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ANNUAL REPORT 2021

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2. LIST OF ACRONYMS AND THEIR DEFINITIONS

IFS: INGABO Farmers' Syndicate

FFS: Farmer Field Schools

AIRTEA: Inclusive Rural Transformation & Livelihoods in Eastern Africa

GAFSP: Global Agriculture Food Security Program

FO4ACP: Farmers' Organizations for Africa, Caribbean and Pacific

EAFF: Eastern Africa Farmers' Federation

CPF-INEZA:

LOFEPACO: Ligue des Organizations des Femmes Productrices Agricoles du Congo

UNFFE: Uganda National Farmers Federation

CAPAD: Confederation des Associations des Producteurs Agricoles pour le Developpement

IFAD: International Fund for Agricultural Development

UNSD: United Nations Statistics Division

IITA: International Institute of Tropical Agriculture

RICA: Rwanda Institute for Conservation Agriculture

RAB: Rwanda Agriculture Board

FARA: Forum for Agricultural Research in Africa

ASARECA: Association for Strengthening Agricultural Research in Eastern and Central Africa

EU: European Union

FAO: Food and Agriculture Organization

RWARRI: Rwanda Rural Rehabilitation Initiative

AFDB: African Development Bank

WFO: World Farmers' Organization

AHA: Andreas Hermes Akademie

MINAGRI/ASWG: Ministry of Agriculture and Animal Resources/ Agricultural Sector Working Group

GAFSP: Global Agriculture & Food Security Program

INADES: African Institute for Economic and Social Development

CESTRAR: Rwanda Workers' Trade Union Confederation

COTRAF: Congrès du Travail et de la Fraternité

EAR/SHOGWE: Anglican church of Rwanda

CASS: Cassava Agribusiness Seed System

KCP: Kinazi Cassava Plant

PAFO: Pan African Farmers Organization

3. PREFACE

The Executive Secretariat of INGABO Farmers' Syndicat is pleased to submit to the Board of Directors of the INGABO Farmers' Syndicate the annual technical report of 2021, as stipulated by the special laws governing the . Also to take this opportunity to thank the Chair person, members of the board of directors and other management bodies of the IFS for their continuous support to the executive secretariat to make the implementation of the 2021 plan possible.

This report includes activities carried out in accordance with the Strategic plan 2018-2022 but also shows other activities carried out that were not planned but have a role in the implementation of INGABO Farmers' Syndicate planning and its goals.

Regarding the first objective of the strategic plan which is of lobby and advocacy on laws and policies, the report includes activities related to the negotiations and discussions held by the leaders of with financial institutions, administrative bodies and various partners.

Regarding the implementation of the second objective of the strategic plan concerning the strengthening of professional agricultural activities, the report comes back to the main activities which are the preparation of a week dedicated to the cassava crop, the release of cassava seeds that are resistant to diseases, facilitating farmers to increase production through the establishment and monitoring of farmer field schools (FFS).

Whereas for the third objective of improving the performance and participation in the activities of the INGABO Farmers' Syndicate, this report refers to carried out activities such as employees and leaders trainings, writing project proposals for funds mobilization (AIRTEA, GAFSP), preparing reports and action plans, monitoring activities and property, etc.

INGABO Farmers' Syndicate would like to thank its members, its partners and all others who participated directly or indirectly in the implementation of the planned activities in 2021.

4. INTRODUCTION

INGABO Farmers' Syndicate is a farmers' syndicate working in Rwanda. It was legalized on 01/04/2005 (Official Gazette No.07, year 44). It is head quatered in the City of Muhanga District, Southern Province and it has 16,039 members.

4.1. Vision and mission

The vision of INGABO Farmers' Syndicate is to become an elite Syndicate of professional farmers". In order to achieve this, Ingabo Farmers' Syndicate has given itself the mission to improve technical and economic capacities of farmers and reach the appropriate level of competence to the market.

4.2. Organization structure

The INGABO Farmers' Syndicate consists of the national level, and the local government entities level. Each level of INGABO Farmers' Syndicate is governed by the following bodies: the Congress, the Executive Committee, the Supervisory Committee and the Arbitration Committee. In particular, at the highest level, there are two other levels, namely the Superior Council and the Executive Secretariat. Although the structure of the reformed institutions was approved as contained in the revised law in 2020, they had not been established at all levels. In 2021, the executive secretariat employed 7 employees.

5. SUMMARY

The activities carried out in the year 2021 are based on the five-year Strategic plan 2018-2022 which has the general objective of "Participating in the well-being and development of farmer members particularly and others in different Districts where INGABO Farmers' Syndicate works". To achieve this, the strategic plan is based on the following specific objectives:

- i. Lobby and advocacy in terms of agricultural laws and policies are improved,

- ii. Agricultural professionalization is encouraged,
- iii. The performance and role in the operations of INGABO Farmers' Syndicate have been improved.

This report includes main activities carried out in 2021, and shows how those activities were carried out according to the 2021 action plan prepared by INGABO Syndicate. The 2021 action plan envisaged 51 activities which were implemented at the rate of 49% as shown by the following table.

<i>Objective</i>	<i>Number of planned activities</i>	<i>Number of implemented activities</i>	<i>Percentage</i>
1	7	1	14%
2	14	7	50%
3	30	17	56%
Total	51	25	49%

Based on the three specific objectives of the Strategic plan, activities carried out are as follows:

1. First Specific Objective: Lobby and advocacy are improved in terms of agricultural laws and policies

- Organizing advocacy activities on agricultural credit

2. Second Specific Objective: Professionalized agriculture is emphasized and improved

- Prepare a week dedicated to the cassava crop
- To promote the planting of agroforestry trees
- Conservation of nature and ecosystems
- Preparing and delivering programs on radio/tv regarding the development of agriculture

- Increase farmers' knowledge in farming techniques
- Support the activities of agricultural promoters
- Training facilitators in composting/heaping
- Organizing competitions in agricultural and breeding activities

3. Third Specific Objective: The performance and role in the activities of are improved

- Recruitment and placement of staff
- Prepare and train staff on selected topics
- Holding weekly business meetings
- Planning of fundraising projects (proposal writing)
- Preparation of plans and activity reports
- Preparing the annual performance evaluation
- Monitoring the delivery of membership fees
- Organizing statutory meetings
- Organizing trainings for members of the organization on how to improve leadership and business management (Leadership in business management)
- Recruiting new members
- Monitor the performance of INGABO Farmers' Syndicate social media platforms
- Revision of the Constitution of INGABO Farmers' Syndicate
- Participating in activities organized by Districts and Provincial authorities
- Monitoring the implementation of the reforms approved by the General Congress
- Collection and documentation of INGABO Farmers' Syndicate history
- Encourage the youth to participate in the activities of INGABO Farmers' Syndicate

6. CONSTRAINTS

As we will find in this report, the main reasons why many of the planned activities were not achieved as planned are the COVID19 pandemic and the lack of sufficient financial capacity to implement activities as expected.

7. STRATEGIES

In order to implement the planned activities without neglecting the problems caused by various factors, it is important that the following measures are taken into account:

- Increase the personal resources of INGABO Farmers' Syndicate by improving the strategy of collecting membership fees
- Finding new partners
- Plan activities that have a direct impact on the increase in productivity and the benefits of members
- Effective use of the obtained capacity so that where possible the obtained funds are used for more activities
- To promote technology and science in the functioning of the trade union
- Accelerating the implementation of the approved reforms
- Capacity building of institutions and personnel
- Project proposal writing and submission
- Continuing to build partnerships with various stakeholders

8. THE IMPLEMENTATION OF INGABO FARMERS' SYNDICATE PLANNING IN 2021

1. Lobby and advocacy to laws and policies regarding agriculture

1.1 Collection of financial and insurance issues facing farmers

This activity started in 2020 through the FO4ACP project that INGABO Farmers' Syndicate is implementing in collaboration with the Eastern Africa Farmers' Federation (EAFF).

After conducting a study in 2020 to the constraints of financial and insurance access to farmers, in 2021 INGABO Farmers' Syndicate approached various financial institutions in order to jointly look at how these problems could be solved. The negotiations led to the CPF-INEZA financial institution launching a special type of loan called "ZAMUKA Cassava Product" which is a type of loan designed, in collaboration with INGABO Farmers' Syndicate, taking into account the special physiology of the cassava crop. INGABO Farmers' Syndicate and CPF-INEZA have signed a cooperation agreement that will last for three years. Until the end of 2021, loans amounting to 109,680,000/200,000,000Frw have been allocated for the season of the 2022A.

2. Professionalized agriculture

2.1. Prepare a week dedicated to the cassava crop

As usual, every year INGABO Farmers' Syndicate organizes a week dedicated to the cassava crop known as Cassava Week. In the year 2021, this event took place from 24/11/2021 to 26/11/2021, with the cooperation of INGABO Farmers' Syndicate and its partners. The theme for the year 2021 was "Exploiting domestic and international market opportunities along the cassava value chain".

This event was attended by the representatives of farmers' organizations such as: LOFEPACO/DRC, UNFFE/UGANDA, CAPAD/BURUNDI members of the EAFF.

The Cassava week 2021 program was characterized by discussions focused on the commercialization of cassava products, exhibiting cassava seeds in research that are about to be

leased to farmers, highlighting the special credit service for cassava farmers, signing a cooperation agreement between INGABO Farmers' Syndicate and CPF INEZA aims to promote investment in the cassava crop. A field trip was made to NYAMIYAGA sector, KAMONYI District with the aim of demonstration of new agricultural technic for cassava planting which increases the production, conserve the soil and adapt to climate change, the closing sessions emphasized on the role of youth in Agriculture and Development of commercial cassava seeds. In this ceremony, there was also an event to reward the young farmers who won the agricultural competition.



2.2 Development of agroforestry trees

In order to help farmer members to participate in the planting of agroforestry trees which restore the soil, in 2021, INGABO Farmers' Syndicate has prepared various agroforestry trees; those were given to farmer members in different cooperatives.

2.3 Prepare and conduct radio programs related to the development of agriculture

In order to promote the knowledge dissemination, INGABO Farmers' Syndicate organizes various activities aimed at introducing its activities to others and receiving opinions from others. In 2021, 10 press releases were published, 179 messages were sent through social media, 6 radio and 2 TV shows were made. In cooperation with EAFF and IFAD, a story on the activities of the UNSDF was prepared and distributed on the websites of IFAD and FO4ACP Group.

2.4 Increase the knowledge of farmers in the farming techniques of cassava, fruits and vegetables

In the April and May 2021, with the support of AGRITERRA Rwanda, in collaboration with the administration of the districts of RUHANGO, NYANZA, KAMONYI, MUHANGA and BUGESERA, Farmer Field Schools were established in order to facilitate farmers to gain knowledge related to the best technic of Cultivation of cassava in order to increase production in quantity and quality. 13 cooperatives in these districts were involved where 63 FFS were established and more than 630 farmers were trained about this technic so that they can transmit the acquired skills to others.

2.5 Facilitating farmer promoters activities

2.5.1 Training promoters on compost making

After preparing the manual, this activity was officially launched in the village of RUBUGURIZO, MBARE Cell, SHYOGWE Sector, MUHANGA District. It was attended by farmers of the village who observed how compost is done to get a fine and rich organic fertilizers 130 Compost piles are generally prepared to be used during the season 2022A.

2.5.2 Organizing farmers competition

In partnership with AGRITERRA and the administration of RUHANGO, MUHANGA, KAMONYI, NYANZA and BUGESERA districts INGABO Farmers' Syndicate decided that farming competition 2021 will be intended to youth with innovations in agriculture in order to encourage others to engage in farming activities.

55 young farmers were selected from sector level in the above mentioned districts.

The evaluation was conducted in two phases. Initially, each sector presented one candidate to represent it in the competition. Later, a group of district technicians visited all the candidates submitted by the sectors and selected the first candidate from each district. In general, the criteria of the assessment were: Professionalism in agriculture, job opportunity creation, innovation in agriculture, and how the activities of the farmer motivate youth to participate in agriculture.

The 5 winners from each district were presented with prizes by RAB CEO, Dr Patrick KARANGWA, during the Cassava Week 2021.

3. Procedures and role in the activities of INGABO Farmers' Syndicate

3.1 Recruitment and placement of staff required in the organizational work structure of INGABO Farmers' Syndicate

In 2021, the board of directors of the INGABO Farmers' Syndicate made changes and added the position of a planning, monitoring, evaluation and research officer to the structure of the work organization. After these changes, Mr. Oswald TUYISENGE was appointed to that position. Two new members of staff have been added namely the Chief Executive Secretary, Mr. Francois Xavier MBABAZI and the new accountant Mrs Amina UMWALI.

3.2 Plan and conduct staff training on selected topics

In order to increase their capacity, leaders and employees of INGABO Farmers' Syndicate have been trained on leadership and operational management. The training was attended by members of the *board of directors, the audit committee, the arbitration committee, the advisory committee* and the *Staff of the Executive Secretariat*. The total number of participants was 21; the training was aimed at increasing knowledge on management and employee performance, interaction between managers and employees and increasing knowledge on creativity and innovation.

3.3 Conduct weekly staff meetings

In order to monitor the progress of the daily work of the INGABO Farmers' Syndicate, the executive secretariat meets at least once a week. In 2021, 48 meetings of the Executive Secretariat staff were held, including 2 meetings with board of directors. However, due to the COVID19 pandemic regulations there are many statutory meetings that were not held.

3.4 Project proposal writing and submission

In order to mobilise funds to support the activities of INGABO Farmers' Syndicate in 2021, various projects proposals were prepared through the bidding process. The proposed projects are as follows:

- The project to develop the cassava crop AIRTEA was prepared with the cooperation of INGABO FARMERS' SYNDICATE, IITA, SPARK, RICA, RAB and Cassava Platform. Its sponsor is the EAFF/FARA/ASARECA consortium with EU funding. Our project has not been selected.
- The project to increase the capacity of farmers through the development of cassava, vegetable and fruit crops was prepared with the cooperation of the of INGABO Farmers' Syndicate, FAO and RWARRI. This project was submitted to the World Bank Organization through FAO/Rwanda as part of the GAFSP
- The project to support rural women's projects through increasing investment in agriculture was submitted to AFDB. We have already been informed that we were not selected among the 10 projects funded at the African level.

3.5 Develop action plans and conduct evaluations

In 2021, there was a retreat attended by senior management and staff. The retreat focused on self evaluating on the progress of implementation of activities the 2018-2022 Strategic Plan. The analysis revealed strengths, weaknesses, opportunities and challenges in the implementation of the mission of INGABO Farmers' Syndicate. At the end of the assessment, measures were taken to guide the preparation of the 2021 action plan. These measures are as follows:

- Plan activities related to available capacity but lead to changes
- Activities of INGABO Farmers' Syndicate should sound at national level
- The cassava crop should be taken as special value chain to INGABO Farmers' Syndicate members as a specialized syndicate and other value chains will also be taken into consideration as those which leads to farmers'livelihood.
- Communicate the planned reform to members and partners.

3.6 Monitoring of the membership fees collection in INGABO Farmers' Syndicate

As part of its source of funds INGABO Farmers' Syndicate statut defines the membership annual fee which is about 2\$. In 2021 INGABO Farmers' Syndicate financial management collected 18,030,770 Frw according to the financial management report for the year 2021, this amount was used for various activities of the organization.

3.7 Organizing meetings of administrative bodies

In order to monitor the progress of the activities of INGABO Farmers' Syndicate, 6 meetings of the Executive committee 12 meetings of the executive committee were held. The audit committee worked once in order to monitor the management and compliance of the law governing INGABO Farmers' Syndicate. Some statutory meetings were unable to meet as required by law due to the COVID19 pandemic.

3.8 Recruiting and registering new members

This activity has not been done properly mainly due to the renovation program that was being done but also the impact of COVID19 which has affected the activity of visiting members and recruiting others. Figures show that the number of new members added in 2021 is 31

3.9 Monitoring the performance of INGABO Farmers' Syndicate social media

In order to improve the exchange of information, INGABO Farmers' Syndicate has different media platforssms used to disseminate information related to its daily activities. INGABO Farmers' Syndicate's website (<https://www.ingabosyndicate.org>) has published 29 stories and the twitter account (@INGABOSYNDICAT1) has tweeted 151 posts. However, the amount of information published does not correspond to the number of activities that are carried out. That is why efforts should be made to increase the stories and to improve the quality of the stories to increase the online visibility.

4. Reform of INGABO Farmers Syndicate Constitution

In order to harmonize the law with the amendments approved by the General Congress, in 2021 the work of reforming the statute and internal regulation was continued. By the end of 2021, the statute had been updated at the rate of 100% and the administrative law, labor law, administrative and financial regulations had been reached to the rate of 50%.

5. Payment of membership fees in Forums and Associations of which INGABO Farmers' Syndicate is a member

In 2021, INGABO Farmers' Syndicate paid 991,000 Frw to the WFO and 1,038,690 Frw to the EAFF. INGABO Farmers' Syndicate also attended various activities organized by those forums, including EAFF general assembly held on 13/10/2021, different FO4ACP project meetings and WFO General Assembly.

7. Monitoring the implementation of reforms approved by the General Assembly

Since 2019, INGABO Farmers' Syndicate has decided to carry out reforms to align its laws with the laws governing Syndicates in Rwanda. The reforms are also aimed at implementing the INGABO Farmers' Syndicate vision of being a professional farmers' syndicate. The following table shows the updates that have been approved and how they are implemented.

Approved reforms	How implemented	Comments
1. Preparation of concept notes of reform approved	100% accomplished	
2. Updating statute, and internal regulations	Statute accomplished and internal regulations is at 95%	
3. Submission of updated statute and its annexes to MIFOTRA so that they become published in official gazette.	Not yet	

Approved reforms	How implemented	Comments
4. Comply labor laws, administrative and financial laws	Labor laws, administrative and financial regulations project have been drafted	
5. Establishing institutions related to new laws	Not yet	
6. To explain to members and partners the changes that have occurred through meetings with members' representatives in MUHANGA, KAMONYI, NYANZA and RUHANGO districts	Under process	
7. Expand working districts	Some activities were carried out in Bugesera district: (1) establishing cassava FFS, (2) Discussions with district leaders, (3) Farmers' competitions, (4) Invitation to various activities such as meetings, Cassava Week	

8. Collecting and documenting INGABO Farmers' Syndicate History

After realizing that the history of INGABO Farmers' Syndicate is not known at all, it was decided to collect all the history/information regarding INGABO Farmers' Syndicate since its foundation to be recorded properly. With the participation of some of the members, the history was collected and compiled. The draft document is currently pending revision, review and approval.

9. Encouraging youth and women to participate in INGABO Farmers' Syndicate activities

Statistics show that among the members of INGABO Farmers' Syndicate, the number of the young farmers is still low. In 2021, INGABO Farmers' Syndicate has decided that the agricultural competitions will be held every year only with the participation of young farmers' with innovations in agriculture. As mentioned in other parts of this report, about 55 young farmers participated in this competition. During the awarding ceremony; they also discussed about INGABO Farmers' Syndicate activities and were encouraged to become members. In this year 3 young farmers attended in person the youth forum meeting organized by EAFF in Nairobi where other 20 youths attended virtually.

4 Other activities that INGABO Farmers' Syndicate participated in

4.1. Activities of forums of which INGABO Farmers' Syndicate is a member

4.2. EAFF General Assembly

This meeting was held in Nairobi/KENYA on 13/10/2021, attended in person by the Executive Secretary of INGABO where 5 board members and employees of INGABO Farmers' Syndicate attended virtually.

The meeting also included discussions on the following topics;

4.3 The Youth Forum Conference organized by EAFF

This meeting was held in Nairobi/KENYA, in framework of closing the "SCALING UP RURAL YOUTH ACCESS TO INCLUSIVE FINANCIAL SERVICES FOR ENTREPRENEURSHIP AND EMPLOYMENT" project. This project was implemented in Rwanda by IMBARAGA organization. 3 members representing INGABO Farmers' Syndicate attended in person where other 20 members attended virtually. In this meeting the youth discussed with partners, financial institutions, donors, and consulting firms for youth projects.

4.4 WFO Council (African Constituency)

This meeting was held on 24/06/2021, virtually. It was chaired by the President of WFO together with the Secretary General. Among the reviewed articles are those related to the reformed method of paying membership fees where it is planned to establish a fund that will mainly support the contributions made by organizations in developing countries. The meeting was attended by the Chair Person and the Chief Executive Secretary of INGABO Farmers' Syndicate.

4.5 Consultation meeting on the project “Capacity Development of Farmers’ Organizations in Agricultural Policy Making”/AHA

This project is implemented by the German organization called AHA. Aiming to increase the capacity of EAFF and its member organizations to prepare strategies aimed at participating in regional agricultural trade policies and to increase the participation of farmers' organizations in the preparation and implementation of policies. The meeting that took place in Mombasa/KENYA from 15-17/09/2021 was aimed at assessing the progress of the project and planning activities until the end of the project/ May 2022). In this meeting, INGABO Farmers' Syndicate was represented by Mr. Oswald TUYISENGE and Mr. François Xavier MBABAZI, the Chief Executive Secretary. More detailed information is available in the mission report and a copy of the proposed Action Plan.



4.6 MINAGRI/ASWG (Agricultural Sector Working Group) meetings

In 2021, INGABO Farmers' Syndicate held 8 meetings attended by the Chief Executive Secretary of INGABO Farmers' Syndicate in these meetings various topics discussed as follows:

Date	Discussed topics	Comments
12/05/2021	Enhancing sustainability of irrigation in Rwanda	
26/05/2021	Agriculture land use, livestock registration system, updated national rice policy	
17/07/2021	Farmers typologies and innovation scaling in Rwanda	
18/08/2021	Aflatoxin issue and how it can be handled	Aflatoxin is still a problem to some value chains due to constraints related to lack of knowledge on postharvest handling technics, additional costs due to aflatoxin control regulations. There is still a need for extension services on regulations and technics of post harvest handling.
31/08/2021	GAFSP/WB (Women and Youth Empowering in agriculture project)	
24/08/2021	Post harvest management strategy 2021 – 2025	
28/09/2021	Agriculture skills development	

4.2 OTHER ATTENDED ACTIVITIES

4.2.1 Symposium on a research about Agricultural Budget Allocation

This meeting was organized by INADES-RWANDA, and held on 16/12/2021. It was intended to exchange views on research conducted in order to assess whether the budget allocated in agriculture is in compliance with the MALABO agreement. This agreement stipulates that each country that has signed it stipulates that at least 10% of its budget is invested in the agricultural sector so that at least every year the production increases by 6%. Research has shown that even though Rwanda has reached this level, most of the budget is still at a higher level than what is sent to the local government entities (Districts).

Among the recommendations given are that the budget that appears at a high level (central level) should be decentralized to the basic level and be used more effectively, the selected crops should also be increased, the way the money allocated to agriculture is distributed (allocation formula) should be based on the agro-ecological zone.

4.2.3 Meeting with CESTRAR

On 25/05/2021, the Chair Person and the Chief Executive Secretary of the INGABO Farmers' Syndicate held discussions with the General Secretary of CESTRAR, Mr. BIRABONEYE Africain. The talks focused on getting to know each other for the purpose of cooperation. CESTRAR is a trade union that was born in 1985, and is one of the three trade unions in Rwanda. Other unions are COTRAF and COSLI. One of the tips that INGABO Farmers' Syndicate got from these talks was that it should cooperate with other unions. One of the conclusions reached in that meeting is that:

- INGABO Farmers' Syndicate and CESTRAR are committed to meet many times in exchanges and invite each other to various activities
- Committed to consultation and exchange on international laws and conventions regarding syndicates

4.2.4 Discussions with EAR/SHOGWE

Discussions between the INGABO Farmers' Syndicate began in 2021 with the aim of seeing how the two will work together to develop the infrastructure in MBAYAYA and NYAMIYAGA sector, KAMONYI District, consisting of accommodation buildings, conference rooms, livestock bridges, corn processing machines, milk coolers and fields on an area of 12 Hectares. After the two parties decided to partner, representatives INGABO Farmers' Syndicate visited these activities and came up with the idea of setting up a center aimed at increasing the capacity of the youth in agriculture or those who want to pursue a career in agriculture. INGABO Farmers' Syndicate prepared a draft (terms of reference) that describes the operation of the institution and was discussed by both parties. In a meeting that brought together Mgr Jered KARIMBA, the Chair Person of INGABO Farmers' Syndicate and technicians on both sides, a commission was established that should prepare instructions explaining the management and interaction of both sides for this operation.

4.2.5 Cassava seed multipliers forum meeting

This forum was established in the implementation of CASS implemented by SPARK and INGABO Farmers' Syndicate and IITA. Different partners attended the meetings such as cassava seed multipliers from RUHANGO, MUHANGA, KAMONYI, NYANZA, GATSIBO, BUGESERA and GISAGARA districts. In the meeting held on 03/12/2021 participants of the meeting appointed the committee of the forum and assigned responsibilities to the committee. The given responsibilities are the following: to prepare the action plan, prepare the general meeting, and prepare the rules/regulations governing the forum. INGABO Farmers' Syndicate, SPARK and KCP are committed to continue as advisors and partners of the Forum.

4.2.6 Study on IMBARUTSO Y'UBUKUNGU radio program

This study was conducted in order to evaluate and determine how INGABO Farmers' Syndicate's talk broadcasted on Radio HUGUKA is followed and how it is perceived in order to improve the

the quality as well as to increase the audience and listeners of the radio program. The survey was conducted using questionnaires that were sent to 14 farmers' cooperatives selected in Ruhango, Nyanza, Rutsiro, Ngoma, Muhanga, Kamonyi, Gicumbi and Bugesera districts. Statistics showed that the total number of followers of Radio HUGUKA is 66.6% while those who do not follow it are 33.3%.

53.3% of those who followed IMBARUTSO Y'UBUKUNGU talk while those who did not follow it were 46.6%.

The following recommendations are made:

- ❖ Focus on the testimony of farmers and professional cooperatives
- ❖ Choice of mass media
- ❖ To give enough time to the youth in the discussion in order to increase their number in agriculture
- ❖ Expanding the awareness of this talk
- ❖ Educating farmers on ecosystem conservation, soil properties and appropriate crops
- ❖ Broadcasting the talk show in other media including television
- ❖ Increase the frequency of transmission and the duration
- ❖ Emphasis on the importance of extension agents in agriculture
- ❖ To teach farmers to avoid disasters, diseases and pests
- ❖ Changing the time of this talk because 8h00pm is not adequate time for many listeners of the talk.

4.2.7 Meeting with the Director of Labor at the Ministry of Public Service and Labour

On 14/05/2021, the Director General of Labor at the Ministry of Public services and Labor held discussions with the Executive secretary of INGABO Farmers' Syndicate. Discussions focused on the functions and interactions of the Syndicate and the Ministry. The Director general advised the INGABO Farmers' Syndicate as follows:

- ❖ Each trade union must have a branch affiliated to it in the three majors in Rwanda. They are CESTRAR, COTRAF and COSLI

- ❖ Due to the fact that the law regulating trade unions in Rwanda has changed, every trade union is required to re-register. Instructions will be issued in the near future detailing how registration will proceed.
- ❖ Each union must be in a specific sector. Combining multiple sectors is not allowed
- ❖ A platform has been created that connects trade unions and the government. That platform provides all information and provides clearances when necessary.

4.2.8 Receiving the delegation from PAFO

PAFO is the Pan African Farmers' Organization. In 2021, PAFO organized a two-day conference of women farmers. On the first day, the conference participants went on a field trip to the INGABO Farmers' Syndicate where they visited the IABM-MAKERA cooperative and MBAKUNGAHAZE/KINAZI. The guests appreciated the role of women in the management and activities of the cooperative, and also appreciated the activities of INGABO Farmers' Syndicate for the development of rural women.

4.2.9 Receiving SPARK country director

In order to get to know SPARK's partners, its new country director in Rwanda and the central Africa region, Madame WARINGA KIBE conducted a courtesy visit in INGABO Farmers' Syndicate. The discussions held focused on partnership between the two organizations, especially through the CASS project, which focuses mainly on consulting for investment in cassava seed multiplication. The two sides are proud of the cooperation they have achieved and have pledged to put their efforts into the remaining activities, including:

- Build the cassava seed business
- Making a collection of constraints of cassava seed system and seed commercialization

- Organizing a meeting that will bring together INGABO Farmers' Syndicate, RAB, IITA and SPARK to determine how the possible solutions will be implemented at different levels.

4.2.10 Attending the meeting with the delegation of the members of the parliament of European Union

This meeting was held in Kigali, and was aimed to discuss civil society and producers organizations's roles in government policies and programs elaboration and implementation

4.2.11 Visiting cooperatives working with INGABO Farmers' Syndicate

The members of the board of directors, together with INGABO Farmers' Syndicate agronomist, visited cassava cooperatives working with INGABO Farmers' Syndicate. The purpose of this visit was to consult and promote cooperation between the two sides. The findings of the visit are the following:

- Some cooperatives have infrastructures that have been funded by various projects but are not productive. These are small processing units, warehouses and screen houses.
- In general, cooperatives that do not have employees have problems in management and in monitoring their day-to-day operations.
- Screenhouses in cooperatives are not well managed. Even cooperatives do not have a clear plan of how to distribute the seeds.

4.2.12 Receiving the CEO of KCP

On 10/09/2021, the new CEO of KINAZI Cassava Plant, Mr. Kayihura MAKOLO, together with the Production Manager, Mr. Nicolas RUTAGUNGIRA, visited INGABO Farmers' Syndicate with the aim of knowing each other and maintaining partnership. Discussions focused mainly on the joint actions between the two, how the plant can get enough cassava produce for processing, how they can improve the cassava value chain, how to ameliorate the contract farming signed between the plant and cassava cooperatives. These discussions became an opportunity to INGABO Farmers' Syndicate to negotiate with the plant, to use the land of the plant in cassava seed

multiplication, where the CEO of the plant lent the land of 9ha near the plant to MBAKUNGAHAZE Cooperative that works with INGABO Farmers' Syndicate in cassava seed multiplication.

9. UNIMPLEMENTED ACATIVITIES IN 2021

The following table shows the activities that were planned in 2021 but were not realized. A total of 24 out of a total of 51 activities that were planned were not realized which is equal to 45%.

First objective Unimplemented activities 05/07	Second objective Unimplemented activities 10/14	Third objective Unimplemented activities 09/30
1. Enumerate and compile existing laws and regulations related to agricultural development 1.2.4. Inform the farmers about the current laws regarding the agricultural profession, Conducting a study and inform farmers to agricultural laws, regulations and policies to prepare position pepers on lobby and advocacy activities	2.3.1. Preparing joint actions program of skeholders in banana, soybean fruits and vegetables value chains 2.3.2. Organizing cassava week 2021 2.3.4. Supporting farmer groups engagd in quality seeds multiplication (cassava banana) 2.3.5. Conservation of ecosystem and biodiversity 2.3.6. Preparing and conducting radio program regarding agricultural development 2.3.8. Supporting farmer promoters' activities	3.6.4. Follow up on the membership registration process 3.6.5. Recruiting and registering new members 3.6.6. Facilitate a communication channel between all members of the organization 3.6.8. Updating and improving the publication of "Dushyikirane" newsletter of INGABO Farmers' Syndicate 3.6.11. Visiting farmers members 3.6.13. Establishing working structure linkage with farmers' cooperatives

1.8.2. Preparing advocacy strategy on agricultural insurance	2.3.10. Promoting and developing postharvest handling technics	3.6.15. Preparing the concept notes regarding approved reform in INGABO Farmers' Syndicate
1.8.3. Preparing advocacy strategy on agricultural inputs subsidies especially cassava seeds	2.3.11. Improving cassava products commercialization channel	3.7.4. Organize a meeting that brings together INGABO Farmers' Syndicate partners and donors
	2.3.13. Establishing a center for cassava value chain development	

10. CONCLUSION

Due to COVID-19 pandemic and lack of sufficient capacity some planned activities were not accomplished as expected. Through its limited available capacity in 2021 INGABO Farmers' Syndicate carried out effectively some activities planned. In preparing the action plan for 2022, the important lessons of 2021 should be taken into account as well as taking into consideration that it is the final year of the Strategic Plan (2018-2022) of INGABO Farmers' Syndicate.