

# **Final narrative report**

## **Establishment of Multi-Stakeholder Governance Mechanisms**

Submitted by the Institute of Policy Analysis and Research (IPAR-RWanda)



Kigali, February 2022

### **I. Project Background**

Sustainable food systems are fundamental to ensuring that future generations are food secure and eat healthy diets (Vasile & Duncan, 2017). Hence, the multi-sector approaches offer promise to improve food and nutrition security. To transit towards sustainability, many food system activities must be reconstructed, and different actors throughout the world are starting to act locally while thing globally. While some changes are easier than others, knowing how to navigate

through them to promote sustainable consumption and production practices requires strong food governance mechanisms to be established (Armenia et al., 2019).

A food system comprises all processes involved in feeding a population including food production and processing, distribution, consumption and waste disposal and recycling (Unger & Wooten, 2006). Food systems, the organizational, community and individual behaviors that relate to the performance of these different processes are highly context-dependent. To be effective and sustainable, policy development needs to be a joint activity oriented towards stakeholder needs, rather than undertaken centrally. To this end, the role of stakeholders in the sustainability of food systems remains of paramount interest across the globe (Brouwer et al., 2020; El Bilali et al., 2019; Stefanovic et al., 2020). To facilitate this process of integrating stakeholders in the entire food system, the governments need to create a platform for regular agri-food stakeholder participation in agriculture policy programming and implementation, ensuring local ownership (Garcia-Gonzalez & Eakin, 2019). This will also promote a 'sector-building' approach, where business-enabling factors and environment are clearly identified, challenges in the value chain are addressed, and the lack of services and quality inputs are used as a prime business opportunity for further investment promotion. Besides, it is mandatory to engage all the stakeholders of the sector in the implementation of the food system related policies and strategies. The sustainability of any food system is therefore dependent of a strong collaboration between the government with other stakeholders to improve food availability, accessibility, stability, as well as utilization.

FAO has launched the Urban Food Agenda Framework "Leveraging the actions of sub-national and local governments to ensure sustainable food systems and improved nutrition" as a corporate strategy that responds to the demands of a multi-sectoral, multilevel and multi-stakeholder approach, to promote food security and nutrition across the rural-urban continuum (FAO, 2020). The overall goal of the framework for the Urban Food Agenda is to guide FAO's work in supporting decision-makers at global, national, territorial and urban levels to recognize the role of cities and sub-national governments as key strategic sites and actors to address the complex socio-economic and ecological issues that constrain food security and nutrition. Through the Urban Food Agenda, FAO has recently begun to work on fostering prosperous small cities and towns: many small cities and town with an economy still based on agriculture will experience population growth even greater than most big cities over the next few decades (Ilieva, 2017). Therefore, rural transformation, understood as the diversification of an economy based on the production of raw materials from agriculture and forestry, is recognized as a process that allows creating opportunities to create jobs, increase the availability and accessibility of food and ultimately improve food security and nutrition at the territorial level (Belton & Filipski, 2019; Kruseman et al., 2020). In line with this, FAO has come with a project entitled "Feeding Urbanization: Building Prosperous Small Cities and Towns" (FMM). This aims at contributing to

the improvement of livelihoods in small cities and towns through sustainable food production, off-farm value-adding operations and services, and well-targeted market linkages. It will be carried out in small cities and towns within Rwanda, Ecuador and Senegal.

Over the past two decades, Rwanda as a country has experienced impressive economic growth, resulting in considerable improvements in living standards and poverty reduction. Despite these gains, progress on reducing the level of stunting in smallholder rural children, particularly boys, continues to be a serious concern. Under this perspective, FAO has contracted a service provider (IPAR-Rwanda) to support the implementation of the expected results in the framework of the above mentioned Project for Rwanda in the district of Rulindo. The overall outcome of the project is the established participatory food governance mechanisms established for promoting coordination among local governments and food to strengthen the sustainability of Rulindo's food system along rural-urban continuum with Kigali and other secondary cities in Rwanda.

## **II. Planned activities under the project**

**Under the current project, the activities to be implemented were defined as follows:**

1. Identify who are the local government actors leading food governance in Rulindo.
2. Identify other local governments institutions with potential interest in joining the process, as well as food system stakeholders.
3. Convene and form the multi-stakeholder governance mechanism and define its objectives, expected results and work dynamics including a timeline for potential activities on the short, medium and long term.
4. Identify and form working groups with lines of actions following the outcome of activity 2.
5. Accompany the operationalisation of the working groups.
6. Define a food system resilience strategy based on the recommendations provided by the organization in charge of the food system diagnosis and validate it in collaboration with the governance mechanism.
7. Identification of public policy instruments where food should be included, agree on its incorporation, and accompany the incorporation process.
8. Promote and document the exchange of experiences with other cities, including Kigali and secondary cities in Rwanda, that have already started urban food systems integrated into their policies and planning.

### III. Implemented activities

#### ❖ ACTIVITY ONE and TWO:

The Identification and analysis of the local government actors leading food governance in Rulindo, of other local governments institutions and stakeholder with potential interest in joining the process has been completed in collaboration with FAO, Rulindo District and other key stakeholders.

The detailed stakeholder analysis to understand the governance aspects of the urban food system was done to serve as basis across the three phases of RUFSA approach in this project. This activity focused mainly on stakeholder mapping to identify the key players in the urban food system in the Rulindo District. The detailed analysis served to disaggregate the identified stakeholder into different sub-categories<sup>1</sup> including:

- **Key stakeholders:** Any individual, organization, or group with sufficient power resources to support the functioning of the rules or procedures for decision-making and resolution of collective conflicts within the food systems. These include all those having skills knowledge or position of power to significantly influence the food system in Rulindo District.
- **Primary stakeholders:** Those organizations and individuals that are part of the institutional fabric and have the necessary resources to be considered as strategic, but who do not use these resources or are dominated by others in the process. This is a category of those stakeholders directly affected by the food system.
- **Secondary stakeholders:** Those who do not have sufficient power to change or make any influence in the food systems. It is consist of those stakeholders only indirectly or temporarily involved.

**Table 1:** Summary of Key Actors (Identification and Analysis) Leading Food Governance System in Rulindo District

	Position and core functions of stakeholders	
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<sup>1</sup> Rapid Urban Food Systems Assessment Tool (RUFSA), User Guide PART 2, Stakeholders Analysis by FAO, 2021.

<b>Potential stakeholders in relation to issue and/or objective</b>	<b>Roles and Legitimacy</b>	<b>Resources and responsibility</b>	<b>Relationships</b>	<b>Stakeholders Category</b>
Ministry of Agriculture and Animal Resources ( MINAGRI)	Strong	Strong	Strong	Key stakeholder
Ministry of Environment (MoE)	Strong	Strong	Strong	Key stakeholder
Ministry of Health (MoH)	Strong	Strong	Strong	Key stakeholder
Rwanda Rural Rehabilitation Initiative (RWARRI)	Strong	Strong	Strong	Key stakeholder
Union of Coffee Cooperatives in Rulindo District (UCOCARU)	Strong	Strong	Strong	Key stakeholder
National Farmer Organisation from Rwanda (IMBARAGA-ALERT)	Strong	Strong	Strong	Key stakeholder
Send a Cow Program	Strong	Strong	Strong	Key stakeholder
Rwanda Agriculture Board (RAB)	Strong	Strong	Strong	Key stakeholder
National Agriculture Development and Exports Board	Strong	Strong	Strong	Key stakeholder
District of Rulindo	Strong	Strong	Strong	Key stakeholder
Centre de Perfectionnement et de Promotion Agricole CPPA- Kisaro	Medium	Strong	Strong	Primary stakeholders
DUHaranira AMajyambere y'ICyaro, Association pour le Développement Rural Intégré (DUHAMIC-ADRI)	Medium	Medium	Medium	Primary stakeholders
Calvary Chapel Rwanda	Medium	Medium	Medium	Primary stakeholders
Albertine Rift Conservation Society (ARCOS NETWORK)	Medium	Strong	Medium	Primary stakeholders
RW0396, the Association of Pentecostal Churches in Rwanda (ADEPR) BUYOGA	Medium	Medium	Weak	Primary stakeholders
DOVE International/ Mugambazi	Medium	Medium	Medium	Primary stakeholders
African Institute for Economic and Social Development (INADES)	Medium	Medium	Medium	Primary stakeholders
The sustainable Trade Initiative (IDH Garden Fresh)	Medium	Strong	Strong	Primary stakeholders
RW160 Mbogo/Farmers' Cooperative	Medium	Strong	Strong	Primary stakeholders
RW0395TUMBA	Medium	Medium	Medium	Primary stakeholders
Cultural and Creative Industries and Association des Veuves et des Orphelins de Masoro (CCI/AVODM)	Weak	Weak	Medium	Secondary stakeholder
Hold My Hand to My Destiny (HHD)	Weak	Medium	Weak	Secondary stakeholder
Anglican Church of Rwanda (EAR Kigarama/ RW0794)	Weak	Medium	Medium	Secondary stakeholder

Management for Results (MFR)	Weak	Weak	Weak	Secondary stakeholder
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**Note:** The long list of identified actors is appended to this report as an annex.

#### ❖ **ACTIVITY THREE AND FOUR:**

Activities three and four have been implemented in line with a participatory food governance mechanisms for Promoting coordination among local governments and food actors in Rulindo district food system. This was done as part of FAO's project entitled "Feeding Urbanization: Building Prosperous Small Cities and Towns" (FMM).

The activities consisted of the establishment of the Food Liaison Advisory Group (FLAG), its key activities including identification of pressing issues related to food system governance process in Rulindo district, convening and forming the multi-stakeholder governance mechanism and define its objectives; and Identifying and forming working groups (under FLAG) with lines of actions. In this regard, Table 2 gives a summary the composition of FLAG Group in Rulindo District:

**Table 2.** Structure and Composition of the FLAG Group in Rulindo District

#	Names	Organization	Position/role	Contacts (Phone/Email)
1	NDAYAMBAJE Jean Damascene	District ECDE	ECDE - District Focal Point	0785503550
2	MINANI Ernest	DUHAMIC ADRI	Field Officer	0785539005
3	HAKIZIMANA Anselme	SAIP	District Agronomist	0788607059
4	GASIGWA Claude	Bushoki Sector	Animal resources Officer	0783577677
5	MUHAYIMANA Venuste	Local authority	Village leader	0783390174
6	NDAGIJIMANA Felicien	Entreprise URWIBUTSO	Agronomist	0783028371
7	TUYISHIME Norbert	RYAF	RYAF-Rulindo Coordinator	0783474218
8	MURORUNKWERE Laetitia	COOPERATIVE COVAMABA	Presidente wa ngenzuzi	0788678107
9	HAKIZIMANA Jean Pierre	Cooperative IMBATURABUKUNGU	President	0782858935
10	MUBERANTWALI Vincent	Entrepreneur	Farmer/Agro-dealer	0788899480
11	DUSENGIMANA Augustin	Rulindo district	District Irrigation Officer	0788506453
12	BENDA Theophile	Local government Authority (Cyzuzi sector)	Agronomist	0788354998
13	GIRUKUNDA BIZIMUNGU Fructuose	PSF-Representative	Production at Base Company Ltd	0785836740

14	MUREREYIMANA Egidie	-	Farmer	0780742806
15	MUKANTABASHWA Christine	Local government Authority (Shyorongi sector)	Agronomist	0783543150
16	HABUMUREMYI Wellars	COOPERATIVE COVAMABA	President	0788840274
17	MBARUSHIMANA Jean Pierre	YAHOPROC	President	0783127011
18	HATEGEKIMANA Emmanuel	Rulindo district staff	Director of Agriculture	0788669766
19	KARASIRA Schadrack	SHEKINA Entreprise	Product Quality Control Manager (PQCM)	0785081890
20	NIYITEGEKA Eugene	HORECO	Project Coordinator	0788879258
21	BINEZA Jacques	Get Rwanda Company	Agronomist	0782002332
22	NDOLI Ildephonse	Local Government	Agriculture Extensionist	0788680090
23	SINA Gerard	Entreprise URWIBUTSO	Entrepreneur/aggregator & Processor	0788305123
24	NIYITEGEKA Eugene	Local Government District HQ	DPC	0788669766

### Identified issues and Challenges

With FLAG members, IPAR team of researchers has identified pressing issues and challenges that will guide the entire development of the food resilience strategy as the core outcome of the project.

**Listed below are the key the identified issues/challenges to food system in Rulindo District:**

- Agriculture inputs not available on time;
- Insufficient agriculture production storage facilities;
- Rural Farmers mindset;
- Financial capacity and literacy of farmers that is not high;
- Insufficient agriculture/crop land;
- Farmers who do not have knowledge in soil quality;
- Agriculture commodities' prices volatility;
- Unavailability of market information to farmers;
- Climate change impact/ consequences;
- Poor and insufficient transport infrastructure;
- Infertile agriculture land/soil
- Agricultural advisory services providers not well structured and not performing their duties as expected because they are not paid for their responsibilities;
- Farmers' poor knowledge about pest and disease management;

- Insufficient quantity of agronomists leading to not be available for deep farmers training on Pest and disease management;
- Low agriculture production with poor quality;
- Rulindo linkages with other cities including Rubavu, Musanze, Kigali to be well identified, analysed and established in order to put in place a strong and sustainable food governance mechanism.

#### **List of opportunities identified by Rulindo FLAG-team members and other stakeholders**

- Availability of road network connecting Rulindo district to other urban areas/cities such as Kigali city, Musanze and Rubavu district;
- Available stakeholders (partners and sponsors) in agriculture sector (crops and livestock production);
- Existence of agro-processing plants/firms;
- Decentralized agricultural advisory services providers;
- Availability water that may be used for irrigated agriculture;
- Available markets that gather on different days;
- Fertile soils available in Rulindo district;
- Political will to support development of food system;
- Available swamp areas and marshlands that may be utilized to grow food crops;

Following the identification of challenges and available opportunities in the District, thematic working groups under FLAG have been identified and formed as follows:

**Table 3:** FLAG Thematic Working Groups in Rulindo District

<b>Thematic Area</b>	<b>Prioritized Challenges</b>	<b>Actors /members</b>
Food Supply System (including market, and value additional related issues)	Poor market information and communication systems	NDAYAMBAJE Jean Damascene DUSENGIMANA Augustin HABUMUREMYI Wellars MBARUSHIMANA Jean Pierre BINEZA Jacques NDOLI Ildephonse
	Poor and insufficient transport infrastructure, urban and rural linkages, feeder roads, transport facilities, especially for vegetables, etc...)	
	Poor sanitation and hygiene in market places	
	Shortage and unstable markets and price volatility	
	Insufficient and non-functional storage infrastructure	



Capacity Building and Knowledge Generation	<p>Farmers who do not have knowledge in soil quality/management (No soil tests/analysis)</p> <p>No studies conducted on soil qualities/properties...</p> <p>Lack of Research evidences to inform decision and making processes (soil tests, soil and diseases related)</p>	<p>GASIGWA Claude</p> <p>NDAGIJIMANA Felicien</p> <p>MUKANTABASHWA Christine</p> <p>KARASIRA Schadrack</p> <p>NIYTEGEKA Eugene</p>
Financing and Resource Mobilization	<p>Financial capacity of farmers that is not high (Financial institutions not supportive/involved...)</p>	<p>MUHAYIMANA Venuste</p> <p>TUYISHIME Norbert</p> <p>BENDA Theophile</p> <p>NIYTEGEKA Eugene</p>
Sustainable Agricultural production	<p>Pests and diseases management (pesticides, quality , costs)</p> <p>Climate change impact and weather extreme events</p> <p>Topographic nature of the district/hilly topography</p>	<p>MINANI Ernest</p> <p>MURORUNKWERE Laetitia</p> <p>MUBERANTWALI Vincent</p> <p>GIRUKUNDA BIZIMUNGU Fructuose</p>
Policy and institutional framework	<p>Limited knowledge about existing policies</p> <p>Top down approach in policy formulation</p> <p>Limited enabling environment</p> <p>Linkages between Rulindo and other cities</p>	<p>HAKIZIMANA Anselme</p> <p>HAKIZIMANA Jean Pierre</p> <p>MUREREYIMANA Egidie</p> <p>HATEGEKIMANA Emmanuel</p> <p>SINA Gerard</p>

#### ❖ ACTIVITY FIVE:

In the framework of the project, activity four was about the accompanying of the the operationalisation of the working groups in Rulindo District. After establishing working groups and FLAG, a series of activities have been carried out/implemented to this end. This was achieved through consultative meeting and workshops, data collection, regular communication and follow up meetings to brainstorm and exchange on intened outcomes and outputs of the projects.

Initially, the establishment of FLAG was done jointly with EPRN and FAO through the introductory meeting held at Rulindo District. On 9<sup>th</sup> June 2021, FAG members and other stakeholders received introduction about project and key planned activities. In this first meeting workshop, FLAG members were identified with the help of district officials and were informed about the purpose, the objectives, the approach, the expected results/outcome, and how the findings of the assessment will be used. FLAG members received detailed explanation about their roles and

responsibilities to facilitate the implementation of RUF SAT tools as far as the project is concerned.

On 21<sup>st</sup> July 2021, IPAR-Rwanda organized a consultative workshop were held to conduct to share, validate and to enrich findings from the preliminary assessment. During this workshop, participants were requested to indicate pressing issues/challenges related to food system governance in Rulindo district food system.

As part of RUF SAT, on 2<sup>nd</sup> September 2021, another follow up meeting/workshop was organized to present to the FLAG members and other stakeholders the findings about identified issues and the proposed governance mechanisms and working groups. In addition to these, the FLAG members provided additional information based on the findings.

Based on the outcome from the meeting held on 2<sup>nd</sup> September 2021, a consultative workshop to prioritize pressing issues and identification of food system actors and project stakeholders to be involved in establishing a multi-stakeholder participatory food governance mechanisms was conducted on 2<sup>nd</sup> November 2021 at Bushoki Sector head Office. The workshop helped to answer key questions such as: Are the issues really important? Have we left out any pressing issues?

To answer these questions, criteria below were set to guide the activity as a basis for prioritization:

- The urgency and magnitude of impact on food security, nutrition and health;
- The seriousness of the socio-economic and environmental impact ;
- Number people affected by the problem, priorities of the local, regional and national government;

The expected outcome of this fourth consultative workshop with FLAG thematic groups was to allow stakeholders have a common understanding of the overall functioning of the food system and identify the challenges. This helped to strengthen the working groups that will be functional towards the successful completion of the project.

On 21<sup>st</sup> December 2021, a joint FAG meeting was convened where other service providers were also invited including EPRN, EUCORD, PSF chamber of Commerce to discuss and exchange on the linkages between Rulindo and other cities including Kigali, Musanze, Gicumbi and Rubavu as far as food governance systems are concerned.

#### ❖ **ACTIVITY SIX:**

Activity six was about the definition of a food system resilience strategy based on the recommendations provided by the organization in charge of the food system diagnosis and validate it in collaboration with the governance mechanism.

The activity has been implemented as follows:

#### **Desk study:**

To outline the context and focus of the analysis for the food resilience strategy definition and linkages between Rulindo and other cities; a comprehensive desk review was conducted by IPAR–Rwanda researchers. The literature review was also informed by preliminary key informants from MINAGRI and RAB and will continue with other key experts from FAO, Rulindo District, NGOs and development partners among others.

#### **The reviewed materials and documents included:**

- Available research documents related to rural urban linkages of Rulindo District, sources of food items entering the city from the immediate rural hinterland; dietary patterns, food market context, rural producers' access to urban markets and market intelligence; food availability and accessibility, food utilization and safety, food flows between the Northern Province and Kigali, among others;
- Reference documents and reports from the government, organisations working on agriculture and food systems in Rwanda, especially in Rulindo, Rubavu and Musanze and the city of Kigali such as NGOs, CSO and consultancy firms (e.g. SNV, Agriterro, DUHAMIC, Global Green Growth Institute), bilateral aid agencies (ENABEL, GIZ, EKN, USAID) international bodies (e.g., FAO, World Food Programme,) national, provincial, and regional authorities (NAEB, RAB, FONERWA, Farmer's Association, horticulture associations, Association of Consumer Rights). They include also MINAGRI Reports (MINAGRI Annual Report 2016/17; 17/18; 18/19; )
- Analysis and assessments reports produced by institutes working on food trade and industry;
- Government of Rwanda and Rulindo district statistics (i.e., EICV, LS, DHS, etc);
- Relevant policy and strategies documents (NAP 2018, Rwanda Irrigation Policy and Action, National Strategy for Transformation one/NST1, Rulindo DDS, PSTA IV 2018-2024, school feeding, support to SMEs, Agricultural Transformation)
- Produced report by Rikolto shared by FAO,
- Food diagnosis report produced by EPRN,
- Assessment of agricultural Innovation Systems within the small Livestock sub sector in Rwanda in 2021 by FAO;
- Other available sources of information and relevant documents available on food and agriculture.

#### **One on one Meetings and Engagement Process**

For the the development of the food resilience strategy in Rulindo District, the service provider (IPAR-Rwanda) intends to involve decision and policy makers at a strategic level through one on one meetings and engagement on unlocking the potentials of the Rulindo in terms of food systems and linking Rulindo to other cities. It is in this regard that IPAR-Rwanda team engaged policy makers from MINAGRI and RAB to gather their views and inputs for these project activities. The meetings will continue with the following objectives;

- a. To Engage relevant policy makers at national level,
- b. To encourage discussions between central government entities related with food systems and agriculture sector,
- c. To present the food governance project to the decision/policy makers to incorporate their views and inputs for ownership and sustainability (multi-stakeholder approach).

**Key targeted policy Makers for engagement and information gathering at national level:**

- Jean Claude Musabyimana, Permanent Secretary MINAGRI;
- Dr. Chantal Ingabire, Director General of Planning MINAGRI.
- Mr. Octave Nshimiyimana, Director General of Agriculture Value Chain Management and Trade-MINAGRI,
- Dr. Octave Semwaga, Director General of Agriculture Modernization in MINAGRI,
- Ms Mukamugema Alice, Value Chain Analyst in MINAGRI,
- Solange UWITUZE, PhD, Deputy Director General in charge of Animal Resources Development-RAB
- Charles BUCAGU, PhD, Deputy Director General in charge of Agriculture Development-RAB,
- Celestin Myambi Barahenda, Enabel-Belgian Cooperation,
- Eric Musizana , Access to Finance Rwanda (AFR),
- Dr. Fabrice Ndayisenga, Rwanda Agriculture Board/RAB,
- Dr. Martin Ntawubizi, University of Rwanda (UR) College of agriculture and veterinary Medicine,
- Dr Olivier KAMANA, NIRDA-Rwanda,
- GAHIRE Pascal , SAED Project/SNV,

**❖ ACTIVITIES SEVEN:**

Concerning the identification of public policy instruments, discussions occur within the FLAG on the most appropriate policy instrument that can be used for the food policy in Rulindo. : This is still ongoing whereby policy documents are still being analysed to identify gaps and see where food should be included. The policy documents being analyzed include:

- ✓ National Agriculture Policy 2018 by MINAGRI,
- ✓ Nutrition Sensitive Agriculture Mainstreaming Guidelines by MINAGRI,
- ✓ PASTA4-Rwanda strategic Plan for Agriculture Transformation-2018,
- ✓ Rwanda country strategic plan 2019-2023,
- ✓ National food and nutrition strategic plan 2013-2018
- ✓ National food and Nutrition Policy
- ✓ Rwanda irrigation master plan
- ✓ MINAGRI National Agriculture insurance scheme strategy for livestock and for Crops,
- ✓ Leveraging Private Sector in Agriculture Sector Strategy,
- ✓ Management of Agri-PPD & Value Chain Platforms Mechanisms in Rwanda,
- ✓ Gender and youth Mainstreaming Strategy
- ✓ An environment, Natural Resources and Climate Change Mainstreaming Strategy

#### ❖ **ACTIVITIES EIGHT:**

The last activity foreseen in the LoA was to promote and document the exchange of experiences with other cities, including Kigali and secondary cities in Rwanda, that have already started urban food systems integrated into their policies and planning.

During the FLAG meetings, the food systems linkages with other cities have been discussed based on evidences collected through the food systems analysis performed by EPRN. Kigali, Musanze and Rubavu have been identified as those cities with the stronger food systems linkages with Rulindo.

Key food actors from these cities have been identified and invited to participate to a meeting of the FLAG in Rulindo held on December 21<sup>st</sup>. That meeting was intended to set the basis for a deeper discussion on existing food systems links that exist between Rulindo, Kigali, Musanze and Rubavu.

## **ANNEX**

### **Annex 1. Summary of key stakeholders and their Sectors of intervention in Rulindo**

#	Key Sector	Stakeholders	Donor
1.	<b>Agriculture</b>	<ul style="list-style-type: none"> <li>• Centre de Perfectionnement et de Promotion Agricole CPPA-Kisaro</li> <li>• Non-Government Organisations (NGO),</li> <li>• Ministry of Agriculture and Animal Ressources (MINAGRI)/ Nkunganire programme</li> <li>• DUHaranira AMajyambere y'ICyaro,</li> <li>• Association pour le Développement Rural Intégré (DUHAMIC-ADRI)</li> <li>• Calvary Chapel Rwanda</li> <li>• Cultural and Creative Industries and Association des Veuves et des Orphelins de Masoro (CCI/AVODM)</li> <li>• Albertine Rift Conservation Society</li> <li>• (ARCOS NETWORK)</li> <li>• RW0396, The Association of Pentecostal Churches in Rwanda (ADEPR) BUYOGA</li> <li>• DOVE International/ Mugambazi</li> <li>• Rwanda Rural Rehabilitation Initiative</li> <li>• (RWARRI)</li> <li>• Union of Coffee Cooperatives in Rulindo District (UCOCARU)</li> <li>• African Institute for Economic and Social Development (INADES)</li> <li>• The sustainable Trade Initiative (IDH Garden Fresh)</li> <li>• National Farmer Organisation from Rwanda</li> <li>• (IMBARAGA-ALERT)</li> <li>• Hold My Hand to My Destiny (HHD)</li> <li>• Yanze Horticulture Promotion Cooperative (YAHOPROC)</li> <li>• Cooperative de Valorisation du marais de Bahimba (COVAMABA)</li> </ul>	<ul style="list-style-type: none"> <li>• Government of Rwanda (MINAGRI, RAB)</li> <li>• NAEB,</li> <li>• Centre de Perfectionnement et de Promotion Agricole CPPA-Kisaro</li> <li>• TROCAIRE International</li> <li>• Calvary Chapel Rwanda</li> <li>• WEBI-Condorcet</li> <li>• Livelihood Funds</li> <li>• Dib Coop</li> <li>• Compassion International</li> <li>• World Food Programme (WFP Rwanda)</li> <li>• Vi Agroforestry</li> <li>• The sustainable Trade Initiative (IDH Garden Fresh)</li> <li>• European Union</li> <li>• Compassion International</li> <li>• CARITAS-Rwanda, PAROISSE RULINDO</li> <li>• OXFAM-Rwanda</li> <li>• HoReCo-Rwanda</li> <li>• Agriterra Rwanda</li> <li>• SINA Gerard Entreprise</li> <li>• International Potato Center</li> <li>• Rwanda Cooperative Agency (RCA)</li> </ul>

		<ul style="list-style-type: none"> <li>• Koperative Terimbere Muhinzi (KOTEMU-BUSHOKI)</li> <li>• COOPERATIVE ABIZERA RULINDO-Kisaro</li> <li>• KAYENZI COFFEE COOPERATIVE (KA CO CO)</li> <li>• HILLSIDE ORGANIC TEA COOPERATIVE (HOT)</li> <li>• DUKUNDUMURIMO MUYANZA-Buyoga</li> <li>• KORA UKIRE MUYANZA (KOUMU)</li> <li>• IDEAS FOR US (IFU)</li> <li>• IMBONI Y'UBUZIMA</li> <li>• IHUMURE RYA CYUNGO</li> <li>• TWIFASHE KUBAHO NEZA (TKN)</li> <li>• VESATE-Rusiga</li> </ul>	
<b>2. Livestock</b>		<ul style="list-style-type: none"> <li>• Centre de Perfectionnement et de Promotion Agricole CPPA-Kisaro and</li> <li>• Ministry of Agriculture and Animal Ressources (MINAGRI)/ Nkunganire programme</li> <li>• Rwanda Agriculture Board (RAB)</li> <li>• Send a Cow</li> <li>• Association des Veuves et des Orphelins de Masoro (AVODM)</li> <li>• RW160 Mbogo (Mbogo Farmers Cooperative)</li> <li>• RW0395TUMBA</li> <li>• RW0396, The Association of Pentecostal Churches in Rwanda (ADEPR) BUYOGA</li> <li>• Management for Results (MFR)</li> <li>• Albertine Rift Conservation Society</li> <li>• (ARCOS NETWORK) RK</li> <li>• ABAHUJE TRAIT D'UNION-Rusiga (Poultry)</li> </ul>	<ul style="list-style-type: none"> <li>• Non-Government Organisations (NGOs),</li> <li>• Centre de Perfectionnement et de Promotion Agricole (CPPA-Kisaro) et le Comité Kisaro ASBL de Belgique</li> <li>• Compassion International Rwanda</li> <li>• Jersey Overseas Aid</li> <li>• Comité Kisaro ASBL de Belgique</li> <li>• Insieme per la pace</li> <li>• MANZI ALOYS FROM UK</li> <li>• OXFAM-Rwanda</li> </ul>
<b>3. Climate Change adaptation&amp; resilience</b>		<ul style="list-style-type: none"> <li>• Ministry of Agriculture and Animal Ressources (MINAGRI)</li> </ul>	<ul style="list-style-type: none"> <li>• Government of Rwanda</li> <li>• TROCAIRE International</li> <li>• Livelihood Funds</li> </ul>

		<ul style="list-style-type: none"> <li>• DUHaranira AMajyambere y'ICyaro,</li> <li>• Association pour le Développement Rural Intégré (DUHAMIC-ADRI)</li> <li>• Albertine Rift Conservation Society</li> <li>• (ARCOS NETWORK)</li> <li>• IHUMURE RYA CYUNGO</li> <li>• ISOKO Y' UBUZIMA-Burega</li> </ul>	<ul style="list-style-type: none"> <li>• Calvary Chapel Rwanda</li> <li>• WEBI-Condorcet</li> </ul>
<b>4.</b>	<b>Environmental management</b>	<ul style="list-style-type: none"> <li>• DUHaranira AMajyambere y'ICyaro,</li> <li>• Association pour le Développement Rural Intégré</li> <li>• Albertine Rift Conservation Society</li> <li>• (ARCOS NETWORK)</li> <li>• Yanze Horticulture Promotion Cooperative (YAHOPROC)</li> <li>• TWONGERE IBIDUKIKIJE MAREMBO-Cyungo</li> <li>• REKA RYERE MUGOTE</li> <li>• TWIGIRE BUSHOKI</li> <li>• IHUMURE RYA CYUNGO</li> </ul>	<ul style="list-style-type: none"> <li>• Government of Rwanda</li> <li>• TROCAIRE International</li> <li>• Albertine Rift Conservation Society</li> <li>• (ARCOS NETWORK)</li> <li>• Calvary Chapel Rwanda</li> <li>• WEBI-Condorcet</li> <li>• Vi Agroforestry</li> </ul>
<b>5.</b>	<b>Manufacturing, Processing and Marketing</b>	<ul style="list-style-type: none"> <li>• DUHaranira AMajyambere y'ICyaro,</li> <li>• Association pour le Développement Rural Intégré (DUHAMIC-ADRI)</li> <li>• Albertine Rift Conservation Society</li> <li>• (ARCOS NETWORK)</li> <li>• Entreprise/Urwibutso SINA Gerard (Aggregators and processors)</li> <li>• SHEKINA food processing unit/Bushoki</li> <li>• IMANZI SHYORONGI</li> <li>• IMBEREHAZA MUSHALI-Mbogo</li> <li>• INGENZI MBOGO</li> </ul>	<p>OXFAM-Rwanda Calvary Chapel Rwanda WEBI-Condorcet</p>