG linked Shekina with [REDACTED] for an investment loan of \$[REDACTED] million for expanding the factory. Negotiations for this financing facility are underway.
- PSDAG continued to improve access to finance by linking grantees with financial institutions. The project linked Green Harvest, a chili processor and project grantee, with [REDACTED] for debt financing worth \$[REDACTED] for investment in equipment to expand processing capacity. Negotiations are underway.
- PSDAG private sector partners accessed \$[REDACTED] in loans to upgrade agricultural value chains through capital and non-capital investments. Additional loans and private sector capital investment were facilitated this quarter but not yet recorded. The estimated total leverage of newly signed grantees is \$[REDACTED] million.



[REDACTED], the CEO of BRD and PSDAG COP during the MoU signing ceremony, February 10, 2017 (Photo by PSDAG staff)

ACTIVITY 29: BUILD THE CAPACITY OF FINANCIAL INSTITUTIONS TO INCREASE AGRICULTURAL LENDING

Support to Rwanda Development Bank (BRD)

During Q2, PSDAG and BRD signed the MOU with BRD. Through this partnership, PSDAG will support BRD and other partner finance service providers in increasing their capacity to lend in agriculture by providing tailored technical assistance to both the BRD agriculture department staff and those involved in lending to the sector. Under this MOU, BRD agreed to extend an agriculture loan portfolio of RWF [REDACTED] billion over one year and more in the next year of partnership with PSDAG.

Progress on implementation of MOU with BRD includes:

- BRD has approached PSDAG to support the design and development of specific value chain financial products based on its strategic and operational plan for 2017. The targeted value chains are potatoes and maize. In addition, micro financial institutions with wholesale refinancing facilities will also be targeted under the BRD and PSDAG partnership. PSDAG is in the process of hiring an STTA and a local consultant that will provide this assistance to BRD as well as other technical assistance as might be required.
- Using cash flow tools developed with PSDAG support, BRD assisted SPF Ikigega (a potential PSDAG partner) to conduct a business plan analysis. The private company would like to invest in purchase of quality seeds from seed multipliers, store the seeds for three months and sell them at the beginning of the planting season. SPF Ikigega has applied for financing (RWF [REDACTED]) from BRD. Results from this analysis will help BRD develop a feasible financing facility in terms of amount and frequency of loan disbursements as well as the maturity period.

Annex XI includes a copy of the MOU with BRD.

Support to Partner Finance Service Providers

PSDAG hired an international consultant to provide technical expertise in designing asset-based financial products and other value chain financing products to selected financial institutions including BRD, Kenya Commercial Bank (KCB), Duterimbere, Atlantis Microfinance, and Bank of Kigali.

The asset-based financing RFA was finalized and sent to USAID for approval in Q2 and is expected to be published in early Q3. Under this RFA, PSDAG will leverage VCCF funds to increase investment and facilitate value chain actors' access to equipment through an asset finance program in collaboration with financial institutions and recognized suppliers. Default risk and collateral requirements are the main constraints to businesses and individuals being able to access financing to invest in these assets. PSDAG's objective under this RFA is to facilitate private sector investment that is inclusive of smallholder farmers.

PSDAG is finalizing partnership negotiation with Duterimbere Microfinance and Association of Micro-Finance Institutions of Rwanda (AMIR) to provide training on product development and financial education in order to increase the amount of loans to agriculture sector actors. The partnership with AMIR will support up to 25 SACCOs and micro-finance institutions lending to agriculture value chain actors.

As detailed under Activity 21, PSDAG established a partnership with CDI and KCB Rwanda to provide in-kind technical assistance training for post-harvest activities to six maize cooperatives in line with the inventory credit loans to be extended by the bank along with technical assistance to support the development and delivery of other value chain financing products. Results under Season 2017-A were limited due to International Finance Corporation (IFC) funding to KCB not being released and KCB is adapting its approach in partnership with PSDAG to prepare for Season 2018-A. An increase in sales recorded is expected in Q3, as there was a shortage of maize in the region for Season 2017-A due to drought in other countries and prices were high.

ACTIVITY 30: INCREASED PROVISION OF AGRICULTURE INSURANCE

During Q1, as a follow-on to the agriculture insurance roundtable, PSDAG initiated discussions with MINAGRI, MINECOFIN, donors and other private stakeholders to complete the design and feasibility study for a nation-level universal product. PSDAG convened a meeting with Access Finance Rwanda (AFR) to discuss the way forward on the agriculture insurance scheme. The two institutions will continue to help and lead this initiative until there is one clear product to be offered universally in Rwanda. AFR released a call for proposals to identify a company to do an initial design and feasibility study for the program. PSDAG will participate in the evaluation and implementation of the assignment in collaboration with GOR partners.

3. MONITORING & EVALUATION AND CROSS-CUTTING THEMES

3.1. MONITORING AND EVALUATION

PERFORMANCE TRACKING AND REPORTING

PSDAG continued to monitor and report on implementation progress of FY 2017 planned activities. PSDAG Technical Grantee Focal Persons continued to monitor and report on implementation of grantee activities. These grantee updates were used by PSDAG to prepare monthly progress reports for January and February. As per contractual obligation, PSDAG prepared and submitted the Q2 progress report to USAID through the AIDTracker+ reporting platform.

MONITORING AND EVALUATION (M&E) CAPACITY BUILDING FOR PRIVATE SECTOR PARTNERS

During Q2, PSDAG M&E team supported newly signed grantees to establish M&E systems for monitoring and reporting on grant activities. M&E orientation meetings were conducted with four new partners to help them understand data collection and reporting requirements, tools, and timelines. In addition, PSDAG supported prospective private sector partners to set up realistic indicator targets as part of the grant negotiation process.

USE OF ICT FOR M&E

PSDAG's partners continued to use Map and Track (digital data collection system using iFormbuilder technology) to register farmers and cooperatives as well as submit quarterly indicator results. During Q2, Map and Track accounts for four newly signed private sector partners (Ndiyo Business Group, Green Harvest, Masaka Creamery, and Norelga Macadamia) were set up for use in data collection and reporting. As in-kind grants, PSDAG provided tablets and trained new grantees on use of Map and Track for data collection and reporting.

PSDAG and private sector partners continued to collect GPS coordinates for the coverage of new grantees as well as updating the ArcGis map of project interventions.³

³ For live map, visit <http://arcg.is/2cpeuEx>

SEASONAL DEBRIEFS

During Q2, PSDAG piloted use of Consolidation Networks to promote use of data to drive decision making. PSDAG facilitated four seasonal debrief meetings with PCCs participating in the pilot PCC digitization program as discussed under Activity 21. Based on lessons from the pilot seasonal debrief meetings with four PCCs, PSDAG plans to scale up seasonal debriefs to other value chains to facilitate data and information sharing between value chain actors in order to improve performance in agricultural value chains.

3.2. SOCIAL INCLUSION

ACTIVITY 31: IMPROVING ACCESS TO BUSINESS OPPORTUNITIES FOR WOMEN, YOUTH, AND PEOPLE WITH DISABILITIES (PWD)

During Q2, under the 2017 APS, PSDAG finalized an RFA on Women and Youth Leadership and Entrepreneurship that will be submitted to USAID for approval before it is published in Q3. The RFA will identify private partnerships that fall into the following categories: 1) women or youth who are owners or managers of agribusinesses or organized into groups who are engaged in agribusinesses and are looking to make investments in upgrading or adopting new technologies; and 2) partnerships that facilitate micro-franchise or agent-based models for engaging youth and women as micro enterprises in marketing and sales with support from a private partner who is sourcing raw materials from or selling products to smallholder farmers. Under this RFA, PSDAG will support two types of activities:

- Activities that increase private investment in women or youth managed agro-SMEs, including cooperatives, NGOs and private companies; and
- Activities that offer off-farm income-generating opportunities for youth and women as part of a microfranchise⁴, agent, or commission-based models in collaboration with established agribusinesses.

ACTIVITY 32: DEVELOPING AND IMPLEMENTING SOCIAL INCLUSION STRATEGIES

In FY 2016, based on its Gender and Social Inclusion Integration Plan, PSDAG recruited an international service provider to develop a Gender and Social Inclusion (GSI) curriculum, and train local service providers to implement the curriculum with PSDAG partners. The goal is to build the capacity of companies to develop social inclusion strategies and understand both the business and social impact of businesses on women, youth, and PWDs.

During Q2, PSDAG competitively identified two local service providers (LSPs) who were trained by an international consultant on the GSI curriculum to be delivered to private sector partners. The international service provider completed the curriculum development, training of LSPs and trials of the GSI curriculum with sampled private sector partners. A two-day training was conducted for two LSPs on the Gender and

⁴ Microfranchising is a business model that adapts a traditional franchising approach for very small businesses. It is a systemized approach to replicating micro-enterprises that sells products or services, enabling entrepreneurs to become microfranchisees in proven businesses without having to make high upfront investments.

Social Inclusion (GSI) Curriculum. The objective of the induction training was to orientate the LSPs on the content and methodology of delivering the GSI curriculum to PSDAG's partners. In addition, a trial training was conducted on the GSI curriculum with five sampled PSDAG partners ([REDACTED]) and PSDAG technical staff. A total of 22 people (seven women) participated in the one-day trial training. Based on feedback from LSPs and trial trainings, the GSI curriculum was finalized and will be rolled out to all PSDAG private sector partners in Q3.

ACTIVITY 33: INTERNSHIP PROGRAM FOR YOUTH, WOMEN, AND PWD IN AGRIBUSINESS

During Q2, PSDAG met with the USAID Huguka Dukore (HD) project implemented by Education Development Center (EDC) to identify partnership opportunities with USAID Youth Employment-funded project providing job skills and entrepreneurship training. Under this potential partnership with the HD project, there exist potential areas for synergy and collaboration on youth inclusion activities as follows:



Participants in plenary session of GSI Trial Training, PSDAG Conference Room, February 2017 (Photo by PSDAG staff)

- PSDAG is implementing the Professionalization of Cooperatives activity with 60 cooperatives with formal business relationships with private sector partners. These PSDAG-supported cooperatives could provide internship placements for youth trained by HD.
- Under the VCCF, PSDAG has a portfolio of agro-SMEs. HD could train these SMEs on how to manage an internship program and support placement of HD interns where appropriate (PSDAG and HD are still determining if there is the appropriate overlap between its internship program and the PSDAG internship opportunities).
- HD will share PSDAG's RFA on Women's Leadership and Youth Entrepreneurship with Akazi Kanoze alumni.

Collaboration between PSDAG and HD will be implemented under an MOU.

PSDAG also conducted consultations with CESB (formerly the National Capacity Building Secretariat) to explore opportunities for collaboration to link youth with opportunities in the agriculture sector.

Potential areas of collaboration with CESB include:

- CESB provides technical assistance for capacity building assessment and support to address identified capacity building gaps. Also, CESB funds training of employees of its partners.
- CESB runs an internship placement program where that pays a stipend of RWF 50,000 for six months. Private companies apply to request for interns with specific qualifications. Interns must have completed their studies (bachelor's degree). PSDAG partners can benefit from this internship program.

3.3. COMMUNICATION

MARKING AND BRANDING

PSDAG continued to implement USAID marking and branding guidelines. During Q2, PSDAG ensured use of USAID branding in project events and activities such as PCC seasonal debrief meetings, MOU signing ceremonies with BRD and PSF, and grant signing ceremonies with new private sector partners.

In addition, there was progress in developing new infographics for the PSDAG project and related materials such as a project brief, APS, Safe User Action Plan (SUAP) “info pack” and technical documents, such as the NAIPS. These materials have been finalized and are under internal review before submission to USAID for approval. Subsequently, PSDAG will publish and distribute these promotional materials to stakeholders.



Project Brief – Fiscal Year 2017

OVERVIEW
Rwanda Private Sector Driven Agricultural Growth (PSDAG) Project is working to improve the effectiveness of Rwanda's agriculture institutional framework for investment promotion to stimulate private sector growth and transform the Rwanda agricultural sector. PSDAG will increase incomes of smallholder farmers by improving their access to markets and inputs for production and finance, using a partnership approach that is equitable, sustainable, and focused on market-driven outcomes.

THE PRIVATE OBJECTIVES OF PSDAG OVER THE NEXT FIVE YEARS ARE:
• To assist the Government of Rwanda (GoR) to attract and increase private sector investment.
• To facilitate increased private sector involvement by supporting agriculture value chains.
• PSDAG will implement partnership-driven, business-led value and investment models to ensure sustainability, local ownership, inclusion and scale.

CRISIS-RESILIENT OBJECTIVES
• To ensure the resilience of the private sector.
• To foster local inclusion, particularly for women, in private sector value chains.
• To foster local inclusion, particularly for women, in private sector value chains.

APPROACH
PSDAG implements partnership-driven, business-led value and investment models to ensure sustainability, local ownership, inclusion and scale. This includes the following approaches or components:
• Market-driven – based on identified market opportunities.
• Sustainable Private Sector-led Business Model – focusing on business models that develop successful relationships between suppliers and buyers for sustainability.
• Market Facilitation Project –
• Local govt. level to test concepts, investments.
• Access to market facilitation (input and output).
• Portfolio Approach –
• Core value chain – maize, beans, Irish potatoes and horticulture.
• Other commodities, commercially viable value chains, through the seed coffee.

PSDAG Project Brief, page 1



PSDAG Project Brief, page 2



Sample PSDAG Tweet



Sample USAID tweet for PSDAG project

MEDIA COVERAGE

During Q2, PSDAG monitored coverage of PSDAG activities in the media. The Rwandan president attended the African Aviation Summit conducted from February 22-23, 2017, and visited the Charis⁵ exhibit to see use of drone technology in crop-monitoring.

PSDAG issued a press release to ensure media coverage of the MOU signing ceremony with PSF. This event attracted a wide range of key media outlets including *New Times*, Igihe.com, and Taarifa News (see Annex VI for a list of articles featured in the media).

In addition, PSDAG continued to post PSDAG activities in social media through PSDAG's official Twitter account.⁶

SUCCESS STORIES

During Q2, there were two success stories from implementation of PSDAG-supported activities. These success stories showcase the impact of PSDAG's support on the business models of private-sector partners and the livelihoods of smallholder farmers. See Annex VII for PSDAG success stories recorded in Q2.

PSDAG completed selection of a service provider for audio-visual documentation of project activities. The service provider will develop high quality educational professional films, photography, interactive infographics, video-clips, short documentaries, and other audio-visual materials tailored to different audiences highlighting the impact of the USAID support through the PSDAG project. The audio-visual materials to be developed include 15- to 30-minute educational documentary films and still photos that incorporate Objective 1 and 2 PSDAG accomplishments since the beginning of the project August 2014 through August 2019.

3.4. CAPACITY BUILDING AND KNOWLEDGE MANAGEMENT

PSDAG STAFF CAPACITY BUILDING

PSDAG continued to conduct staff capacity building trainings to impart required skills and knowledge for implementation of FY 2017 Work Plan activities. During Q2, PSDAG staff benefited from the following training:

- GSI curriculum trial training in preparation for roll out of the curriculum to PSDAG partners.
- Cooperative competency model tools as part of orientation for cooperative capacity building assessment sub-activity under cooperative professionalization program.
- Refresher training on grants to re-orient technical staff on grants processes and tools to ensure compliance with approved grants manual.

BUSINESS DEVELOPMENT SERVICES

In FY2017, PSDAG completed needs assessments for nine of its private-sector partners that evaluated their needs in terms of business management, market analysis, attracting

⁵ Charis partners with AgriLift, a current PSDAG partner, to provide drone flight services.

⁶ See https://twitter.com/psdag_rwanda

investors, applying for credit, and improving their business model. Based on responses, PSDAG has designed technical assistance that addresses specific gaps identified on a case-by-case basis for select private partners. During Q2, PSDAG shared a RFP with short-listed BDS service providers. Competitively recruited BDS providers will provide customized BDS to PSDAG private sector partners in Q3. PSDAG will complete the needs assessment tool for all new partners and on an as-needed basis will provide BDS services.

In addition, BDS is also embedded in the cooperative professionalization program as discussed under Activity 21.

CAPACITY BUILDING SUPPORT TO PARTNERS

PSDAG assists and monitors partners to implement capacity building activities under grant agreement partnerships. In Q2, PSDAG monitored the training of two private partners listed in **Table 10**. PSDAG'S support included preparation of training materials and monitoring delivery of training to ensure adherence of quality standards such as use of participatory methods.

Table 10: Capacity building activities supported by PSDAG through its private partners

Grantee Name/Partners	Location (District)	Type of Training	Number of Persons Trained
SARURA/CDI/Maize Cooperatives and KCB	[REDACTED]	Post-harvest management	[REDACTED] participants
MINIMEX	[REDACTED]	Training on use of high moisture shellers	[REDACTED] participants

3.5. ENVIRONMENTAL COMPLIANCE

During Q2, PSDAG continued to implement the Environmental Mitigation Monitoring Plan by conducting environmental assessments for all grant applications and preparing Environmental Review Reports for selected grantees. PSDAG prepared five Environmental Review Reports for shortlisted grant activities. PSDAG uses the review reports to identify activities that require monitoring and reporting of environment mitigation measures. Annex IX includes a summary of environmental monitoring requirement and results of partnership activities.

As per the SUAP, PSDAG finalized development of infographics for Safe Pesticide Use (SPU) best-practices “info-pack” for use by PSDAG grantees. The following SPU info packs were finalized and will be submitted to USAID for input:

- Infopack 1: Disposing of empty pesticide containers
- Infopack 2: How to use personal protective equipment
- Infopack 3: What time to spray crops
- Infopack 4: How to spray
- Infopack 5: How to safely store pesticides

The next steps towards completion of SPU materials include:

Validate with the MINAGRI Agriculture Information and Communication Program
Validate with sampled farmers that have business relationships with private partners
Publish and distribute via partners (private sector and cooperatives).

4. PARTNERSHIPS AND LINKAGES

USAID COMMUNITY HEALTH AND IMPROVED NUTRITION (CHAIN) PARTNERS

PSDAG continued to participate in CHAIN collaborative activities to ensure progress on implementation of CHAIN Integrated Work Plan activities as discussed below:

Collaborate with the International Potato Center (CIP), the International Center for Tropical Agriculture (CIAT) develop common messages for advocacy to RAB on seed system management: There was a delay in implementation of this activity because the RPPDS structures were affected by restructuring of RDB. However, PSDAG and PSF signed an MOU in March that defines a framework of supporting agri-PPD activities. Under this MOU framework, PSDAG will involve CIP and CIAT in upcoming PPDs on seed.

Collaborate with CIP, CIAT and GAIN to strategically identify commercial Orange Flesh Sweet Potato (OFSP) seeds and bean multipliers, support their grant applications, and develop business plans together: Under PSDAG's 2016 APS, CIP submitted a project proposal requesting a grant to implement a project activity, "Evaluation and selection of disease resistant potato varieties with good processing qualities for Rwanda." The application is going through the negotiation process before it will be submitted for approval to USAID in Q3. PSDAG will share the approved 2017 APS, which provides a framework for partnership under grant agreement mechanism, with CIAT and GAIN.

Link CIP/FXB⁷/Caritas woman-run cooperatives/producer organizations to professionalization services offered by PSDAG: PSDAG shared the RFA for professionalization services with FXB. PSDAG is finalizing the RFA for Women and Youth Entrepreneurship and Leadership Program. Upon approval by USAID, this RFA will be shared with CHAIN partners.

In addition, PSDAG participated in CHAIN partner meetings convened by USAID at the national level.

WORLD FOOD PROGRAM (WFP)

PSDAG continued to collaborate with the WFP to ensure cooperatives supply maize and beans under the FAMA project. During Q2, PSDAG supported 34 maize cooperatives that supply the WFP under FAMA, to co-invest in post-harvest handling equipment such

⁷ FXB stands for "François-Xavier Bagnoud". In 1986, Albina du Boisrouvray's only child, François-Xavier Bagnoud, a rescue pilot, was tragically killed in a helicopter rescue mission in Mali at the age of 24. In 1989, when she founded FXB Foundation and FXB International, Albina's vision for the organization was to pursue the values of generosity and compassion that guided her son's life in the field of development.

as shellers, weighing scales, pallets, and packaging bags. Progress and outcomes of PSDAG's partnership with WFP are discussed under Activity 20.

MINAGRI/ WORLD BANK/IFC/RCA/NAEB

In Q1, PSDAG collaborated with MINAGRI, the World Bank/IFC, RCA, and NAEB to incorporate an additional component—Pillar IV Professionalization of Cooperatives—into the draft NAIPS document. The revised document was submitted to MINAGRI in Q2 and will be validated by donor stakeholders for feedback before presentation to the Agriculture Sector Working Group for approval and adoption in Q3 (see Activity 1).

GIZ

Over the past few years, GIZ has been supporting RDB and PSF in piloting and implementing PPD at the local level and national level. In FY 2016, PSDAG worked closely with this team to ensure that PSDAG was complementing rather than duplicating the years of work that GIZ has successfully completed. As GIZ does not have a mandate to focus on the agriculture sector, the work of PSDAG is indeed complementary, and the draft PPD framework to be used was based on the GIZ model. In Q1 and Q2, PSDAG continued to collaborate and consult with GIZ as the project embarks on piloting the local and national agri-PPD forums. In addition, for GIZ's newest phase of programming (June FY 2016 to May FY 2018), the organization began to work with RDB on investment promotion support for the sectors of tourism, ICT, creative industry, and wood economy. While these do not directly cross over to the agriculture sector, some interventions like capacity building in investment promotion best practices will require that the two projects continue to collaborate closely.

TRADEMARK EAST AFRICA (TMEA)

TradeMark East Africa (TMEA) is a not-for profit established in 2010 to support the growth of trade in East Africa. In Rwanda, TMEA is focused on improving physical access to markets, investing in storage for grains and horticulture, improving quality standards and enhancing public-private dialogue. In the past, TMEA has worked with PSF to establish national PPD platforms based on topic (such as tax issues), helped develop the RPPDS, and provided extensive training to PSF staff in policy advocacy. TMEA is considering continuing support for PPD during the project's next program period, beginning in June 2017. PSDAG will continue to collaborate and consult with TMEA while working with RCAL and RDB to pilot national and local PPD for agriculture (see Activities 10 and 12). At the same time, PSDAG STTA conducting the organizational assessment of RCAL will consult with TMEA consultants placed at PSF currently conducting analysis for PSF and all of the chambers membership program.

THE DEPARTMENT FOR INTERNATIONAL DEVELOPMENT

AGRICULTURE TECHNICAL ASSISTANCE FACILITY (AG-TAF)

IMPROVING MARKET SYSTEMS FOR AGRICULTURE IN RWANDA (IMSAR)

The Department for International Development (DFID), the international development agency for the United Kingdom, launched two projects in FY 2016 to support MINAGRI. The first, the Agriculture Technical Assistance Facility (Agri-TAF), is supporting

MINAGRI to complete its online Management Information System (MIS) and to improve on the mainstreaming of gender, climate-smart agriculture, and nutrition into the ministry's programming to meet PSTA III⁸ requirements. During Q1 and Q2, PSDAG continued to consult with Agri-TAF representatives and the project agreed to collaborate on 1) linking the MIS to ALIS, and 2) sharing experience and data gathered after implementing various social inclusion activities. In addition, the MIS system supported by Agri-TAF will be part of the SAIS project outlined in Activity 2 and 16. The second DFID project, Improving Market Systems for Agriculture in Rwanda (IMSAR) has a similar mandate to that of PSDAG's Objective 2, in that it seeks to provide market facilitation support to the agriculture private sector in the form of technical assistance, grants and equity. PSDAG will seek collaborative partnerships with the IMSAR program in areas of access to equity and working capital for SMEs working in similar value chains that PSDAG is supporting. As of Q2, only the equity portion of the project, implemented through AgDevCo is up and running.

ACCESS FINANCE RWANDA (AFR)

PSDAG has agreed to provide technical input to AFR, MINAGRI, and MINECOFIN in support of the consultancy that AFR will procure to complete an initial design and study for a National Agriculture Insurance scheme and based on the results of this study, PSDAG will support the implementation of this scheme, particularly in engaging private partners in providing input and rolling to the insurance products through distribution models.

KCB/CLINTON DEVELOPMENT INITIATIVE

PSDAG continued to collaborate with KCB Rwanda and the CDI to provide technical assistance to six maize cooperatives who are under contract to sell 3,000 t of maize to African Improved Food program with financing from KCB.

During Q2, PSDAG, through a service provider (Sarura), provided technical assistance (training) to six cooperatives in sorting, grading, and managing the quality of their maize at aggregation points. However, the financing component of the partnership was not implemented as the MOU with KCB is still under drafting and expected to be finalized in Q3. Progress of this partnership with KCB and CDI is discussed under Activity 29.

UN WOMEN RWANDA

PSDAG is finalizing the RFA for Women and Youth Entrepreneurship and Leadership Program. As discussed under Activity 31, this RFA targets activities that will improve access to business opportunities for women. Upon approval by USAID, this RFA will be shared with UN Women.

USAID CLIMATE SERVICES FOR AGRICULTURE PROJECT

PSDAG is expected to launch its partnership with [REDACTED] in Q3, subject to USAID approval. This partnership will engage with the USAID Climate Services for Agriculture Project to provide a platform that will disseminate improved climate information.

⁸ Strategic Plan for the Transformation of Agriculture, phase three

USAID (HD PROJECT)

PSDAG initiated discussions with the USAID HD project implemented by EDC to explore partnership with USAID-Youth Employment funded project providing job skills and entrepreneurship training. This potential partnership with the HD project as discussed under Activity 33, presents an opportunity for partnership and collaboration on youth inclusion activities under an MOU mechanism.

ANNEXES

ANNEX I: MINAGRI FLAGSHIP PROJECT TRACKER (Q2)

[REDACTED]

ANNEX II: PRIVATE PARTNERSHIPS IDENTIFIED THROUGH 2016 ANNUAL PROGRAM STATEMENT

[REDACTED]

ANNEX III: PRIVATE PARTNERSHIPS IDENTIFIED THROUGH 2015 REQUEST FOR APPLICATIONS (RFA)

[REDACTED]

ANNEX V: PRESS RELEASES



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USAID Launches Partnership to Increase Rwandan Agriculture Financing by 320 Billion RWF

KIGALI – On February 10, 2017, the United States Agency for International Development (USAID) funded Private Sector Driven Agriculture Growth project (PSDAG) and the Development Bank of Rwanda (BRD) signed a memorandum of understanding to increase agriculture financing in Rwanda. Through the agreement, BRD has reserved roughly 140 billion Rwandan Francs for loans to finance agricultural mechanization, modernization, and processing technologies. BRD has reserved an additional 180 billion Rwandan Francs to assist the export sector, including agricultural exports. Together the investment totals more than 320 billion Rwandan Francs.

The partnership between BRD and USAID—which was developed through USAID’s Private Sector Driven Agriculture Growth project—will strengthen agricultural lending practices in Rwanda, and will provide a boost for the entire agricultural sector. USAID’s Private Sector Driven Agriculture Growth Project will provide technical assistance to BRD staff and its partners as a contribution to achieving the national objective of increasing agriculture financing. Increased access to loans and other financing will create more investment by farmers and agribusinesses, and stronger market opportunities for small scale farmers.

BRD will use these funds for many purposes, including providing low-rate, affordable loans for small scale farmers through microfinance institutions and community cooperatives. BRD will also finance commercial projects in livestock, fish, and feed production, and offer financial guarantees for export and agriculture investments. In addition, BRD will help bankroll projects in high-value crop and seed production, and more.

“We are grateful for this partnership with USAID, which is a timely boost to the Bank’s efforts of financing development and modernization of the agriculture sector. As we embark on increasing lending and access to financial services to the sector, it is essential to provide technical support and capacity building to our staff and clients,” said Alex Kanyankole, Chief Executive Officer of BRD.

USAID/Rwanda’s acting Mission Director Leslie Marbury said, “we are delighted to partner with BRD to increase financing and leverage private investments in the agriculture sector. Through this critical partnership, our support will expand markets, create more jobs opportunities and increase incomes in rural populations.”

The Private Sector Driven Agricultural Growth (PSDAG) program is a five-year (2014-2019) project funded by the United States Agency for International Development (USAID). The goal of PSDAG is to increase smallholder farmers’ incomes by promoting private sector investments and to facilitate the transformation of agriculture into a market-oriented, competitive, and high-value sector. USAID PSDAG is the largest project in Rwanda under U.S. Government’s Global Food Security Strategy. For more information, please visit. www.usaid.gov

ANNEX VI: FY 2017 MEDIA COVERAGE TRACKER—Q2

Project activity	Date	Where	Title of Press Release	Media	Link to press coverage
BRD MOU Signing Ceremony	02/10/2017	BRD Offices	USAID Launches Partnership to Increase Rwandan Agriculture Financing by 320 Billion RWF	Igihe New Times You Tube Taarifa News-a continental paper	http://www.igihe.com/ubukungu/article/usaide-yahaye-brd-miliyari-320-frw-zizafasha-amabanki-kwakira-imishinga-y http://www.newtimes.co.rw/section/article/2017-02-13/207940/ https://www.youtube.com/watch?v=KEOYKxgNuLw&feature=youtu.be http://taarifa.rw/2017/02/10/relief-as-development-bank-allocates-390m-for-lending/

ANNEX VII: FY2017 Q2 SUCCESS STORIES

April 3, 2017

USAID Assistance Empowers Farmer Group to Grow and Thrive

Increased mechanization and training provided through USAID allow the [REDACTED] Cooperative in [REDACTED] to usher in farmers' prosperity, empowerment and market linkages.



Top: [REDACTED] in his cooperative's cassava seed plantation in Kayonza district at Rwinkwavu.

Bottom: [REDACTED] Cooperative members shelling their maize with machines bought through a USAID grant.



"Despite the drought that hit Kayonza in the last maize season, we have still seen our revenues improve from our shelling business, which is made possible through support from USAID. We expanded the service of using our shelling machine to the nearby maize growers and have so far shelled over 10 t of maize, fetching over \$60,000 Rwf."

-Joseph Nkurukiyimana, President of Abakundana

Photo: © PSDAG Project/Jennifer

Photo: © PSDAG Project/Jennifer

In 2003, [REDACTED] developed an urge to join a farmer group. Despite being known as a model farmer, [REDACTED] had realized he could not support his family financially. A firm believer in strength in numbers – even when it comes to business matters -- Emmanuel had realized he could not support his family financially if he continued to work his one-hectare plot on his own. He felt that, by working together, he and other farmers in [REDACTED] district could better attract large maize buyers and improve their financial wellbeing.

[REDACTED] joined the [REDACTED] 'Itsinda' – what was then considered a farmers' association – with high hopes. But he soon found that a lack of modern processing equipment and appropriate storage facilities hindered the group's success. Maize shelling was conducted manually, using hired manpower. In the end, the shelled maize was of poor quality. As a result, he experienced crop losses, which translated to financial losses.

In 2016, the [REDACTED], by then a maize cooperative, received a grant from Minimex Maize, one of Rwanda's largest processors and among the top three buyers of local maize in the country. The grant, facilitated by the USAID/Rwanda Private Sector Driven Agricultural Growth Project, helped improve farmers' post-harvest drying, processing, and storage and helped [REDACTED] become one of the company's suppliers of quality maize.

"Being a member of [REDACTED] a never paid off for me until 2016, when the cooperative acquired a modern maize shelling machine," Emmanuel says. "Last season shelled 1 t of my maize in record time. Before, it cost me RWF 12,000 and took one month to shell 1 t of maize using hired labor. Now, it costs RWF 7,000 RWF to shell the same amount in only 2-3 hours," he said, beaming. "With the shelling machine, I get quality maize that draws a high price, and I now have a ready market through our relationship with Minimex Maize."

[REDACTED] president, says that the Minimex grant, combined with skills gained through USAID-funded post-harvest handling trainings, have created a total savings of over RWF 90,000 for the cooperative. He says that while the cooperative is led by a man, female members outnumber the men, and have prospered thanks to training and support provided through the cooperative.

"Our farmers were happy that our cooperative was selected as a grant beneficiary, which encouraged us to be more optimistic and improve our way of doing business," [REDACTED] says. "Despite the drought that hit Kayonza in the last maize season, we have still seen our revenues improve from our shelling business, which is made possible through support from USAID. We expanded the service of using our shelling machine to the nearby maize growers and have so far shelled over 10 MT of maize, fetching over RWF 60,000."

Empowered by its recent success, the cooperative is branching out, leasing land for seed multiplication of a cassava strain that is resistant to the hazardous cassava mosaic virus.

"The demand is phenomenal; farmers have already booked almost the whole field," Nkurukiyimana says. "From our leased land of 2.5 ha, we look forward to fetching over RWF 900,000 per ha from selling cassava seeds," he adds happily.

March 29, 2017

In [REDACTED] District, a Social Enterprise with a Hunger for Change

By better linking actors throughout the mushroom value chain, Kigali Farms is helping reduce post-harvest losses, increase grain quality, and alleviate physical and time demands for farmers in [REDACTED] District.



Photos: © PSDAG Project, Jennifer Mujuni

Top: [REDACTED], a participating wheat farmer, threshing his wheat harvest at one of Kigali Farms' strategically located collection centers., [REDACTED] District.

Bottom: Farmers in action – threshing their wheat harvest using a thresher bought with USAID funding



Photos: © PSDAG Project, Jennifer

“We now have wheat grain that comes out of the threshing machine totally clean with no dust and wheat grains have less physical damage than if it was manually done; with this quality wheat grain, we hope to fetch higher prices at the market”
[REDACTED], a woman wheat farmer.

Kigali Farms is a social enterprise in [REDACTED] district that uses a socially conscious business model to help lift poor smallholder mushroom farmers out of poverty. The company has placed mushrooms at the center of its business based on the food's high nutritional values, high yields, potential for export, minimal land-space requirements, and ability to grow without good soils – that is, if organic layers or “substrates” are placed on the ground where the mushrooms grow.

Kigali Farms initially started out growing oyster mushrooms that could be easily grown by local farmers, providing a boost to the local economy while fostering a profitable business for the company. Then, in 2016, Kigali Farms teamed up with the USAID/Rwanda Private Sector Driven Agricultural Growth Project (PSDAG) to dramatically expand its business into mushroom substrate production, which allows the company to reach further across the mushroom value chain and help even more smallholder farmers increase their incomes. That is because the substrate required to effectively grow high-quality mushrooms is made from two other sources: wheat and chicken manure.

Using a grant provided through USAID, Kigali Farms purchased a mechanized thresher that helps separate wheat grain from the straw, a process necessary to creating the right substrate to support optimal mushroom production. In addition, the company strategically placed the threshing machines in collection centers near farmers' fields where they can conveniently come to thresh their wheat, be paid for their wheat straw on the spot, and then walk away with high-quality wheat grain to sell in local markets. In March 2017 alone, [REDACTED] farmers took advantage of this service, which enabled Kigali Farms to collect [REDACTED] t of straw needed for its substrate while producers threshed [REDACTED] t of wheat grain for their own sale. This win-win arrangement has helped local wheat farmers earn extra income and has helped offset the 5 percent losses they would have experienced had they used traditional manual wheat threshing methods, which can crush wheat grains. These savings translated to an estimated [REDACTED]t of wheat for the farmers, valued at RwF [REDACTED].

[REDACTED], a 49-year-old wheat farmer, was amazed at how the threshing machine had relieved her of the processing burden. “Winnowing one 100-kg bag would take me five hours,” she says. “We now have wheat grain that comes out of the threshing machine totally clean with no dust and less physical damage than if it was manually done; with this quality wheat grain, we hope to fetch higher prices at the market.”

ANNEX VIII: FY 2017 STTA – Q2 (JANUARY - MARCH 2016)

Name	Organization	Project (Y/N)	Title	Purpose	Travel Dates	From/To	SOW
[REDACTED]	Crown Agents	Y	Capacity Needs Assessment Expert	Conduct a needs assessment for MINAGRI, NAEB, RDB and RPPDS	February – April 2017	UK/Kigali	On-going
[REDACTED]	Crown Agents	Y	Capacity Needs Assessment Expert	Conduct a needs assessment for MINAGRI, NAEB, RDB and RPPDS	February – April 2017	Italy/Kigali	On-going
[REDACTED]	Crown Agents	Y	Public Private Dialogue and Advocacy Expert	Technical Assistance to pilot PPD process at local /district level	N/A	N/A	On-going
[REDACTED]	Crown Agents	Y	Business Development Expert	Crown Agents Technical Backstopping	N/A	Paris	On-going
[REDACTED]	Crown Agents	Y	Economist	Assisted MINAGRI with SAIS concept note & budget preparation; NAIPs	N/A	N/A	On-going
[REDACTED]	Crown Agents	Y	Monitoring and Evaluation Expert	Support for M&E for NAIPS	N/A	N/A	On-going
[REDACTED]	Crown Agents	Y	Performance Evaluation Specialist	Organizational assessment of RCAL of PSF	November 2016 and April 2017	USA/Kigali	On-going
[REDACTED]	Catholic Relief Services	Y	Agriculture & Markets Specialist	Support for Professionalization and Quality Management Systems for Producers and Aggregators	January - February 2017	USA/Kigali	On-going

ANNEX IX: ENVIRONMENTAL COMPLIANCE MONITORING REPORT

[REDACTED]

ANNEX X: MAP OF PSDAG PROJECT INTERVENTIONS

[REDACTED]

ANNEX XI: PSDAG Memorandum and Understanding - BRD

[REDACTED]

ANNEX XII: PSDAG Memorandum and Understanding - PSF

[REDACTED]

ANNEX XIII: PSDAG FY 17 INDICATOR RESULTS METRICS – Q2

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
4.5-Z07	1-Value of gross farm incomes of assisted farmers (USD) Source: USAID/Rwanda Custom	Indicator Type: Outcome Method and Source: Records and reports from grantees Frequency: Annual Disaggregated by: Value chain, Season, Sex		1,336,002	Value of crops purchased from smallholder farmers by PSDAG private sector partners.
	Value by crop (USD)			1,336,002	
	Beans			1,205	
	Potatoes			235,303	
	Maize			1,043,494	
	Horticulture			33,751	
	Other crops			8,349	
	Dairy			13,900	
	Value by season (USD)			1,336,002	
	Season A			1,336,002	
	Season B			-	
	Season C			-	
	Value by sex of farmers (USD)			1,336,002	
	Men			844,087	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
	Women			491,915	
EG.3.2-22*	2-Value of new private sector capital investment in the agriculture sector or food chain leveraged by FTF implementation (USD) Source: FTF	Indicator Type: Outcome Method and Source: PSDAG records, grantee progress reports Frequency: Quarterly Disaggregated by: None	258,754	246,274	Value of new capital investments to upgrade agricultural value chains by PSDAG private sector partners.
	Value		258,754	246,274	
	Beans		-	3,614	
	Potatoes		148,237	121,917	
	Maize		-	-	
	Horticulture		-	72,068	
	Cross cutting		53,438	-	
	Other crops		39,829	38,554	
	Dairy		17,250	10,120	
	Type of beneficiary		258,754	246,274	
	Agro dealer / supplier investment in input stock		-	-	
	Agri business investment in capital equipment		258,754	246,274	
EG.3.1-12*	3-Number of agricultural and nutritional enabling environment policies analyzed, consulted on, drafted or revised, approved, and implemented with USG assistance Source: FTF	Indicator Type: Outcome Method and Source: Embedded Investment Advisors records, PSDAG records, STTA reports Frequency: Annual Disaggregated By: Process/step, Policy area, Total policies		4	Policies, laws and administrative structures under analysis, development, review or implementation with PSDAG support including Agriculture Land Information System, Poultry Competitiveness Study, Aggregation of Export Commodities Model, and Smart Agriculture and Information System.
	Policy area				

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
	Institutional architecture for improved policy formulation			3	Agriculture Land Information System, and Smart Agriculture and Information System, Poultry Competitiveness Study
	Enabling environment for private sector investment			1	Aggregation of Export Commodities Model.
	Agricultural trade policy			-	
	Agricultural input policy (e.g. seed, fertilizer)			-	
	Land and natural resources tenure, rights, and policy			-	
	Resilience and Agricultural risk management policy			-	
	Nutrition (e.g., fortification, food safety)			-	
	Other			-	
	Total policies passing through the following Processes/Steps:				
	Analysis			1	Smart Agriculture and Information System
	Stakeholder consultation/public debate			-	
	Drafting or revision			1	Aggregation of Export Commodities Model.
	Approval (legislative or regulatory)			-	
	Full and effective implementation			2	Agriculture Land Information System; Poultry Competitiveness Study

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
4.5.1-Z03	4-Number of public entities assessed for capacity in executing their roles and responsibilitiesSource: USAID/Rwanda Custom	Indicator Type: OutputMethod and Source: Embedded Investment Advisors records, STTA reportsFrequency: QuarterlyDisaggregated by: Government level (national, province, district), Type of entity, New/Continuing	7	4	Capacity needs assessment for GOR institutions that have a mandate to support investment promotion -MINAGRI, NAEB, RDB and Rwanda PPP secretariat. Assessment of PSF delayed until after signing of MOU, which was signed in March 2017.
	Type of public entity:		7	4	
	National level		7	4	MINAGRI, NAEB, RDB, RPPDS
	Provincial level		-	-	
	District level		-	-	
	Parastatal		3	2	RDB and NAEB
	Ministry		3	1	MINAGRI
	Decentralized agencies		1	-	
	New/Continuing:		7	4	
	New		7	3	MINAGRI, NAEB, RDB
	Continuing		-	1	RPPDS
2.4.1-Z09	6-Percentage of stakeholders agreeing that consultative process was effective in soliciting their input (%) Source: USAID/Rwanda Custom	Indicator Type: Outcome Method and Source: PSDAG records Frequency: Quarterly Disaggregated by: Type of stakeholder, individual/organization, and sex of respondents.	40%	100%	Survey results from participants of district PPD meeting in Nyagatare conducted in Q1.
	Type of stakeholder:		40%	100%	
	Private sector		20%	10%	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
	Civil society		20%	0%	
	Individual		0%	45%	
	Farmers organization		0%	45%	
	Sex		40%	100%	
	Men		22%	70%	
	Women		18%	30%	
EG.3.2-23*	7-Value of targeted agricultural commodities exported with USG assistance (USD)Source: FTF	Indicator Type: OutcomeMethod and Source: Progress reports from granteesFrequency: AnnualDisaggregated by: Value chain, destination		957,375	Value of exports made by PSDAG private sector partners.
	Value of regional exports EA region, Including South Sudan + Congo DRC + Congo Brazzaville (USD)			418,034	
	Beans			422	
	Potatoes			11,357	
	Maize			405,655	
	Horticulture			600	
	Other crops			-	
	Dairy			-	
	Value of regional exports going outside EA region(USD)			539,342	
	Beans			-	
	Potatoes			-	
	Maize			496,493	
	Horticulture			36,824	
	Other crops			6,024	
	Dairy			-	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
4.5-Z06	8-Value of domestic sales of value-added agricultural products attributed to program implementation (\$) Source: USAID/Rwanda Custom	Indicator Type: Outcome Method and Source: Progress reports of grantees Frequency: Semi-annual Disaggregated by: Value chain	3,136,607	4,151,730	Exceeded target; Under [REDACTED] grant activity, \$ 1,599,891 domestic sales reported in Q2 but \$1,220,588 originally projected to be reported in Q3.
	Value of domestic sales (\$)		3,136,607	4,151,730	
	Beans		12,375	1,304,711	
	Potatoes		1,171,440	1,004,776	
	Maize grain		1,575,979	96,988	
	Maize products (flour, grits)		-	1,599,891	
	Horticulture		105,188	66,622	
	Other crops		-	12,321	
	Dairy		271,625	66,421	
EG.3.2-19*	9-Value of small-holder incremental sales generated with USG assistance (USD) Source: FTF	Indicator Type: Outcome Method and Source: Grantee progress reports Frequency: Quarterly Disaggregated by: Value chain, number of beneficiaries	601,282	759,347	
	Value of sales by farmers (\$)		601,282	759,347	
	Beans		2,475	1,205	
	Potatoes		155,713	107,424	
	Maize		392,631	619,388	
	Horticulture		11,963	31,330	
	Other crops		-	-	
	Dairy		38,500	-	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
4.4-Z01	10-Number of beneficiaries with new market linkages as a result of USG assistance Source: USAID/Rwanda Custom	Indicator Type: Outcome Method and Source: Grantee progress reports Frequency: Semi-annual Disaggregated By: Value chain, type of beneficiary (farmer, cooperatives, agribusinesses)	2,691	2,026	Under target: Under PCCs Upgrade Grants, 2,363 farmers were expected to sell through the PCCs but only 789 farmers were reported to have sold through supported PCCs. It was reported that this season was shorter this time around and volumes were lower.
	Commodity		2,691	2,026	
	Beans		55	-	
	Potatoes		2,375	789	
	Maize grain		-	-	
	Horticulture		155	397	
	Other crops		-	6	
	Dairy		-	834	
	Type of beneficiary		2,691	2,026	
	Farmers		2,691	2,020	
	Producers (cooperatives)		-	6	
	Firms		-	-	
EG.3.2-20*	11-Number of for-profit private enterprises, producers organizations, water users associations, women's groups, trade and business associations and community-based organizations (CBOs) that applied improved organization-level technologies or management practices with USG assistance Source: FTF	Type: Outcome Method and Source: Progress reports from grantees Frequency: Annual Disaggregated By: Type of organization		41	PSDAG private sector partners adopting improved technologies and practices to be competitive and meet market requirements.
	Type of organization			41	
	Private enterprises (for profit)			22	
	Producers organizations			19	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
	Water user associations			-	
	Women's groups			-	
	Trade and business associations			-	
	Community-based organizations (CBOs)			-	
	New/Continuing			41	
	New			-	
	Continuing			41	
EG.3.2-17*	12-Number of farmers and others who have applied improved technologies or management practices with USG assistance Source: FTF	Type: Outcome Method and Source: Progress reports from grantees Frequency: Annual Disaggregated By: sex, type of technology		13,787	Number of farmers adopting improved production and post-harvest technologies to meet quality and volume requirements of PSDAG private sector partners.
	Beans			-	
	Technology type			-	
	Crop genetics,			-	
	Cultural practices,			-	
	Livestock management,			-	
	Wild fishing technique/gear,			-	
	Aquaculture management,			-	
	Pest management,			-	
	Disease management,			-	
	Soil-related fertility and conservation,			-	
	Irrigation,			-	
	Water management-non-irrigation based,			-	
	Climate mitigation			-	
	Climate adaptation,			-	
	Marketing and distribution,			-	
	Post-harvest-handling & storage,			-	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
	Value-added processing,			-	
	Disaggregates not available			-	
	Sex			-	
	Man			-	
	Woman			-	
	Joint			-	
	Disaggregates not available			-	
	Potatoes			2,944	
	Technology type			2,914	
	Crop genetics,			75	
	Cultural practices,			-	
	Livestock management,			-	
	Wild fishing technique/gear,			-	
	Aquaculture management,			-	
	Pest management,			-	
	Disease management,			-	
	Soil-related fertility and conservation,			-	
	Irrigation,			-	
	Water management-non-irrigation based,			-	
	Climate mitigation			2,050	
	Climate adaptation,			-	
	Marketing and distribution,			789	
	Post-harvest-handling & storage,			-	
	Value-added processing,			-	
	Disaggregates not available			-	
	Sex			2,914	
	Men			1,605	
	Women			1,309	
	Joint			-	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
	Disaggregates not available			-	
	Maize			9,017	
	Technology type			9,017	
	Crop genetics,			-	
	Cultural practices,			-	
	Livestock management,			-	
	Wild fishing technique/gear,			-	
	Aquaculture management,			-	
	Pest management,			-	
	Disease management,			-	
	Soil-related fertility and conservation,			-	
	Irrigation,			-	
	Water management-non-irrigation based,			-	
	Climate mitigation			-	
	Climate adaptation,			-	
	Marketing and distribution,			-	
	Post-harvest-handling & storage,			9,017	
	Value-added processing,			-	
	Disaggregates not available			-	
	Sex			9,017	
	Men			5,741	
	Women			3,276	
	Joint			-	
	Disaggregates not available			-	
	Horticulture			1,826	
	Technology type			1,826	
	Crop genetics,			-	
	Cultural practices,			1,206	
	Livestock management,			-	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
	Wild fishing technique/gear,			-	
	Aquaculture management,			-	
	Pest management,			-	
	Disease management,			-	
	Soil-related fertility and conservation,			59	
	Irrigation,			23	
	Water management-non-irrigation based,			-	
	Climate mitigation			-	
	Climate adaptation,			-	
	Marketing and distribution,			-	
	Post-harvest-handling & storage,			538	
	Value-added processing,			-	
	Disaggregates not available			-	
	Sex			1,826	
	Men			871	
	Women			955	
	Joint			-	
	Disaggregates not available			-	
	Other crops			-	
	Technology type			-	
	Crop genetics,			-	
	Cultural practices,			-	
	Livestock management,			-	
	Wild fishing technique/gear,			-	
	Aquaculture management,			-	
	Pest management,			-	
	Disease management,			-	
	Soil-related fertility and conservation,			-	
	Irrigation,			-	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
	Water management-non-irrigation based,			-	
	Climate mitigation			-	
	Climate adaptation,			-	
	Marketing and distribution,			-	
	Post-harvest-handling & storage,			-	
	Value-added processing,			-	
	Disaggregates not available			-	
	Sex			-	
	Men			-	
	Women			-	
	Joint			-	
	Disaggregates not available			-	
	Dairy			-	
	Technology type			-	
	Crop genetics,			-	
	Cultural practices,			-	
	Livestock management,			-	
	Wild fishing technique/gear,			-	
	Aquaculture management,			-	
	Pest management,			-	
	Disease management,			-	
	Soil-related fertility and conservation,			-	
	Irrigation,			-	
	Water management-non-irrigation based,			-	
	Climate mitigation			-	
	Climate adaptation,			-	
	Marketing and distribution,			-	
	Post-harvest-handling & storage,			-	
	Value-added processing,			-	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
	Disaggregates not available			-	
	Sex			-	
	Men			-	
	Women			-	
	Joint			-	
	Disaggregates not available			-	
E.G.3.2-18*	13-Number of hectares under improved technologies and management practices with USG assistance Source: FTF	Indicator type: Outcome Method and Source: Progress reports from grantees Frequency: Annual Disaggregated by: Technology type, sex, value chain		2,471	Size of land cultivated by smallholder farmers with formal business relationship with PSDAG private sector partners.
	Beans			-	
	Technology type			-	
	Crop genetics,			-	
	Cultural practices,			-	
	Livestock management,			-	
	Wild fishing technique/gear,			-	
	Aquaculture management,			-	
	Pest management,			-	
	Disease management,			-	
	Soil-related fertility and conservation,			-	
	Irrigation,			-	
	Water management-non-irrigation based,			-	
	Climate mitigation			-	
	Climate adaptation,			-	
	Marketing and distribution,			-	
	Post-harvest-handling & storage,			-	
	Value-added processing,			-	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
	Disaggregates not available			-	
	Sex			-	
	Men			-	
	Women			-	
	Joint			-	
	Association-applied			-	
	Potatoes			391	
	Technology type			391	
	Crop genetics,			45	
	Cultural practices,			252	
	Livestock management,			-	
	Wild fishing technique/gear,			-	
	Aquaculture management,			-	
	Pest management,			-	
	Disease management,			-	
	Soil-related fertility and conservation,			-	
	Irrigation,			-	
	Water management-non-irrigation based,			-	
	Climate mitigation			94	
	Climate adaptation,			-	
	Marketing and distribution,			-	
	Post-harvest-handling & storage,			-	
	Value-added processing,			-	
	Disaggregates not available			-	
	Sex			391	
	Men			266	
	Women			125	
	Joint			-	
	Association-applied			-	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
	Maize			-	
	Technology type			-	
	Crop genetics,			-	
	Cultural practices,			-	
	Livestock management,			-	
	Wild fishing technique/gear,			-	
	Aquaculture management,			-	
	Pest management,			-	
	Disease management,			-	
	Soil-related fertility and conservation,			-	
	Irrigation,			-	
	Water management-non-irrigation based,			-	
	Climate mitigation			-	
	Climate adaptation,			-	
	Marketing and distribution,			-	
	Post-harvest-handling & storage,			-	
	Value-added processing,			-	
	Disaggregates not available			-	
	Sex			-	
	Men			-	
	Women			-	
	Joint			-	
	Association-applied			-	
	Horticulture			2,059	
	Technology type			2,059	
	Crop genetics,			2,059	
	Cultural practices,			-	
	Livestock management,			-	
	Wild fishing technique/gear,			-	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
	Aquaculture management,			-	
	Pest management,			-	
	Disease management,			-	
	Soil-related fertility and conservation,			-	
	Irrigation,			-	
	Water management-non-irrigation based,			-	
	Climate mitigation			-	
	Climate adaptation,			-	
	Marketing and distribution,			-	
	Post-harvest-handling & storage,			-	
	Value-added processing,			-	
	Disaggregates not available			-	
	Sex			2,059	
	Men			1,306	
	Women			753	
	Joint			-	
	Association-applied			-	
	Other crops			21	
	Technology type			21	
	Crop genetics,			21	
	Cultural practices,			-	
	Livestock management,			-	
	Wild fishing technique/gear,			-	
	Aquaculture management,			-	
	Pest management,			-	
	Disease management,			-	
	Soil-related fertility and conservation,			-	
	Irrigation,			-	
	Water management-non-irrigation based,			-	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
	Climate mitigation			-	
	Climate adaptation,			-	
	Marketing and distribution,			-	
	Post-harvest-handling & storage,			-	
	Value-added processing,			-	
	Disaggregates not available			-	
	Sex			21	
	Men			4	
	Women			17	
	Joint			-	
	Association-applied			-	
	Dairy			-	
	Technology type			-	
	Crop genetics,			-	
	Cultural practices,			-	
	Livestock management,			-	
	Wild fishing technique/gear,			-	
	Aquaculture management,			-	
	Pest management,			-	
	Disease management,			-	
	Soil-related fertility and conservation,			-	
	Irrigation,			-	
	Water management-non-irrigation based,			-	
	Climate mitigation			-	
	Climate adaptation,			-	
	Marketing and distribution,			-	
	Post-harvest-handling & storage,			-	
	Value-added processing,			-	
	Disaggregates not available			-	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
	Sex			-	
	Men			-	
	Women			-	
	Joint			-	
	Association-applied			-	
EG.3.2-1*	14-Number of individuals who have received USG supported short-term agricultural sector productivity or food security training Source: FTF	Type: Output Method and Source: PSDAG training reports, progress reports from grantees Frequency: Quarterly Disaggregated by: Sex, type of individual	975	3,790	Farmers and other value chain stakeholders trained by PSDAG private sector partners. Minimex conducted a refresher training on post-harvest handling technologies for 3,291 farmers (1,522 women). This training was not anticipated in setting indicator target for Q2.
	Type of individual		975	3,790	
	Producers (farmers, fishers, pastoralists, ranchers, etc.)		975	3,790	
	Sex		975	3,790	
	Men		526	2,014	
	Women		448	1,776	
	Disaggregates not available		-	-	
	People in government (e.g. policy makers, extension workers)		-	-	
	Sex		-	-	
	Men		-	-	
	Women		-	-	
	Disaggregates not available		-	-	
	People in private sector firms (e.g. processors, service providers, manufacturers)		-	-	
	Sex		-	-	
	Men		-	-	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
	Women		-	-	
	Disaggregates not available		-	-	
	People in civil society (e.g. NGOs, CBOs, CSOs, research and academic organizations)		-	-	
	Sex		-	-	
	Men		-	-	
	Women		-	-	
	Disaggregates not available		-	-	
Custom PSDAG	15-Number of members of producer organizations and community based organizations with USG assistance Source: Custom PSDAG	Indicator Type: Output Method and Source: Progress reports from grantees Frequency: Annual Disaggregated By: Type of organization, sex		27,228	Farmers who are members of cooperatives that have formal business relationships with PSDAG private sector partners.
	Type of organization			27,228	
	Producer organization,			27,228	
	Non-producer-organization CBO			-	
	Disaggregates not available			-	
	Sex			27,228	
	Men			17,075	
	Women			10,153	
	Disaggregates not available			-	
EG.3.2- 4 *	16-Number of for-profit private enterprises, producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG food security related organizational development assistance Source: FTF	Indicator Type: Output Method and Source: PSDAG records Frequency: Annual Disaggregated By: Type of organization, new/continuing		81	Private sector actors with partnerships with PSDAG under grant agreement mechanism.
	Type of organization			81	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
	Private enterprises (for profit)			35	
	Producers organizations			46	
	Water users associations			-	
	Women's groups			-	
	Trade and business associations			-	
	Community-based organizations (CBOs)			-	
	New/Continuing			81	
	New			7	
	Continuing			74	
EG.3.2-3*	17-Number of micro, small, and medium enterprises (MSMEs), including farmers, receiving agricultural related credit as a result of USG assistance Source: FTF	Indicator Type: Output Method and Source: Progress reports from grantees Frequency: Semi-annual Disaggregated by: Size of MSME, Sex of owner	1,649	2,326	Exceeded target: Under Minimex grant activity, 2,277 farmers were supported by Minimex through its partner European Cooperative for Rural Development (EUCORD) to access credit. This was not factored in setting targets for this reporting report.
	Size		1,649	2,326	
	Micro		1,649	2,326	
	Small		-	-	
	Medium		-	-	
	Sex of owner/producer		1,650	2,326	
	Men		900	1,503	
	Women		749	823	
	Joint		-	-	
	n/a		-	-	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
EG.3.2-6*	18-Value of Agricultural and Rural Loans as a result of USG assistance (USD) Source: FTF	Indicator Type: Output Method and Source: Progress reports from grantees Frequency: Quarterly Disaggregated by: Type of recipient, Sex, type of beneficiary	444,423	137,964	Sarura had entered into inventory supply contracts with cooperatives at an average price of RWF 255/kg. However, due to shortage of maize in Season 2017-A, the price of maize shot up to RWF 300/kg. Due to the price increase, the supply contracts mechanism for inventory credit collapsed and off-takers bought maize from cooperatives at prevailing market spot prices. Consequently, Sarura decided to purchase from cooperatives directly, at spot prices, instead of using the inventory credit/warrantage mechanism. Therefore, the projected values of loans for the mechanism were not achieved.
	Type of loan recipient (USD)		444,423	137,964	
	Producers		444,423	54,048	
	Local traders/assemblers,		-	73,795	
	wholesalers/processors,		-	10,120	
	Others.		-	-	
	Sex of recipient (USD)		444,423	137,964	
	Men,		239,988	118,159	
	Women		204,434	18,299	
	Joint		-	1,506	
	n/a		-	-	
	Type of PSDAG beneficiary		444,423	137,964	
	Agro dealer / supplier value loans and value chain financing		-	-	
	Agri business loans and value chain financing		444,423	137,964	

			FY 2017 Q2 Targets	FY 2017 Q2 Results	Q2 Comments
Code	Indicator Description	Data Collection			
4.5.2-Z04	19-Number of MSMEs receiving business development services from USG assisted sources Source: USAID/Rwanda Custom	Indicator Type: Output Method and Source: PSDAG records, Grantee reports Frequency: Annual Disaggregated by: Size of MSME, MSME Type, sex of owner		38	Direct and indirect PSDAG private sector partners provided business development services support.
	Size			38	
	Micro			-	
	Small			38	
	Medium			-	
	MSME Type			38	
	Agricultural producer			21	
	Input supplier			-	
	Trader			17	
	Output processors			-	
	Non-agriculture			-	
	Other			-	
	Sex of owner/producer			38	
	Men,			-	
	Women			-	
	Joint			31	
	n/a			7	



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