



INGABO SYNDICATE

SOUTHERN PROVINCE - MUHANGA DISTRICT NYAMABUYE SECTOR

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FO4ACP NARRATIVE REPORT



PERIOD: JULY – DECEMBER 2020

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Acronyms and abbreviations

AMI: Association Modeste et Innocent
ASWG: Agriculture Sector Working Group
COMESA: Common Market for Eastern and Southern Africa
COVID: Corona Virus Disease
CW2020: Cassava Week 2020
EAFF: East African Farmers Federation
EU: European Union
FAO: Food Agricultural Organization
FO4ACP: Farmers Organizations for Africa Caribbean and Pacific
FOs: Farmers Organizations
IFAD: International Fund for Agriculture Development
KCP: Kinazi Cassava Plant
KOMINYA: Koperative Muhinzi w'imyumbati Nyamiyaga
KOUMBU: Koperative Ubumwe MBUYE
LTD: Limited
MIFOTRA : Ministère de la Fonction publique et du Travail
MINAGRI: Ministry of Agriculture
MINICOM: Ministry of Commerce
MINICOM: Ministry of Commerce
PLC: Public Limited Company
RAB: Rwanda Agriculture Board
RCC: Ruhango Cassava Cooperative

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Executive summary

Introduction

INGABO Syndicate is a Rwandan farmer's organization with legal personality since April 1st 2005. The mission of the organization is to improve the technical and economic capacities of its members to become competitive market actors. Currently, it has more than 15,000 members with 55% of women and 45% of men, and its headquarter is established in Southern Province, MUHANGA district,

As a farmer's syndicate, INGABO focuses on lobby, advocacy and strategic partnerships to avail required services to farmer members. The 5 years 'strategic plan of INGABO Syndicate which is currently in implementation, since 2018, is composed by three specific objectives:

- Lobby and advocacy,
- Agricultural professionalization,
- Organizational and institutional development.

With the financial support of the European Commission and IFAD, on May 30, 2020 the East African Farmers Federation (EAFF) and INGABO Syndicate signed an agreement to implement the Farmers Organizations for African Caribbean and Pacific project (FO4ACP). The signed agreement is valid for a period of six months that starts from 1st July to December 30, 2020 with a grant amounting to 55,512 Euros. The overall objective of the programme is to increase income and to improve livelihood, food security and safety of organized smallholder and family farmers in the target areas of the Africa, Caribbean and Pacific (ACP) countries.

The programme expected outcomes are: 1) improved capacity of FOs to deliver technical and economic services and connect their members to markets, 2) improved access of FOs to financial services, 3) improved business environment and smallholder competitiveness, 4) strengthened institutional capacities and professionalism of FOs and, 5) enhanced knowledge and dissemination among peers for replication and scaling-up.

Beneficiaries:

As it has been decided by EAFF and the Donors, the primary beneficiaries of the programme in Rwanda are smallholder, family members and farmers organized in cooperatives and involved in Cassava value chain. It is anticipated that 40% of participants will be women. As the program intends to improve economic services to farmers alongside the value chain different actors like dealers, buyers, financial services providers will also benefit from the program.

The project which runs regional wide from 2019 to 2023, is implemented by INGABO syndicate at country level since July 2020 as It has been stated before and its activities are organized in four components as following:

Component 1: Delivery of economic services along priority value chains

Component 2: Enabling the business environment

Component 3: Institutional development of FOs

Component 4: Project visibility and communication

Key achievements

Delivery of economic services along cassava value chain

In the agribusiness sector by the end of 2020, five cooperatives with 845 members, respectively 480 for MBAKUNGAHAZE, 73 for ABAHIZI BA CYEZA, 106 for KOUMBU, 56 for RCC and 130 for KOMINYA, that have worked with INGABO syndicate under FO4ACP project, after reaching to a pre - farming contract under which cooperatives will soon begin to supply cassava production to factory. This agreement gives incentives to farmers that are going to deliver their production through the cooperative than those who want to work on their behalf.

With the same support a cassava seed business strategy has been elaborated. The study provides information on trade, investment and profit calculations, business plan, cassava quality seeds, market productivity, post-trade activities, prices and project management. The study gives figures on average production cost for different seed categories: Pre-Base: 48Frw / seed (for a greenhouse with a capacity of 200,000 Seedlings), Base: 28FRW / category, certified: 18Frw / Category, QDS: 12FRW / cutting.

The study provides important information needed at each stage for farmers and cooperatives that want to invest in cassava seed production as a business activity.



Quality Cassava seeds under multiplication in a screenhouse.



INGABO has intermediated cassava coops with Kinazi Cassava Plant to sign selling contract.

Enabling business environment

A study on barriers that prevent farmers from accessing formal farming credit and insurance. The study underlines different findings as follows.

In 2019, credit granted to agriculture constitute 5.97% of all loans provided by formal mechanisms (MINAGRI, Annual Report 2018/2019, p.18) While 89% of farmers have accounts in banks, only 4,7% received credits in 2017. Around 50% of farmers save their money in regulated banks but only 14% of those producing food security crops and 17% of those producing commercial crops have access to banks loans. Findings were debated in different panel discussion that brought together various stakeholders who committed to work together and take action to address these challenges. INGABO was assigned the role of the playmaker to coordinate, monitor and evaluate everyone's commitment implementation.

In the framework of promoting cross border trade, with the support of COMESA, Ministry of Trade and Industry-MINICOM, national Cassava platform and INGABO syndicate start discussions on how to set up warehouses on the RUBAVU and RUSIZI borders with the target of selling at least 500 tons per border and per week.



INGABO representatives had a courtesy visit to MINICOM and discussed cassava commercialization.

INGABO Syndicate also organized “Cassava **week2020 event**” at national level themed **“Efficient investment in strengthening cassava value chain”**. This 3 days’ event was attended by different entities and Officials including the State Minister at the Ministry of Agriculture, who also launched the event….

**Farmers must not only cultivate; they
need to also have visionary business
plans aiming at raising their capital.”**
said Hon. Minister Jean
Chrisostome Nqabitsinze.



Hon. Minister launching Cassava week2020 event.

“

The development of cassava crop requires increase in agricultural investment. It is high time that Agriculture get regarded as a business sector as other sectors have been” said Mme Kantarama Cesarie, The chairperson of Ingabo Syndicate.



INGABO Syndicate's Chairperson during Cassava week2020.



Some of Cassava week2020 event's participants.

The INGABO leadership also held talks with Mr. NICOLA BELLOMO, the Ambassador to European Union Delegation to Rwanda and Mr. GUALBERT GBEHOUNOU, the Country Representative of the FAO in Rwanda. Both institutions have committed to consider INGABO as a major partner in agriculture field to be in touch for consultation in subjects that are mattering that sector especially cassava value chain development. That they will consult, especially since the INGABO is now a member of Agriculture Sector Working Group (ASWG) initiated by Rwandan Ministry of Agriculture and its different partners. The FAO and INGABO agreed to continue talks so that INGABO becomes the partner in the implementation of FAO projects in Rwanda. On another way the two sides (INGABO and FAO) could design together a specific agricultural development project.



INGABO representatives with E.U delegation Ambassador during a courtesy visit.

Institutional development

During the 2020 last six months, the Constitution of INGABO has been amended to be aligned with the 2018 Law governing syndicates. The same review and updates have been taken on administrative and financial Manual, procurement Manual and staff regulations. As the syndicate is growing up, the general congress has recently approved to extend its activities on the national level.

In the area of financial management, an internal audit focusing on three quarters 2020 financial year was conducted while external auditors reviewed the 2019 period.

The FO4ACP project supported INGABO executive secretariat by contributing to salaries of two staff. The first one is the agronomists that plays a key role by monitoring the cassava seedlings multiplication in four cooperatives MBAKUNGAHAZE (7,000 seedlings), ABAHIZI BA CYEZA (5,229 seedlings), KOUMBU (600 Seedlings) and KOMINYA (10,000 seedlings). Now the 4 schreenhouses contain 22,829 pre-basic cassava seedlings from 2,000 seedlings they got from RAB nine months ago. Note that this stage (pre-base seed) is normally carried out at RAB research stations. The second one is the officer in charge of institutional development and advocacy who played a key role in the preparation of advocacy actions, the visibility of the project by updating regularly different social media of INGABO. As result, just in six months there were 13 Radio talk show on Radio HUGUKA and ISANGO Star Radio, 21 posts on the website (www.ingabosyndicate.org) and 207 Tweets on [@INGABOSYNDICAT1](https://twitter.com/INGABOSYNDICAT1). These tweets gained 75,628 impressions.



INGABO's 2020 General Congress participants.



One of FO4ACP project's branding materials.

Challenges encountered

COVID-19 effects

The implementation of the FO4ACP project started in Rwanda, from July 2020, the time when the whole World was affected by the COVID19 pandemic. As some of planned activities had to gather people in meetings or workshops, it was not easy to carry out all the activities as planned. At different times, COVID-19 prevention guidelines have been introduced to control the propagation of the pandemic. The measures were often related to the quarantine of some areas of the country, the limitation number of persons in public transport buses, meeting rooms due to social distancing, prior COVID19 free test, etc.

In the implementation of the project and in accordance with the COVID-19 prevention guidelines it was necessary to use large meeting rooms to ensure the expected number of participants. While the regulations set for a very small number (30%) of those who had to attend the meeting. Sometimes activities have been postponed from time to another. In addition, the lockdown principle had disturbed some appointments solicited from some institutions.

Limited time

Another challenge encountered was the limited time versus the volume of activities, and the limited number of personnel given that there was no officer fully in charge of the project.

To sort out this situation, INGABO used to recruit part-time consultants to carry out specific tasks like studies and researches. At the beginning of the project INGABO set also a steering committee formed by some Board members and executive secretariat staff. This committee helped to speed up the communication about the project inside INGABO (board and staff), and to feed advices on project implementation and to increase leaders' ownership in the project.

Lessons learnt

The collaboration and the complementarity between Board members and executive secretariat through the Technical Committee, created to this purpose, contributed to speed the efficient implementation of the project.

During the implementation of the project it was found that, basing on few figures we got from our activities, the number of women was still low. In the next phases of the project It is recommended to assess the causes and take appropriate actions.

The result achieved in six months is also due to the fact that INGABO is working on a value chain that already has a widely recognized expertise.

What to look for in the nearest future?

Monitoring the implementation of the recommendations of different meetings, panel discussions, workshops organized by INGABO syndicate, and way forward of different activities should be integrated on the agenda of 2021 action plan.

ANNEXE1: TABLE OF ACTIVITIES ACHIEVED

SN	Project code	Objective / Component / Activity	Expected results	Indicators	Activities achieved
General Objective: Increase income and to improve livelihood, food and nutrition security and safety of organized smallholder and family farmers in the target areas of the ACP					
COMPONENT 1: FOS and farmer - led enterprises improve technical and economics services to their members along the value chains)					
Component 1.1: NFOs economic activities					
1	1.1.1.a)	Conduct a study on Cassava Seeds business strategy	In 2020, a study on business strategies to make cassava as a business activity was carried out for 4 cooperatives (MBAKUNGAHAZE, KOMBU, ABAHIZI BA CYEZA and KOMINYA).	TOR elaborated	A meeting gathered leaders from the 5 cassava cooperatives (MBAKUNGAHAZE, ABAHIZI BA CYEZA, RCC, KOMINYA and KOUMBU) and KINAZI Cassava Plant (KCP) leadership was organized under the technical support of INGABO. It was agreed that the two sides would have a bilateral trade agreement. The draft agreement has been elaborated by the factory and discussed by a group of SI staff and cooperative leaders. Some of the points of the draft agreement are the following: 1)The price should be calculated based on cassava production cost, 2) An incentive price for cassava growers who sell their production through the cooperative compared to those that want to sell individually, 3)Long-term contracts (almost years ...) can therefore be used to obtain loans (collateral)
				Business Strategy document available	After the ToR elaborated, a contract has been elaborated and signed with a consultant. The study was conducted and a final report is available. The study provides relevant information on trade, investment and profit calculations, business plan, seed quality, market productivity, post-trade activities, prices and project management. The study gives figures on average production cost for different seed categories: Pre-Basic: 48Frw/seed (for a screenhouse with a capacity of 200,000 Seedlings), Basic seed: 28FRW / category, certified: 18Frw / Category, QDS: 12FRW / cutting. The study provides important information needed at each stage for those who want to invest in cassava seed production as a business activity

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				Preliminary of Business plan of the company for three years (2021-2023) available.	Under support of INGABO Syndicate, respectively on September 29th and October 16th, 2020, 89 Cassava growers, including 22 (25%) women and 67 men (75%), organized two meetings in which the purpose was to deal with cassava value chain bottlenecks. They all approved the establishment of a cassava business company "CassVenture LTD" with a capital amounting to 200,000,000FRW with 89 shareholders including 3 Cassava cooperatives. With the same support now, the Preliminary draft of the three years (2021 - 2023) business plan of the company have been elaborated
Focus group meetings among leaders, staff and other experts					
2	1.1.2.	Monitor the implementation of the "Cassava week2019" resolutions and organize Cassava Week2020	Cassava Week 2020 is organized	The ToR is available	A draft of Cassava Week 2020 (CW2020), Terms of reference has been prepared, approved by INGABO Syndicate's Board of Directors and discussed during meetings that INGABO Syndicate leadership held with the Governor of Southern Province, Mayors of RUHANGO, KAMONYI, MUHANGA and NYANZA districts. The ToR includes different activities that will be organized under CW2020 event which will last three days. Those include two workshops respectively for launching and closing and field visit.
				Technical meetings for CW2020 monitoring organized	After establishing the CW2020 guidelines, two technical teams have been conducted. The first commission meeting formed by representatives of the INGABO, Kinazi Cassava Plant (KCP) and Rwanda Agricultural Board (RAB) was established with the mandate to supervise the preparations and implementation of CW2020. The second commission meeting was also formed by same persons as the first one was commissioned to monitor and oversee the agricultural competitions organized by the SI in collaboration with Local authorities.

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				Day One: CW2020 Workshop launched	The first day was marked by a panel discussion officially opened by Honorable Dr. Jean Chrysostome NGABITSINZE, Minister of State in MINAGRI accompanied by the Mrs. Alice KAYITESI, The Governor of the Southern Province and Mayors of NYANZA, RUHANGO, KAMONYI and MUHANGA districts. Four presentations marked the first day. Those were: 1) INGABO: Constraints against farmers' access to agricultural formal loans and insurance in RWANDA, 2) RAB: Research, Cassava Seeds, Pests, Diseases, Official launch, taste and name new cassava seeds varieties, 3) INGABO: Achievement of INGABO in cassava value chain, 4) KCP: Cassava Processing and market of production. the first day was attended by 72 participants including 25 (35%) women and 47 (65%) men.
				Day two: CW2020 field visit organized	The second day was marked by a field visit organized in RUHANGO district. 1) Participants in CW visited the cassava seed multiplication activities in screen house that are conducted by MBAKUNGAHAZE cooperative under technical support of RAB and INGABO. To see how this cooperative farmer member's deal with cassava quality seeds multiplication like other coops involved in this activities is to be highly appreciated. 2) Participants in CW visited the Farm Field School conducted by RUHANGO Cassava Cooperative. This field have been launched during CW2019 campaign. Participants noted how cooperative members have increased the cassava yield from 15 to 50 Tons per hectare by following new farming technics disseminated through FFS approach. 3) Participants in CW visited a model farmer Jacques NIYONGIRA who lives in KAREBA cell, Ntongwe Sector, RUHANGO District. He testified about the resistance and productivity on new varieties. The field visit involved 64 participants including 30 (47%) women and 34 (53%) men

SN	Project code	Objective / Component / Activity	Expected results	Indicators	Activities achieved
				Day Three : CW2020 closing workshop organized	The CW2020 closing event took place at KCP premises and was attended by 57 participants, among them 26 (46%) women and 31 (54%) men. The guest of honor was the Mayor of RUHANGO District, Mr. Valens HABARUREMA, who represented the Governor. The day was marked by: 1) Factory internal visit though what participants learnt the whole cassava processing from roots to flour. 2)the rewarding of farmers won farmers' competition organized by INGABO in collaboration with Districts. The farmers' competition was attended by 232 farmers selected from cell level. At the sector level 43 farmers including 6 women (14%) and 37 men (86%) were selected while at the provincial level, 12 farmers including 1 woman (8%) and 11 men (92%) won. Winners received awards and certificates made especially by farming equipment. 3) A digital program (E-Cassava Market) has been launched by the INGABO. It will help farmers, traders and other partners by offering information on how and where they can get cassava seeds and production. 4) The CassVenture LTD was officially announced and launched by cassava farmers with the aim of investing in cassava value chain. The company is made by 89 shareholders including 25 women (28%) and 72 men (72%) and has a capital share of 200,000,000Frw. At the end of CW2020, 14 resolutions were announced and should be implemented during 2021.

SN	Project code	Objective / Component / Activity	Expected results	Indicators	Activities achieved
3	1.1.2.	Introduce to farmers the existing laws related to the agricultural profession	In 2020, at least 1 meeting was held to raise awareness of existing laws (1 meeting per District).	A one-day meeting is organized at district level to disseminate the compilation of agricultural laws and policies on farmers.	Four awareness workshops of two days, one per district; RUHANGO, KAMONYI, MUHANGA and NYANZA on agricultural laws and policies have been conducted on 15-16/07/2020 in MUHANGA, 21-22/07/2020 in KAMONYI, 17,20/07/2020 in NYANZA and 13-14/07/2020 in RUHANGO. Farmers took that occasion to learn more about different available opportunities by laws and policies put in place by government institution but also formulated different point that need a special advocacy. Those are following: 1) Farmers wish the milk price stability, 2) Extend the farming insurance recently established by the Government to fruits and banana, 3) Initiate a law that protect marshland infrastructure against damages by human being activities, 4) Extend the current NKUNGANIRE program to cassava seeds, 5) Accelerate the approval of the law regulating the agricultural profession 6)Improve the artificial insemination program (high cost, availability of best semen, ...), 7) Establish a legal framework that regulate veterinary services (price and cost for examination, treatment, number of veterinarians, etc.) 8) Review the conditioning of inputs supply by availing small and medium quantity (5kg, 10kg, 20kg...) packages in order to facilitate access by small lands holders. 80 Participants, including 45 (56%) men and 35 (44%) women attended those campaigns.
Business to business meetings for brokerage and partnerships development					
4	1.1.b.	Identify Constraints against farmers access to agricultural formal loans and insurance in RWANDA	In 2020, a study was conducted on credit, insurance and agricultural productivity.	Document of conducted study available.	With support of a consultant, a study was conducted on barriers that prevent farmers from accessing to formal farming loans and insurance. This study findings accompanied by documentary films developed for this purpose, have been shared during the workshop.

SN	Project code	Objective / Component / Activity	Expected results	Indicators	Activities achieved
5			In 2020, 3 seminars were held to study the issues of credit, insurance and agricultural productivity	One Workshop organized in 2020 at national level	A seminar was organized about to discuss the findings on barriers that prevent farmers from accessing formal farming credit and insurance. The meeting was attended by people 40, including 26 (65%) men and 14 (35%) women representing farmers, districts authorities, cooperatives, the private sector, financial institutions, insurance companies, Government agencies (BDF, RAB, RCA,). Some figures highlighted by the study show that in 2019, credit granted to agriculture constitute 5.97% of all loans provided by formal mechanisms ¹ . While 89% of farmers who have accounts in banks, only 4,7% received credits in 2017. Around 50% of farmers save their money in regulated banks but only 14% of those producing food security crops and 17% of those producing cash crops have access to banks loans. The resolutions have been taken and addressed to different stakeholders as follows: 1) GOVERNMENT : to establish the policy on agricultural formal credit and insurance, 2) FINANCIAL AND INSURANCE INSTITUTIONS : To approach farmers for better access to banking services and insurance companies, farmers awareness about various information and products intended for farmers, to provide clear and accessible information to all farmers (loans details and their types, an account opening and their categories, saving, to put the information the farmer needs in the language he understands especially the loan agreement, 3) INGABO : To establish at district level platforms that gather representative of government agencies, agri-agencies, extension services providers, farmers' representatives for regular monitoring of the implementation of resolutions, M&E
Technical assistance for business enterprises promotion					

¹ MINAGRI, Annual Report 2018/2019, p.18

SN	Project code	Objective / Component / Activity	Expected results	Indicators	Activities achieved
8	1.1.c)	Support to agronomist	From July to December 2020, an agronomist contributes to the implementation of the project as focal point	staff contract	Among duties, the agronomist deals with the supervision of cassava seeds multiplication program in four cassava cooperatives (MBAKUNGAHAZE, ABAHIZI BA CYEZA, RUHANGO Cassava Cooperative "RCC", KOUMBU and KOMINYA) where now 4 schreenhouses contain 22,829 pre-basic cassava seedlings from 2,000 seedlings they got from RAB nine months ago. The agronomist insures also the monitoring of business enterprises inside cassava cooperatives. He facilitated the process which conducted KCP and 4 cassava cooperative to reach to a pre-selling contract to be soon signed. He remains also the focal point of FO4ACP implementation in INGABO.
Component 2: Enabling the business environment					
Subcomponent 2.1. Advocacy and policy dialogue by NFOs					
9	2.1a	Identify existing policies and laws related to the agricultural profession	By the end of 2020, agricultural development policies and laws, enacted in Rwanda since 2016 to 2019 have been identified and compiled	A consultant is recruited	The consultant together with members of lobby and advocacy commission inside INGABO reviewed all policies and laws relating to agriculture and that have been ratified between 2016 and 2019 and compiled them in a document that has been validated on 10/07/2020 in a meeting that gathered 30 participants, including 14 (47%) men and 16 (53) woman, from cooperatives, agro dealers, etc.). This document helped as support during the campaigns organized at district level (see Activity 3)
10	2.1a	Train leaders on lobby and advocacy technics	In 2020, a training on advocacy and lobby will be conducted	Report of training on lobby and advocacy available.	A three-day training on lobby and advocacy technics was conducted by a consultant and was attended by 30 members including 16 women (53%) and 14 men (46.7). The participants were trained on the following topics: 1) Definition of lobby and advocacy concepts, Objectives and advocacy, identification of advocacy themes, Planning, Implementation, monitoring and evaluation of advocacy programs, Identification and analysis of stakeholders, Strategies of advocacy.

SN	Project code	Objective / Component / Activity	Expected results	Indicators	Activities achieved
				INGABO Syndicate advocacy strategic plan is elaborated and now available.	The consultant with training participants elaborated a three years (2020-2023) advocacy strategic plan which will focus on the following point: 1) Subsidy extended to cassava seeds, 2) Mandatory agricultural insurance for loan applicants, 3) Establishment of an agricultural finance policy (credit and insurance). The document has been validated.
11	2.1b	Implement INGABO advocacy strategic plan	In 2020, the leaders of the INGABO syndicate will hold meetings with representatives of government and public institutions	Discussions with the Ministry of Labor (law regulating farmers' syndicates), Discussions with the National Agency for Cooperatives (syndicates vs Cooperative cooperation, complementarity, ...), Discussions with the Ministry of Agriculture (Product + Agricultural Loans), Ministry of Agriculture 'Trade and Industry (Agricultural Insurance)	The leadership of INGABO syndicate organized the following meetings. 1) With the <u>Governor of the Southern Province, districts of KAMONYI, MUHANGA, RUHANGO and NYANZA</u> Districts: The meeting focused on INGABO 2020 activities especially the upcoming activities like CW2020 and farmers' competitions and the expected cooperation for the success. 2) <u>KCP Managing Director</u> : the discussions focused on cooperation in the preparation of CW2020, modalities, pricing, payment conditions, supply roots to the factory, 3) <u>MIFOTRA</u> : discussions focused on INGABO current activities and programs, the functioning of the syndicates in Rwanda based on the changes in the new Law Governing Syndicates in Rwanda issued in 2018. INGABO got advice on how It will proceed to amend its Governing laws. 4) <u>Minister of state / MINAGRI</u> : talks focused on INGABO syndicate role in cassava value chain, subsidy on Cassava seeds, 5) <u>MINICOM</u> : the two sides discussed on cassava production and market especially how cassava growers can supply, 6) <u>EU/ambassador/Rwanda</u> : INGABO presented its activities with focus on FO4ACP funded by EU and implemented by INGABO in Rwanda, HE ambassador highlighted projects and programs that are being implemented in Rwanda. He appreciated the role of INGABO and commit to include INGABO on the list of its partners, 7) <u>FAO</u> : The leadership of INGABO Syndicate held a virtual meeting with FAO/Rwanda country Representative. INGABO presented its action plan and FAO highlighted different projects that is financing in Rwanda. The country representative appreciated the role of INGABO and insisted on how, in the future, INGABO can be involved in the implementation of FAO projects. The FAO praised the SI's performance and also expressed its appreciation for being a good partner in delivering activities to farmers at grassroots level. Both sides agreed to continue discussions in the near future for a real partnership. INGABO can be included in the FAO-sponsored

SN	Project code	Objective / Component / Activity	Expected results	Indicators	Activities achieved
					projects in Rwanda or INGABO and FAO can elaborate together a new project to be implemented by both parties. THE IMPORTANCE OF THESE MEETINGS: They helped INGABO to re-identify itself as a farmers' organization that play a major role in the development of agriculture taking into account farmers interests. Key agricultural donors (EU, FAO) commit to incorporate INGABO into their partners even if currently there are no programs that link directly both sides. Authorities appreciated INGABO for resuming operations after a long leadership crisis They also emphasized the important role that INGABO played in the development of the cassava value chain. The Governing laws of the SI was amended and approved by the General Congress.
12	2.1a	Establish an application (E-cassava cuttings market) that provides relevant information on cassava quality seeds	In 2020, an online application that provides information on cassava seed and production availability is launched	Operational E-cassava Application available online.	The ToR was developed, three companies submitted proposals, the evaluation was carried out with the selection of a company called Universal Bridge, which was awarded a contract and the preparation of the application was completed. The site was launched during CW2020. It is accessed through the INGABO Syndicate website www.ingabosyndicate.org on " Our Shop " menu (ingabosyndicate E-Cassava Market). Now about 10 farmers have registered their seeds on the site.
Support to focal persons in charge of lobby and advocacy at national level					
13	1.1.1.	Recruit the focal person in charge of lobby and advocacy	In 2020, from July to December, an officer in charge of advocacy officer contributes to implement activities in line with advocacy and institutional development	Recruitment report and employment contract	An officer in charge of Lobby and Advocacy helped in organizing broadcasts through Radio HUGUKA and INGABO partnership and has been involved in the use of social media for large visibility of the project and INGABO also. In March 2020, INGABO Twitter account was created and now it has 121 followers was launched, with 206 tweets already made, followed by 73,720 people. The same officer contributed in implementing advocacy and institutional development activities.
Component 3: Institutional development of NFOs					

SN	Project code	Objective / Component / Activity	Expected results	Indicators	Activities achieved
14	3.1a	Organizing INGABO statutory meetings	Ordinary and extraordinary statutory meetings are organized annually in accordance with the provisions of governing laws and internal rules of INGABO syndicate.	One meeting of General congress	On 09-10/12/2020, the General Congress convened 82 members including 48 (59%) men and 34 (41%) women. Among the issues reviewed by the General Assembly were: 1) the status of the organization, 2) approval of the revised INGABO syndicate governing laws, 3) approval of the 2020 action and finance reports, 4) review of 2020 audit committee and 2019 external audit reports, 5) Administrative and financial procedures manual and s and staff regulations, 6) 2021 Action Plan and budget 7) Approval of needed reforms including the extension of activities to national level, organizational structure review, 8)Approval of the purchase of shares in CassVenture LTD and CLECAM PLC.
Component 4 : Project communication and visibility					
15	4.1a	Put in place the project visibility material	All the activities carried out within the framework of the project appear on all social networks of the Syndicate	The activities of the FO4ACP project achievements are broadcasted via HUGUKA Radio broadcasts, on the twitter account, and on the website of the INGABO Syndicate	8 radio broadcasts have been realized on HUGUKA Radio, 121 tweets and 21 posts on Website have been produced in line with the project activities
			Project visibility tools are developed and placed in appropriate locations	Flyings, banners, pull up are set in INGABO premises and workshops areas	Flyings, banners and pull ups have been developed and used to promote the FO4ACP project activities and some of them will stay in for a while.
Component 5 : Project administration					

SN	Project code	Objective / Component / Activity	Expected results	Indicators	Activities achieved
16		Costs related to project management / management		Procurement of the needed equipment for the implementation of the project	As some of the FO4ACP activities were meetings and workshops, INGABO judged necessary to procure the followings items: one projector, one photo camera its kit, one laptop and one printer. These equipments should be reused in other phases of the project or in other activities of INGABO.
				Two meetings (one quarterly) of the Board of Directors	Two meetings of Boards of directors were organized. The main purpose was the review the FO4ACP implementation progress, the preparation of the general congress and the monitoring of the day-to-day management of the activities of the INGABO syndicate
				Two sessions (one quarterly) of audit committee.	The audit committee made reviewed the activities realized during the third and fourth quarter of 2020.
				2 (one quarterly) meetings of the arbitration and mediation Committee	Members of the Arbitration Committee, the Board of Directors, the audit committee, and the staff have been trained in conflict prevention and management. The training was organized in collaboration with AMI (Association Modeste et Innocent), an agency that is specialized in this field. The facilitator helped the participants to better understand what conflict is, how to manage it to avoid its implication on social relationship and the development of the group.

SN	Project code	Objective / Component / Activity	Expected results	Indicators	Activities achieved
17	3.2.	To upgrade the presentation and the functioning of the INGABO syndicate website (www.ingabo-syndicate.org)	The content of INGABO web site is reviewed and upgraded to be more impressive and attractive. It offers more information relating to the organization, its activities and programs.	recruitment of IT expert	With the technical support of an IT expert, the existing website of INGABO was upgraded. The work done consisted in reviewing the content management system, collecting and organizing data, assessing and review the web pages. Proposing alternatives of backups of the site so that it can be restored in case of loss or damages. The website is now hosting the E-Cassava Market application which is used to connect cassava seeds and roots growers. Now 21 stories have been posted in three languages (KINYARWANDA, French and English) on the web.
18	3.3.	Review of INGABO Syndicate constitution and internal rules	In 2020 the constitution of INGABOs, the manual of administrative and financial procedures, staff regulations are amended	an expert in law is hired	With an external expertise, the constitution of INGABO syndicate was revised based on the new strategic orientation and according to the provisions of the new Law regulating syndicates in Rwanda. The Administrative and financial procedures manual, the staff regulations and the procurement manual were also reviewed and approved by competent bodies.