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**Food Security Research Project (FSRP) and
Division of Agricultural Statistics (DSA)**

Ministry of Agriculture, Animal Resources and Forestry

MINAGRI

**Non-Governmental Organizations in
Agricultural Development:
Preliminary Survey Results**

By

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2001

PREFACE

This report is published by the Food Security Research Project (FSRP) and the Division of Agricultural Statistics (DSA) of the Ministry of Agriculture, Animal Resources, and Forestry (MINAGRI). The FSRP/DSA unit collects and publishes agricultural statistics and conducts agricultural policy studies on key food security issues.

Funding for FSRP is provided by the Food Security II Cooperative Agreement between the Department of Agricultural Economics of Michigan State University (MSU) and the United States Agency for International Development (USAID) through the Office of Agriculture and Food Security, Economic Growth Centre, Global Bureau (AFS/EG/G), and the USAID Rwanda Mission.

This report presents preliminary information on the activities of 51 national and international non-governmental organizations (NGOs) involved in Rwanda's agricultural sector. The results are compiled from an NGO survey that was conducted in late 1999 to early 2000.

In early 2001, all the NGOs who responded to the survey received a draft of this report. In May 2001, follow-up discussions of the report were held with several NGOs based in Kigali. The purposes of these discussions were: 1) to review the document for accuracy; 2) to discuss the interest in, and feasibility of maintaining a database of NGO activities; and, 3) to solicit ideas concerning the most useful policy and program discussions that could be organized based on the results presented in this report.

The MINAGRI also distributed the report to all the ministry's departmental directors, the provincial agricultural officers (DRSAs) and national MINAGRI project officers. The MINAGRI subsequently requested FSRP to help run a one day workshop to discuss the report among these officers. The purpose of this short workshop was to offer an opportunity for MINAGRI national and provincial officers to exchange information and views concerning their relationships with NGOs and their perception of the contributions of NGOs to agricultural development (see appendix 11). Attendees were divided into three small groups in order to facilitate an open discussion. One group was composed of the departmental directors and project officers while two other groups were composed of the provincial level personnel (DRSAs).

Each group was asked to address and then report on seven questions/issues related to NGOs: the actual relationship with NGOs; the contribution of NGOs to their work, and ideas for improving this contribution; constraints in working with NGOs and ideas for resolving these constraints; support provided by the MINAGRI to NGOs; and, the type of training that would be useful for MINAGRI staff in order to improve their capability to work with NGOs.

Following a presentation of each group's discussion of these items, the workshop participants developed the following four recommendations:

1. Organize a follow-up workshop with NGOs, MINAGRI (ministerial department directors and provincial officers) and selected representatives from MINALOC¹ in order to discuss the issues and concerns raised in the MINAGRI workshop.
2. Improve relationships among the provincial administrative authorities and the MINAGRI officers in order to assure a more effective overview of NGO activities within each prefecture.
3. Create an NGO coordination unit in each prefecture similar to that in Gitarama.
4. Improve the oversight capacity of MINAGRI for the NGOs active in agricultural and livestock activities.

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¹ Ministry of Local Government; which is in charge of registering NGOs.

² Alphonse NKESHIMANA, formerly MINAGRI Head of Statistics Division, and currently with the Ministry of Commerce, participated in the survey preparation, data collection and analysis, and in writing the first draft of this report.

Non-Governmental Organizations in Agricultural Development: Preliminary Survey Results

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Non-Governmental Organizations in Agricultural Development: Preliminary Survey Results

1. INTRODUCTION AND PROBLEM

For several years, the Ministry of Agriculture, Animal Resources and Forestry (MINAGRI) has been reviewing the role that NGOs should play in the development of the country's agricultural, livestock and forestry resources³. Drawing on this review, the government's *Agricultural Policy Outline* (May 2000) calls for a "radical change of approach" to develop a modern Rwandan agriculture. In addition to identifying several strategic initiatives, the policy identifies a "New National System of Extension" (NNES) that is based on the development of strong farmers' associations and a partnership with local and international non-governmental organizations (NGOs) and the private sector.

In order to implement its agricultural policy, the government will need a clearer view of the capacity of NGOs and of the ways in which they work with farmer associations. It will also be important for the government to understand how different NGOs relate to government agencies and representatives at national, prefectural, and communal levels. An adaptive and multi-pronged policy may be the most appropriate way for the government to take advantage of the different capabilities (and strengths) among NGOs.

The MINAGRI has started to develop an inventory of national and international NGOs working in the agricultural sector. In addition, two NGO coordinating and networking bodies, the CCOAIB (Conseil de Concertation des Organisations d'Appui aux Initiatives de Base) for national NGOs and the NGO Forum for international NGOs are developing databases of their membership. Currently, these databases are used more as catalogues than as resources for decision-making. That is, they are usually limited to address or contact information and some information on an NGO's activities. Moreover, the inventories cannot be searched or queried.

In contrast, an inventory prepared in a relational database can be a powerful decision-making and oversight tool. Such a database can quickly help identify the geographic distribution of NGOs and their activities in each prefecture and commune⁴. It can also easily provide information on the relative size, technical resources and skills of different NGOs. With this type of information, MINAGRI could improve its capability for identifying gaps in service delivery as well as opportunities for collaboration with NGOs.

The purpose of this report is twofold. First, the report provides the first overview of NGO agricultural activities in Rwanda. As such, the report offers new information to inform both governmental and NGO policy and program discussions. Second, the tables presented in this

³ With assistance from FAO, this review included studies of NGOs and of farmer associations in agricultural development. See Busokeye, L. (1997). *Rapport-Synthese Sur le Dispositif de Vulgarisation, Volet ONG*. Kayirangwa, B. (1997). *Dispositif de Vulgarisation sur Terrain, Volet Organisations Paysannes*.

⁴ Due to recent administrative changes in Rwanda, the administrative terms of prefecture and commune have now changed to province and district respectively. Some commune boundaries changed as well. Since this survey was conducted before the name change, the old terms will be used in this report.

report and appendices help to illustrate the power of the database (Microsoft Access) to respond to a variety of queries or searches generated by different decision-making interests.

The database used in the preparation of this report was designed for two purposes. First, it helped to illustrate the feasibility of establishing a national NGO database in a relational database format. Second, much of the information concerning NGO activities and areas of intervention was used as baseline information for preparing a longer-term study on the role of different types of farmer associations in agricultural and rural development⁵.

2. METHODOLOGY

In May 1999 exploratory discussions were held with national and international NGO representatives in Kigali, and field visits were made to farmer associations supported by different NGOs in several prefectures. The purpose of these discussions and visits was to identify the types of data and information that should be included in a working national inventory of NGOs as well as the baseline data needed to select farmer associations for a more in-depth field study.

Based on these discussions and visits, a survey instrument was drafted and distributed to about 100 national and international NGOs that were identified as active in the agricultural sector (this identification was based on 1998 and 1999 inventories prepared by the CCOAIB and the NGO Forum that covered the approximately 175 NGOs active in Rwanda). The survey questionnaire (see Appendix 9) requested information in the following categories:

- identification and contact information;
- goals and objectives;
- types of activities and regions of intervention;
- collaborative relationships (with government and other NGOs);
- organizational capacity (methods of intervention, level of personnel, logistic capacity, budget, and assessment of strengths and weaknesses).

From late 1999 into early 2000, the NGOs were requested by telephone, letter, and personal visit to complete the inventory questionnaire. Fifty-three organizations completed the questionnaire. Based on the information provided in the questionnaire, it was discovered that 2 NGOs were not directly involved in agricultural activities. Consequently, the following sections report the results submitted from 51 NGOs (33 national and 18 international)⁶. Of these organizations, most depend upon bilateral or multilateral agencies for their funding. However, 10 national NGOs and 5 international NGOs are faith-based and/or directly affiliated with, and funded by a religious organization.

⁵ This is an on-going study involving interviews of members of 18 farmer associations countrywide, MINAGRI officers and local government officers (mayors) in the regions where these associations are located.

⁶ Many of those NGOs that did not respond were very small organizations that may no longer have been active at the time the survey instrument was distributed. It is widely known that large numbers of NGOs that had been established in response to relief efforts ceased to operate as attention turned to development activities.

The next section of this report classifies NGOs by their goals and objectives; it provides an overview of the types and breadth of activities carried out in support of those goals and objectives. Section Four summarizes information on the geographic distribution of NGOs and their activities across the prefectures and communes. Section Five examines the technical capacities of NGOs, focusing on the differences between national and international organizations. Section Six discusses issues of collaborative relationships, particularly the development of networks and partnerships. Section Seven draws on the experience of collecting and analyzing the current NGO survey data to make recommendations about what needs to be done to improve the NGO database content and of its utility for MINAGRI.

3. NGO OBJECTIVES AND ACTIVITIES

While all of the NGOs that responded to the survey are active in agricultural development, they tend to adopt different objectives and types of programs on which they focus. Based on information supplied by each NGO concerning its objectives, one way to classify national and international NGOs active in the agricultural sector is as follows (see Appendix 1):

- **Agriculture and Rural Development**

These NGOs focus on various types of extension work, the distribution of agricultural inputs, increasing agricultural production and revenues, and food security. Of the eighteen NGOs that conform to this profile, 10 are national and 8 are international.

- **Cooperative/Associational Development**

Only 5 NGOs emphasize cooperative or associational development by providing various types of organizational support and education to farmer associations.

- **Socio-Economic Development**

Within the agricultural sector, 23 NGOs (of which 13 international and 10 national) stress broader issue of poverty reduction and improvement in the quality of rural life, especially for the poorest and most vulnerable. In addition these NGOs attempt to eradicate injustice, promote greater equity, peace, and reconciliation.

- **Women and Youth**

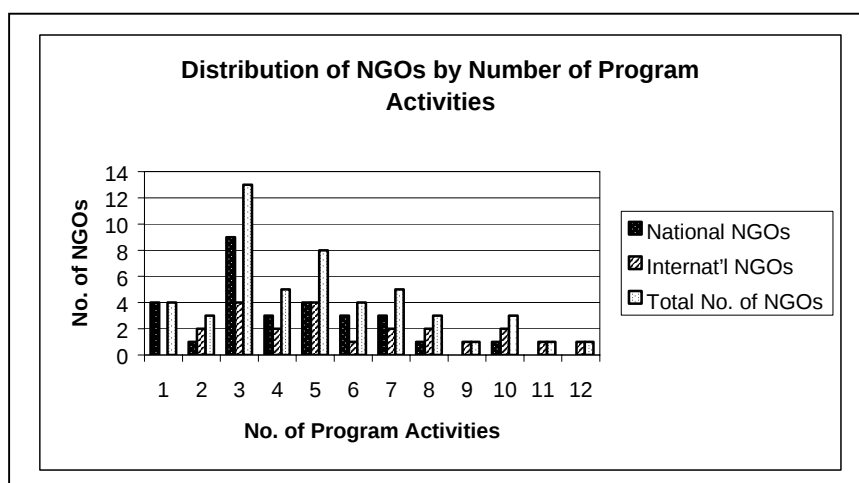
The five national NGOs that conform to this profile are actively engaged in a range of agricultural and rural development activities, but do so with a specific focus on women and youth.

Within each of these categories, individual NGOs engage in a diverse range of specific programs or activities (see Figure 1 and Appendix 2). The programs, as listed by the different NGOs, may overlap (i.e., they are not necessarily mutually discrete)⁷. One-half of the NGOs are engaged in between three to five different types of programs, and 18 of them (or 36%) undertake more than five programs. There is, however, some variation in the degree of specialization between national and international NGOs. While 48% of national NGOs are involved in 1 to 3 programs, only 27% of the international NGOs fall into this range. In

⁷ If another, similar survey is undertaken, it would be useful to have an agreed upon set of clearly defined and mutually exclusive number of NGO activities.

contrast, 45% of the international NGOs are involved in more than 5 programs, while this applies to only 28% of the national NGOs.

Figure 1. Distribution of NGOs by Number of Program Activities



Total No. of NGOs are 51 (33 national and 18 international).

Some preliminary evidence from the survey suggests that lower and less certain funding may account for the different levels of program activities between national and international NGOs. In contrast to the international NGOs, most national NGOs report that limited funding represents one of their greatest weaknesses. Moreover, funding limitations directly impact the effective presence of national NGOs at the level of the commune. In some of the preliminary interviews with farmer associations, many observe that representatives from national NGOs tend to be less “visible” or less regular in their local visits than those from international NGOs.

4. GEOGRAPHIC COVERAGE

Both the national and international NGOs tend to be active in roughly the same number of préfectures. Overall, 19 NGOs (38%) operate in only one préfecture; eight (16%) intervene in two préfectures and six (12%) are active in three préfectures. Only one NGO has programs in all préfectures. Sixty five percent of the national NGOs are in 1-3 prefectures and 63% of the international NGOs are in 1-3 prefectures. Only three NGOs – all of them national – are active in more than eight prefectures.

As Table 1 illustrates, the distribution of NGOs by préfecture varies considerably throughout the country. Three préfectures (Butare, Kigali Rural, and Gitarama) receive programs from 20 or more NGOs, while five préfectures have activities managed by fewer than 10 NGOs.

Table 1. Distribution of NGOs in the Préfectures

Number of NGOs	Préfectures
Less than 10 NGOs	Cyangugu Gisenyi Kibungo Kigali Ville Ruhengeri
10-19 NGOs	Byumba Gikongoro Kibuye Umutara
More than 20 NGOs	Butare Kigali Rural Gitarama

In terms of the distribution of NGOs by program, Figure 2 below shows that Butare and Kigali Rural have the most NGOs with a focus on Agriculture and Rural Development, while Byumba, Gitarama, and Kigali Rural have the most NGOs focusing on broader Socio Economic concerns. For those other NGOs (Cooperative/Associational Development and Women and Youth) the differences between the prefectures is not great.

Figure 2. Distribution of NGOs by program, by prefecture

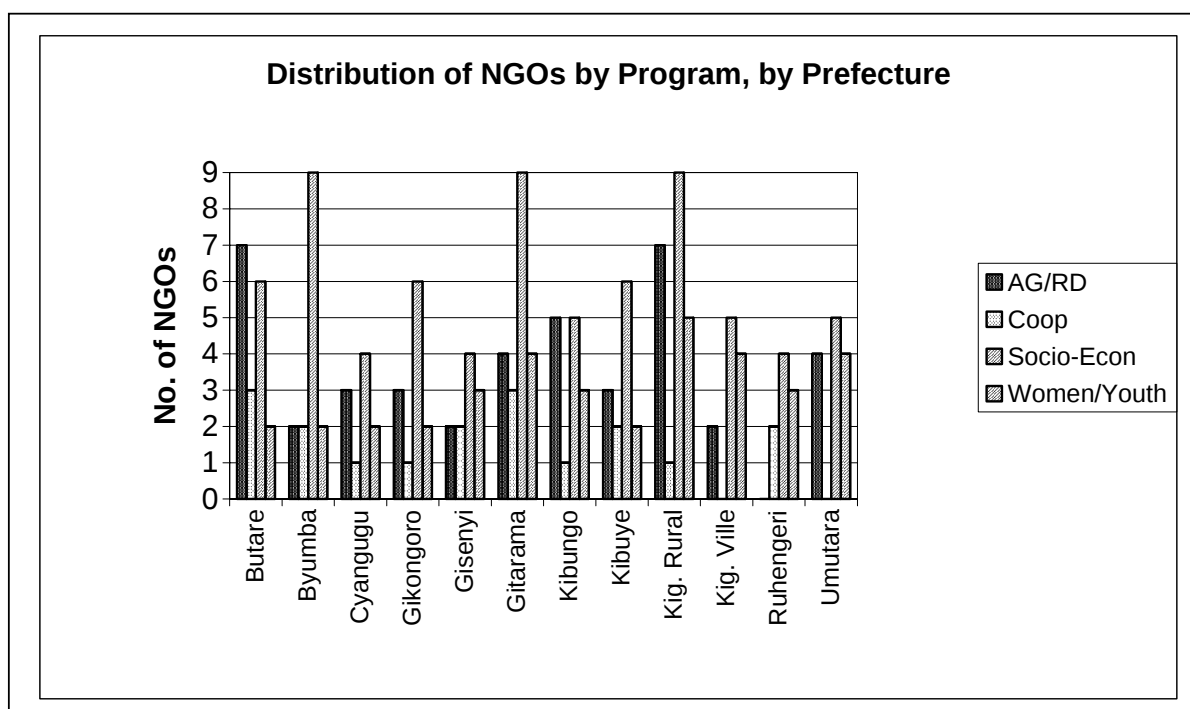


Figure 3. Map of NGO Distribution by Commune

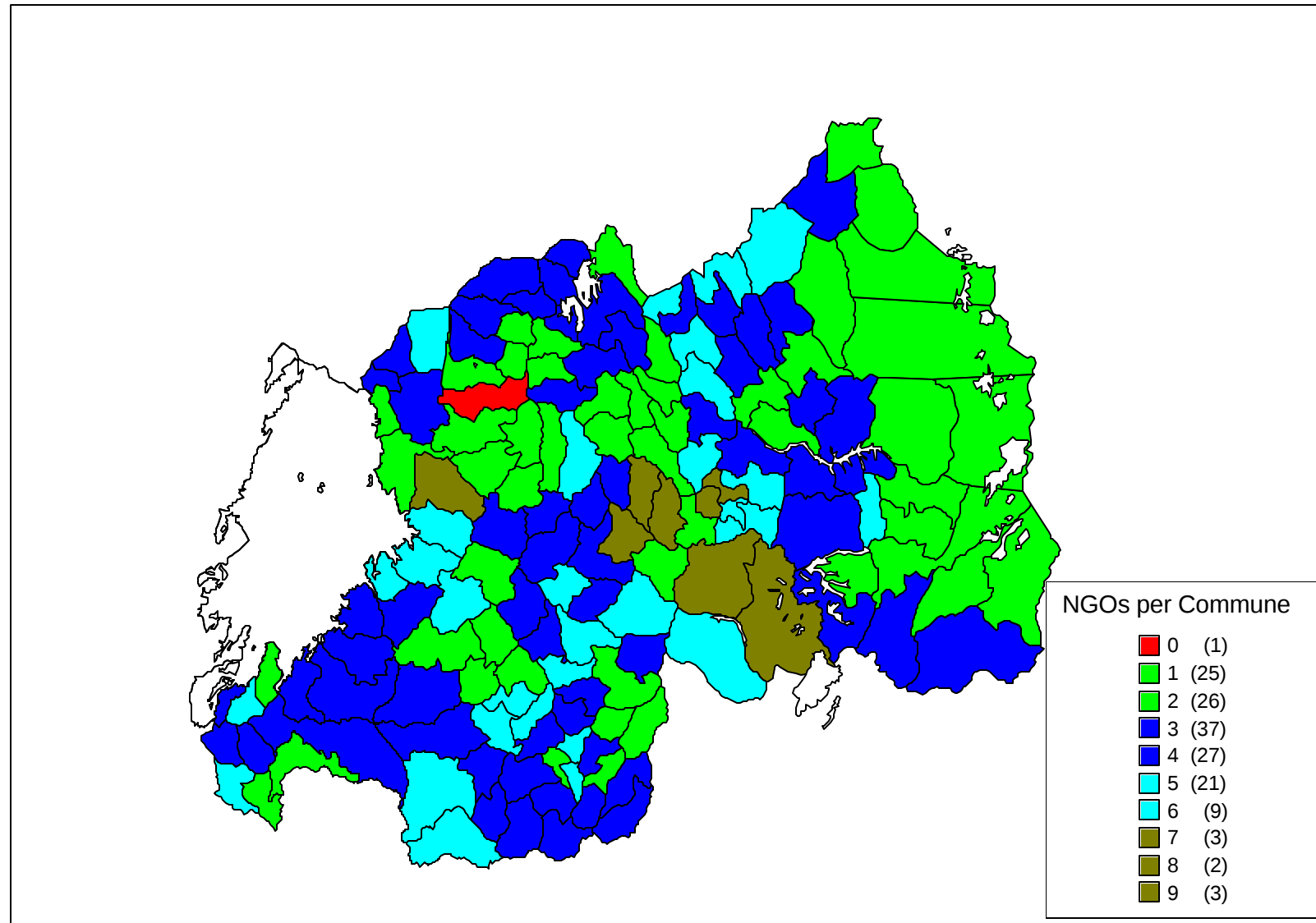


Figure 3 (see Appendices 3 & 4) shows that NGOs are active in all but one commune (Giciye commune in Gisenyi). The number of NGOs per commune, however, varies widely among the préfectures. In fact, the distribution of NGOs among the communes raises another set of questions concerning the role of national and international NGOs in Rwandan rural development. Fifty-one communes, or one-third of the sample, are covered by only one or two NGOs. Over one-half (85 communes, 55%) of the communes have three to five NGOs with programs. Seventeen communes (11%) have programs supported by more than five NGOs, and three communes have as many as nine NGOs active within their boundaries.

Moreover, as Appendices 5 & 6 indicate, not only do several NGOs engage in the same type of program (agriculture, agro-forestry, etc.) in the same préfecture, but one NGO commonly engages in several different program activities in the same préfecture. In addition, and as might be expected from the discussion above, some préfectures (especially Gisenyi and Ruhengeri) have fewer NGOs with a more limited range of program activities.

Clearly, these features of the distribution of NGO program activities raise important questions concerning: 1) how to understand the overall development contribution of NGOs; and, 2) the management of NGO activities at the level of the communes. Given the multiple activities by multiple NGOs in most préfectures, what is the best means for MINAGRI to understand the “state of agricultural and rural development” throughout the country? Or, given multiple interventions by multiple NGOs within the same commune, how can the MINAGRI and commune level officials assure that the maximum number of people benefit from these interventions?

5. CAPACITY

NGOs can vary widely in their capacity to achieve their development objectives. The skill levels and experience of personnel and logistic resources (vehicles, communication equipment, computers, etc.) can offer valuable insights into the quality of the contribution that different NGOs might make. While NGOs are commonly assumed to have some advantages over government services in their development work, the skill level and experience of the village-level NGO personnel may be roughly similar to that of government officers.

Personnel (Appendix 7)⁸

In the absence of information on the number of years of experience for NGO personnel, the employment category (linked to level of education) is one criterion that helps to illustrate the capacity of NGOs. As Table 2 below shows, both national and international NGOs rely heavily on contractual (Other) and A2 (secondary school-level) employees. Moreover, the numbers of personnel in these categories at the local level tend to be higher than those at the national (headquarters) level, thereby indicating that both national and international NGOs tend to employ these types of personnel in their field activities.

⁸ Very few NGOs provided complete information concerning their headquarters (usually national) and local level personnel. In addition, information that would have allowed a qualitative assessment of capacity – based on the number of years of service per category – could not be used because the question was not formulated precisely enough on the questionnaire.

If these categories can serve as one indicator of the capacity of NGOs to contribute to development, Table 2 suggests that international NGOs tend to have a greater capacity than national NGOs, especially at the local level. While the average number of higher-level cadres at the national level for both national and international NGOs is roughly comparable, international NGOs have a far greater capacity than national NGOs at the local level for all categories of personnel. In addition, this local level strength of the international NGOs contributes significantly to their overall comparative capacity.

Table 2. National and International NGOs: Human Resource Capacity

	National Level				Local Level				Total			
	A0	A1	A2	Other	A0	A1	A2	Other	A0	A1	A2	Other
National NGOs												
Total Personnel	62	28	79	42	19	12	78	96	81	40	157	138
Average	2.2	1.0	2.8	1.5	0.7	0.4	2.8	3.4	2.9	1.4	5.6	4.9
International NGOs												
Total Personnel	41	20	45	84	24	26	68	79	65	46	113	163
Average	2.4	1.2	2.6	4.9	1.4	1.5	4.0	4.6	3.8	2.7	6.6	9.6

Logistics (Appendix 8)

The availability of transport offers another and very rough indicator of the capacity of NGOs to work directly with the rural population⁹. On average, there are 6 vehicles (all types) and 4 motorbikes (all types) for each NGO (with 49 NGOs reporting). The disparity among the national and international NGOs with respect to the availability of transportation is even greater than that for personnel. Three national NGOs do not have any vehicles and 10 have only one vehicle. In contrast, international NGOs have on average eleven vehicles.

Similar disparities exist with respect to the availability of motorbikes and computers.

Budgets

Since very few NGOs offered information concerning the level of their annual budgets, this topic is not discussed here.

6. NETWORKING, PARTNERSHIPS AND FUNDING

Most national and international NGOs exchange information at the national level through separate and respective coordinating bodies, the CCOAIB for national NGOs and the NGO Forum for international NGOs. Despite these opportunities for improving collaboration and coordination, many NGOs note a certain competition among NGOs working in the same geographic areas and with similar programs. As discussed above (see Section 4), the NGOs themselves are aware of the dispersed nature of their work and the lack of consistency in their program approaches.

⁹ Clearly the number of working vehicles in itself is an inadequate indicator of capacity. Some type of index based on transportation and NGO activities would offer a much more accurate view of the quality of NGO services.

In principle, quarterly planning meetings for NGOs are held in each prefecture and local authorities are sometimes called upon to participate in program planning and implementation. Most NGOs, however, note that the level of collaboration with government services could be dramatically improved. In particular, many raise the following issues with respect to MINAGRI:

- absence of a clearly defined policy vis-à-vis NGOs;
- insufficient technical capacity at the ministerial level;
- the lack of a well-defined policy and framework for governmental-NGO collaboration.

Some feel specifically that instead of being treated as “development partners,” the government prefers to “control” their actions. In this respect, many sense the lack of a cooperative attitude on the part of MINAGRI and a very superficial approach to collaboration. Many NGOs complain about the lack of follow-up on reports submitted, delays in dealing with issues, and approving projects.

In addition to noting difficulties in obtaining sufficient resources from donors, many NGOs feel that a much more serious problem arises from the need to accommodate to donor priorities that might not be consistent with grassroots level problems. Instead of orienting their funds toward programs that might respond to identified, local-level needs, it is felt that donors allocate funds to issues or sectors that respond to donor agency priorities. In addition, many NGOs note the administrative difficulties caused by the short-term nature of most donor funding.

7. OBSERVATIONS

Based on the information presented above and in the attached appendices, the following observations are offered for discussion.

Next Steps

Improved Data Collection

Based on the information provided by NGOs on the survey forms, several questions or areas of inquiry could be improved and simplified. In collaboration with NGOs, it would be especially useful to develop more specific identifiers of NGO program activities, as well as personnel and logistic capacity. For example, the current list of activities does not help to identify the specific nature of the activity or where there might be overlapping programs. (A more discrete identification would also prevent “double counting” of activities as well.) With respect to staff capacity, perhaps an identification of the number of years of experience together with educational level would be a useful indicator.

Some indicator of the frequency with which NGO field staff members are present at local sites would also be useful. There is clearly a difference between those NGOs with the funding and logistics to assure that staff visit project sites on a frequent and regular basis and those whose lack of funding or limited logistics only permit one visit.

In sum, serious consideration should be given to the development and maintenance of a database of NGO capacity, activities, and programs.

Policy and Program Issues

The geographic and program distribution of national and international NGOs deserves further discussion and examination. From the perspective of the government, it is useful to ask if, or how the separate activities of the NGOs add up to an overall development effort. In short, is the whole greater than the sum of the separate NGO activities? NGO-supported programs appear to comprise the most significant number of development activities in each commune and prefecture. Thus, what is the most effective means for MINAGRI to acquire an overall understanding of the “development contribution” of all of the NGO activities in each prefecture? Finally, is there some way to determine if some people in some areas are not part of the NGO development activities?

More broadly, it might be useful for MINAGRI to consider expanding the database to cover a more complete set of development actors in each prefecture. The current database is limited only to information concerning NGO programs. With information concerning other actors such as development programs of other ministries, private investors, etc., it could become a more powerful development planning tool.

While more specific information on the relationships among NGOs and provincial level government services would be useful, it appears that there is some type of continuing collaboration. As many NGOs pointed out, some type of national-level framework for collaboration should also be discussed. In particular, many NGOs expect government to begin playing a more pro-active coordinating and strategy role.

APPENDICES

Appendix 1.

NGOS, BY PROFILE: AREAS OF INTERVENTION BY PRÉFECTURE AND NUMBER OF COMMUNES(#)

PROFILE	PRÉFECTURE (COMMUNES)
AGRICULTURE AND RURAL DEVELOPMENT	
National NGOs	
ADEHAMU	Kibuye (5), Gisenyi (1)
ADENYA	Gikongoro(2)
Agence de Développement Rural	Umutara (3)
APIDERBU	Butare (1), Gitarama (1)
ARAMET	Byumba (3), Kibungo (2), Kibuye (1), Kigali Rural (2)
ARDEC	Butare (1), Cyangugu (1), Gitarama (2), Kibungo (3), Kigali Rural (1)
ARDI	Butare (5), Cyangugu (5), Gikongoro (4)
Association Belgique Rwanda	Butare (2), Gikongoro (1)
ATC	Gisenyi (1)
ENERWA	Kigali Rural (1), Kigali Ville (3)
ICV-NDIZA	Gitarama (3)
International NGOs	
Agro Action Allemande	Butare (3), Kibungo (4), Umutara (3)
DED Protection des Ressources	Butare (1), Cyangugu (3), Gitarama (2), Kibungo (1), Kigali Rural (1), Umutara (2)
FCD	Kibuye (8)
LVIA	Butare (4)
OXFAM Québec	Byumba (1), Kigali Rural (3)
World Concern International	Kibungo (5), Kigali Rural (1), Kigali Ville (1), Umutara
Zoa Refugee Care	Kigali Rural (2)
COOPERATIVE/ASSOCIATION DEVELOPMENT	
National NGOs	
ARCAD	Gisenyi (3), Ruhengeri (6), Butare (5)
Centre Iwacu	Butare (5), Gitarama (4), Kibungo (4)
CSC Gitarama	Gitarama (14)
Imbaraga	Butare (20), Cyangugu (12), Gikongoro (12), Gisenyi (12), Kibuye (1), Ruhengeri (16)
International NGOs	
INADES-Formation Rwanda	Butare (1), Byumba (4), Gitarama (3), Kibuye (3), Kigali Rural (3)
SOCIO-ECONOMIC DEVELOPMENT	
National NGOs	
ACORD	Gitarama (1), Kigali Rural (1), Kigali Ville (3), Umutara (3)
ASOFERWA asbl	Butare (1), Gisenyi (1), Gitarama (2), Kigali Rural (3), Umutara (1)
BDD Byumba	Byumba (9)
BDD Gitarama	Gitarama (17)
BDD Kigali	Kigali Rural (15), Kigali Ville (3)
Benimpuhwe	Kigali Rural (1)

Benishyaka Association	Butare (3), Gisenyi (1), Gitarama (2), Kibungo (3), Kigali Rural (3), Kigali Ville (3)
CDD-BDD Kibuye	Kibuye (4)
CDD Gikongoro	Gikongoro (8)
Conseil Protestant du Rwanda	Butare (3), Byumba (1), Cyangugu (1), Gikongoro (1), Gisenyi (2), Gitarama (1), Kibungo (1), Kigali Rural (7), Kibuye (1), Kigali Ville (2), Ruhengeri (1)
EER Diocèse de Byumba	Byumba (12)
PANDA/RBC	Butare (1), Gitarama (6), Kibungo (1)
International NGOs	
Action Aid	Butare (1)
Action Nord Sud	Kigali Rural (11)
Australian Help Program	Byumba (1)
AVSI-Rwanda	Byumba (1), Gitarama (5)
Care International	Gikongoro (6), Ruhengeri (4), Umutara (4)
Christian Aid	Byumba (1), Cyangugu (1), Gikongoro (4), Kibungo (1), Kibuye (1), Kigali Ville (3), Ruhengeri (1)
CICR	Cyangugu (8), Gikongoro (1), Kibungo, Kibuye (6)
CRS	Butare (2), Byumba (4), Gitarama (1), Kibuye (2)
CRWRC	Kibuye (3)
SNV Rwanda	Cyangugu (6), Gitarama (5)
World Vision Rwanda	Byumba (6), Gikongoro (2), Gisenyi (1), Kigali Rural (3), Ruhengeri (9), Umutara (3)
WOMEN AND YOUTH	
National NGOs	
ASR	Butare (11), Byumba (1), Cyangugu (5), Gikongoro (6), Gisenyi (4), Gitarama (5), Kibungo (1), Kibuye (4), Kigali Rural (6), Kigali Ville (1), Ruhengeri (4), Umutara (1)
AVEGA Agahozo	Gisenyi, Gitarama, Kibungo, Kigali Rural, Kigali Ville (3), Ruhengeri, Umutara
Duterimbere	Butare (20), Cyangugu (12), Gitarama (17), Kigali Rural (16), Kigali Ville (3), Ruhengeri (4), Umutara (10)
Réseau des Femmes	Byumba (4), Gikongoro (4), Gisenyi (3), Gitarama (2), Kibungo (1), Kibuye (4), Kigali Rural (2), Kigali Ville (2), Umutara (1)
Umushumba Mwiza asbl	Kigali Rural (1)

Appendix 2.

LIST OF NGOS WITH THEIR ACTIVITIES

NGO	ACTIVITY
National NGOs	
ADEHAMU	Agro-foresterie Appui crédit Artisanat Elevage Multiplication des semences Multiplication du bétail
ADENYA	Agriculture Apiculture Artisanat Education sanitaire et sociale Elevage
Agence de Développement Rural	Agriculture Appui aux associations Elevage Energie et hydraulique rurale Reboisement
APIDERBU	Agriculture Amélioration et protection des sols Animation et formation technique Appui crédit Auto-promotion rurale et appui-conseil Elevage Pêche et pisciculture Renforcement des capacités des communautés
ARAMET	Agriculture Agro-foresterie Artisanat Commercialisation des produits agricoles Elevage Energie et hydraulique rurale Habitat
ARCAD	Agriculture Appui aux micro-projets Auto-promotion rurale et appui-conseil Elevage Formation en matière coopérative
ARDEC	Agriculture Artisanat Pêche et pisciculture
ARDI	Agriculture Apiculture Elevage
ASOFERWA asbl	Agriculture Appui aux micro-projets Appuis crédits Artisanat Commercialisation des produits agricoles

	Elevage Habitat
ASR	Agriculture Animation et formation technique Artisanat Elevage
Association Belgique - Rwanda	Agriculture Commercialisation des intrants Elevage
ATC	Commercialisation des intrants
AVEGA AGAHOZO	Agriculture Appui crédit Commercialisation des produits agricoles Education sanitaire et sociale Elevage Habitat
AVSI - RWANDA	Animation et formation technique Appui aux micro-projets Habitat
BDD - Byumba	Animation et formation technique Appuis crédits Elevage Multiplication des semences
BDD - Gitarama	Agriculture Artisanat Elevage
BDD/Kigali	Appui crédit
BENIMPUHWE	Habitat
Benishyaka Association	Agriculture Amélioration et protection des sols Animation et formation technique Apiculture Appui crédit Artisanat Commercialisation des produits agricoles Education sanitaire et sociale Elevage Habitat
CDD - BDD/Kibuye	Reboisement Agriculture Appui crédit Auto-promotion rurale et appui-conseil Elevage
CDD - Gikongoro	Agriculture Amélioration et protection des sols Appuis crédits Commercialisation des intrants Elevage Multiplication des semences

Centre Iwacu	Appui crédit Diagnostic et éducation coopérative Formation en matière coopérative
CICR	Appui aux micro-projets
Conseil Protestant du Rwanda	Agriculture Artisanat Elevage
CSC - Gitarama	Animation et formation technique Appui aux associations Artisanat Auto-promotion rurale et appui-conseil Commercialisation des produits agricoles Formation en matière coopérative Multiplication des semences
DUTERIMBERE	Agriculture Animation et formation technique Appui crédit
EER - Diocèse de Byumba	Agriculture Elevage Myciculture
ENERWA	Agro-foresterie Artisanat
ICV-NDIZA	Agriculture Agro-foresterie Filière pomme de terre Multiplication des semences
IMBARAGA	Appui crédit Filière Pomme de terre
PANDA/RBC	Agriculture Amélioration et protection des sols Animation et formation technique Apiculture Appui crédit Auto-promotion rurale et appui-conseil Commercialisation des intrants Elevage Pêche et pisciculture
Réseau des Femmes	Agriculture Artisanat Commercialisation des intrants Elevage Multiplication des semences
Umushumba Mwiza ASBL	Agriculture Animation et formation technique Artisanat Elevage
International NGOs ACORD	Agriculture Auto-promotion rurale et appui-conseil Construction-réhabilitation des infrastructures Education sanitaire et sociale Elevage

Action Aid	Amélioration et protection des sols Reboisement Sécurité alimentaire
Action Nord Sud	Commercialisation des intrants Structuration du milieu
Agro Action Allemande	Agriculture Appui aux associations Appuis crédits Elevage
Australian Help Program	Agriculture Agro-foresterie Appui aux associations Artisanat Education sanitaire et sociale Elevage Energie et hydraulique rurale Habitat
Care International	Agriculture Agro-foresterie Amélioration et protection des sols Appui aux associations Appui crédit Autre Commercialisation des produits agricoles Elevage Habitat Reboisement Renforcement des capacités des communautés
Christian Aid	Appui crédit Elevage Formation en matière coopérative Renforcement des capacités des communautés Sécurité alimentaire
CRS	Amélioration et protection des sols Animation et formation technique Appui aux associations Commercialisation des intrants Construction-réhabilitation des infrastructures Elevage Multiplication des semences Renforcement des capacités des communautés
CRWRC	Agriculture Animation et formation technique Appuis crédits Elevage Renforcement des capacités des communautés
DED - Protection des Ressources	Agro-foresterie Amélioration et protection des sols Reboisement
FCD	Appui aux associations Commercialisation des intrants Formation en matière coopérative

INADES -Formation Rwanda	Agriculture Amélioration et protection des sols Apiculture Appui aux associations Appui crédit Artisanat Auto-promotion rurale et appui-conseil Commercialisation des intrants Commercialisation des produits agricoles Myciculture
LVIA	Apiculture Appuis crédits Commercialisation des intrants Construction-Réhabilitation des infrastructures Multiplication des semences Pêche et pisciculture
OXFAM QUEBEC	Agriculture Agro-foresterie Apiculture Artisanat Commercialisation des produits agricole Construction-Réhabilitation des infrastructures Elevage
SNV - Rwanda	Agriculture Animation et formation technique Apiculture Appui aux associations Appui aux micro-projets Appui crédit Commercialisation des intrants Commercialisation des produits agricoles Construction-réhabilitation des infrastructures Elevage Pêche et pisciculture Renforcement des capacités des communautés
World Concern International	Appui aux activités récréatives et éducatives Elevage Habitat
World Vision Rwanda	Agro-foresterie Amélioration et protection des sols Animation et formation technique Appui crédit Commercialisation des intrants Commercialisation des produits agricoles Construction-réhabilitation des infrastructures Education sanitaire et sociale Elevage Multiplication des semences
ZOA Refugee Care	Agriculture Agro-foresterie Animation et formation technique Appui aux micro-projets Commercialisation des intrants Commercialisation des produits agricoles Elevage

Appendix 3.

Distribution of NGOs in Communes, by Préfecture.

Préfecture	Number of Communes with:										Total
	no NGOs	1 NGO	2 NGOs	3 NGOs	4 NGOs	5 NGOs	6 NGOs	7 NGOs	8 NGOs	9 NGOs	
Butare	0	3	2	7	5	3	0	0	0	0	20
Byumba	0	1	4	3	3	4	0	0	0	0	15
Cyangugu	0	2	1	4	3	2	0	0	0	0	12
Gikongoro	0	2	2	2	2	1	4	0	0	0	13
Gisenyi	1	4	3	2	1	1	0	0	0	0	12
Gitarama	0	0	2	4	4	4	0	1	2	0	17
Kibungo	0	2	4	4	0	1	0	0	0	0	11
Kibuye	0	0	1	2	1	3	1	1	0	0	9
Kigali Rural	0	5	1	1	3	1	3	0	0	2	16
Kigali Ville	0	0	0	0	0	0	1	1	0	1	3
Ruhengeri	0	3	2	7	4	0	0	0	0	0	16
Umutara	0	3	4	1	1	1	0	0	0	0	10
Total	1	25	26	37	27	21	9	3	2	3	154
%	0,65	16,23	16,88	24,03	17,53	13,64	5,84	1,95	1,30	1,95	100,00

Appendix 4.

NGO Interventions, by name of Commune

Préfecture	Communes with									
	No NGOs	1 NGO	2 NGOs	3 NGOs	4 NGOs	5 NGOs	6 NGOs	7 NGOs	8 NGOs	9 NGOs
Butare		Mugusa Ndora Ntyazo	Huye Muyaga	Kigembe Muganza Muyira Nyakizu Nyaruhengeri Ruhashya Runyinya	Gishamvu Kibayi Maraba Rusatira Shyanda	Mbazi Ngoma Nyabisindu				
Byumba		Rutare	Cyungu Giti Gituza Tumba	Bwisige Kinyami Mukarange	Cyumba Muhura Ngarama	Buyoga Kibali Kivuye Kiyombe				
Cyangugu		Gafunzo Busozo	Bugarama	Gatare Karengera Kirambo Nyakabuye	Kagano Kamembe Cyimbogo	Gishoma Gisuma				
Gikongoro		Muko Musange	Karambo Rukondo	Mubuga Rwamiko	Mudasomwa Musebeya	Karama	Kinyamakara Kivu Nshili Nyamagabe			
Gisenyi	Giciye	Gaseke	Karago	Kanama	Rubavu	Matura				
		Kibilira	Kayove	Rwerere						
		Nyamyumba	Ramba							
		Satinskyi								
Gitarama			Mugina	Bulinga	Kayenzi	Kigoma		Runda	Musambira	
			Nyakabanda	Nyamabuye	Masango	Mukingi			Taba	
			Rutobwe	Murama	Ntongwe					
				Tambwe	Mushubati	Nyabikenke				
Kibungo		Kabarondo	Kayonza	Birenga		Rutonde				
		Kigarama	Mugesera	Muhazi						
			Nyarubuye	Rusumo						
			Rukira	Sake						
Kibuye			Bwakira	Gisovu	Rwamatamu	Gishyita	Mabanza	Rutsiro		
				Kivumu		Gitesi				
						Mwendo				
Kigali		Tare	Shyorongi	Gikomero	Bicumbi	Rutongo	Kanombe			Gashora
Rural		Butamwa			Gikoro		Ngenda			Kanzenze
		Mbogo			Mugambazi		Rubungo			
		Musasa								
		Rushashi								
Kigali Ville							Kicukiro	Kacyiru		Nyarugenge
Ruhengeri		Butaro	Cyabingo	Kidaho	Cyeru					
		Gatonde	Nyakinama	Mukingo	Kigombe					
		Nyamutera		Ndusu	Kinigi					
				Nkuli	Nyarutovu					
				Nkumba						
				Nyamugali						
				Ruhondo						
Umutara		Bugaragara	Gabiro	Nyagatare	Murambi	Muvumba				
		Rukara	Kagitumba							
		Rwisirabo	Kahi							
			Karangazi							

Appendix 5.

NGO Activities by Prefecture (# of interventions)

Butare, Byumba, Cyangugu, Gikongoro (1)

	Agriculture	Agro-foresto	Amél et prot des sols	Anim et Form Tech; AutoProm Rural et Appui Conseil	Apiculture	Appui Assoc	Appui Crédits	Artisan	Comm Intrants	Comm Prod Agr
Butare	AAA(2), APID, ARDEC, ARDI(3), ASR(10), ABR(2), CProt(2), PAND	DED	ActAid APID, CRS(2), PAND, DED, INADES	APID(2), ASR, CRS(2), DUT(20), PAND(2)	ARDI(6), LVIA(2), PAND	AAA, INADES	AAA, APID, IWACU(5), DUT20), IMB(20), LVIA(2), PAND	ASR(10), CProt(3)	ABR(2), CRS(2), LVIA(4)	ASOF
Byumba	ASR, AusHlp, CProt, EER- DB(9), INADES(2), OXFAM, Rfemm(4)	WV, OXF-Q, ARAM, AusHlp	CRS(4), INADES	AVSI, BDD- B(3), WV(6), INADES	OXF-Q, INADES	INADES(3), AusHlp	BDD-B(9), CA, IMB, INADES(2)	AusHlp, ARAMET, OXF-Q, ASR, INADES	WV(6)	ARAM, OXF-Q
Cyangugu	ARDEC, ARDI(5), ASR(5) SNV- R(6)	DED(3)	DED(3)	DUT(12), SNV-R (6)	SNV-R(6), ARDI(3)	SNV-R(6)	DUT(12), IMB(12), SNV- R(6)	ASR(5) CProt	SNV-R(6)	SNV-R(6)
Gikongoro	ADEN(2), ARDI(3), ASR(6), ABR, Care(4), CDD- G(4), Rfemm(4)	WV(2)	CDD-G, WV	WV(2)	ADEN(2), ARDI(4)		Care(4), CDD- G, CA(4), IMB(13), WV(2)	ADEN(2), ASR(6)	ABR, CDD- G, WV(2)	Care(4), WV(2)

NGO Activities by Prefecture (# of interventions)
Cont'd

Butare, Byumba, Cyangugu, Gikongoro (2)

	Const, Habitat	Ed Coop	Ed Sanit et Social	Elevage	Multi Sem et Pommes de Terre	Pisiculture	Reboisement	Cap Comm, Struct Mileau, Sec Alim	Myciculture	Micro- Projects
Butare	CRS(2)	IWACU(1)	Ben(3)	AAA(2), APID, ARDI(3), ASR(9), ABR(2), PAND	LVIA(3)	APID, ARDEC, LVIA(4), PAND	DED(2)	APID, ActAid	EER-DB(6)	
Byumba	OXF-Q, AVSI, AusHlp	CA	AusHlp	ASR, AusHlp, BDD- (4), CProt, CRS(4), EER-DB(11), OXF-Q, WV(6)	IMB(3), BDD-B(4), CRS(4), WV(6)			CA		AVSI
Byangugu				ARDI(2), ASR(5), CA, SNV-R(6)		SNV-R(5)	DED(3)	CA		CICR(8), SNV- R(6)
Gikongoro	Care(2)	CA(4)	ADEN(2)	ADEN(2), ARDI(3), ASR(6), ABR, Care(4), CDD-G(7), CProt, WV(2)	CDD-G, WV			CA		

NGO Activities by Prefecture (# of interventions)
Cont'd

Gisenyi, Gitarama, Kibungo, Kibuye (1)

	Agriculture	Agro-foresto	Amél et prot des sols	Anim et Form Tech; AutoProm Rural et Appui Conseil	Apiculture	Appui Assoc	Appui Crédits	Artisan	Comm Intrants	Comm Prod Agr
Gisenyi	ARCAD(3), ASR(4), Rfemm(3)			ARCAD(3)			ADEH, IMB(12)	ASR(4), ASOF	ATC	
Gitarama	APID, ARDEC(2), ASOF, ASR(5), AvAg, BDD-G(17), CProt, ICV(3), INADES(2), PAN(5), Rfemm, SNV(5)	ICV(3), DED(2)	APID, DED(2), INADES(2)PAN(6)	ACORD, APID, AVSI(4), CRS, CSC-G(21), DUT(17), PAN(11), SNV(5)	PAN(6)	CSC-G(9), CRS	APID, ASOF, AvAg, IWACU(4), CUT(17), INADES(3), PAN(6), SNV(5)	ASR(5), BDD-G(17), CSC-G(2)	PAN(5), RFemm	CSC-G(6), AvAg
Kibungo	AAA(3), ARAM(2), ARDEC(3), ASR, AvAg, Ben(3), CProt, PAN, RFemm	DED	DED, PAN	PAN(2)	Bed(3), PAN		AvAg, CA, IWACU (4), PAN	ASR, ARDEC, Rfemm, ARAM	PAN	AvAg, ARAM
Kibuye	ASR(4), BDD-K(4), CRWRC(3), Rfemm(3)	ADEH(2), ARAM	INADES	CRS(2), CRWRC(3), BDD-K		FCD(8), INADES(3)	ADEH(5), BDD-K(4), CA, CRWRC, INADES(2)	ADEH(2), ARAM, ASR(4), RFemm	FCD(8), INADES	ARAM

NGO Activities by Prefecture (# of interventions)
Cont'd

Gisenyi, Gitarama, Kibungo, Kibuye (2)

	Const, Habitat	Ed Coop	Ed Sanit et Soc	Elevage	Multi Sem et Pommes de Terre	Pisiculture	Reboisement	Cap Comm, Struct Mileau, Sec Alim	Myculture	Micro Proj
Gisenyi	WV	ARCAD(3)	AvAg, Ben	ARCAD(2), CProt, ASR(4)	IMB(3), WV					ARCAD(3)
Gitarama	SNV(5), ACORD, ASOF, AvAg	IWACU(8), CSC-G(14)	Ben(2)	APID, ASOF, ASR(5), AvAG, BDD- G(17), PAN(5), SNV(5)	ICV(6), CRS, CSC-G	PAN(6), ARDEC, SNV	DED(2)	SNV(5)		AVSI(4)
Kibungo	AvAg, ARAM(2), WCI	IWACU(8), CA		AAA(4), ARAM, ASR, AvAg, PAN, WCI(4)		PAN		CA		CICR(6)
Kibuye	ARAM	FCD(8), CA		ADEH(3), ASR(4), BDD- K(4), CProt, CRS(2), CRWRC(3), RFemm	IMB, ADEH(3)			CA, CRWRC(3), CRS(2)		

NGO Activities by Prefecture (# of interventions)
Cont'd

Kigali Rural, Kigali Ville, Ruhengeri, Umutara (1)

	Agriculture	Agro-foresto	Amél et prot des sols	Anim et Form Tech; AutoProm Rural et Appui Conseil	Apiculture	Appui Assoc	Appui Crédits	Artisan	Comm Intrants	Comm Prod Agr
Kigali Rural	ACORD(2), ARDEC, ASOR(2), ASR(6), AvAg, Ben, CProt(2), OXF-Q(4), Rfemm(2), UmuM, ZOA(2)	ARAM, DED, ENERWA, OXF-Q(4), WV(3), ZOA	DED	DUT(16), UmuM, WV(3), ZOA(2), ACORD(2)	OXF-Q(4)	INADES(2)	AvAg, BDD- Kig(15), Ben(3), DUT(16), WV(3)	ARAM(2), ARDEC, ASR(6), Ben(2), CProt, ENERWA(2), OXF-Q(4), UmuM	ANS(11) INADES(3), Rfemm, WV(3), ZOA(2)	ARAM, ASOR, AvAg, INADES, OXF-Q(4), ZOA
Kigali Ville	Rfemm(2)			ASR, Ben(3), DUT(3), ACORD(3)			AvAg(3), BDD- Kig(3), Ben(3), CA(2), DUT(3)	CProt(2), ENERWA(3)		AvAg(3), Ben(3)
Ruhengeri	ARCAD(5), ASR(3), CProt, CUT(4)	WV	Care(4)	ASR ARCAD(6)			DUT(4), IMB(16)	ASR(3)	WV(7)	
Umutara	ACORD(3), ADR(3), AAA(3), ASOF, ASR, AvAg, RFemm	Care(3), DED(2), WV(3)	Ben, Care, DED(2)	DUT(10), WV(3), ACORD		Care(4), ADR	AvAg, Ben, DUT(10), WV		WV(2)	AvAg

NGO Activities by Prefecture (# of interventions)
Cont'd

Kigali Rural, Kigali Ville, Ruhengeri, Umutara (2)

	Const, Habitat	Ed Coop	Ed Sanit et Soc	Elevage	Multi Sem et Pommes de Terre	Pisiculture	Reboisement	Cap Comm, Struct Mileau, Sec Alim	Myciculture	Micro Proj
Kigali Rural	OXF-Q(4), ACORD(2), ARAM(2), ASOF, AvAg, Ben		ACORD(2)	ACORD(2), ARAM, ASOF, ASR(6), AvAg, CProt(5), OXF-Q(4), UmuM, WCI, WV(3), ZOA(3)	Rfemm, WV(3)		DED	ANS(11)	INADES	ASOF, ZOA
Kigali Ville	ACORD(3), AVAG(3)			CProt, WCI				CA		
Ruhengeri		ARCAD(5)	WV(2), AvAg	ARCAD(5), ASR(3)	IMB(3), WV(6)		Care(4)	CA(2), Care(4)		ARCAD(4)
Umutara	ACORD(3), AvAg, Ben		ACORD(3)	ACORD(3), ADR, AAA(3), ASR, AvAg, Ben, WCI, WV	WV(3)		ADR(2), Ben, Care, DED(2)	Care		

NGO Abbreviations	Activities
AAA = Agro-Action Allemand ABR = Association Belgique-Rwanda ActAid = Action Aid ADR = Agence de Développement Rural ANS = Action Nord Sud ADEH = ADEHAMU ADEN = ADENYA APID = APIDERBU ARAM = ARAMET ASOF = ASOFERWA AusHlp = Australian Help Program AvAg = AVEGA AGAHOZO BDD-B = BDD-Byumba BDD-K = CDD-BDD/Kibuye BDD-Kig = BDD-Kigali BDD-G = BDD-Gitarama Ben = Benishyaka Association Care = Care International CA = Christian Aid CDD-G = CDD-Gikongoro CProt = Conseil Protestant CSC-G = CSC-Gitarama DUT = DUTERIMBERE EER-DB – EER-Diocèse dy Byumba ICV = ICV-NDIZA IMB = IMBARAGA OXF-Q = OXFAM-Québec PAND = PANDA/RBC Rfemm = Réseau des Femmes SNV-R = SNV-Rwanda UmuM = Umushumba Mwiza absl WCI = World Concern International WV – World Vision Rwanda ZOA = ZOA-Refugee Care	Agriculture Agro-foresto = Agro-foresterie Amel et prot des sols = Amelioration et protection des sols Anim et Form Tech = Animation et Formation Technique AutoProm Rural et Appui Conseil = Auto-Promotion Rural et Appui Conseil Apiculture Appui Assoc = Appui aux Associations Appui Credits Artisan Comm Intrants = Commercialisation des Intrants Comm Prod Agr = Commercialistaion des Produits Agricoles Const, Habitat = Contruction, Habitat Ed Coop = Education Cooperative (Formatoin) Ed Sanit et Social = Education Sanitaire et Social Elevage Multi Sem et Pommes de Terre = Multiplication des Semences et Filiere des Pommes de Terre Pisiculture Reboisement Cap Comm, Struct Mileau, Sec Alim = Capacite des Communautes, Structuration de Mileau, Securite Alimentaire Myciculutre Micro-Projects

Appendix 6.

NGO Activities by Préfecture (# of NGOs/total # of intervention sites by activity)

	Agriculture	Agro-foresto	Amél et prot des sols	Anim et Form Tech; AutoProm Rural et Appui Conseil	Apiculture	Appui Assoc	Appui Crédits	Artisan	Comm Intrants	Comm Prod Agr
Butare	8 / 22	1 / 1	6 / 7	4 / 25 2 / 2	3 / 9	2 / 2	7 / 50	2 / 13'	3 / 8	1 / 1
Byumba	7 / 9	4 / 4	2 / 5	3 / 10 1 / 1	2 / 2	2 / 4	4 / 13	5 / 5	1 / 6	2 / 2
Cyangugu	4 / 7	1 / 3	1 / 3	2 / 18	2 / 9	1 / 6	3 / 30	2 / 6	1 / 6	1 / 6
Gikongoro	7 / 23	1 / 2	2 / 3	1 / 2	2 / 6		5 / 24	2 / 8	3 / 4	2 / 6
Gisenyi	3 / 10			3 / 3			2 / 13	4 / 6	1 / 1	
Gitarama	12 / 44	2 / 5	4 / 11	6 / 43 4 / 19	1 / 6	2 / 10	9 / 38	3 / 24	2 / 6	3 / 7
Kibungo	9 / 17	1 / 1	1 / 2	1 / 1	2 / 4		4 / 7	4 / 4	1 / 1	2 / 2
Kibuye	4 / 14	2 / 3	1 / 2	2 / 5 1 / 1		2 / 11	5 / 13	4 / 18	2 / 9	1 / 1
Kigali Rural	11 / 24	6 / 11	1 / 1	4 / 22 1 / 2	1 / 4	1 / 2	5 / 38	8 / 19	5 / 20	6 / 9
Kigali Ville	1 / 2			3 / 7 1 / 3			5 / 15	2 / 5		2 / 6
Ruhengeri	4 / 13	1 / 1	1 / 4	1 / 1 1 / 6			2 / 17	1 / 3	1 / 7	
Umutara	7 / 13	3 / 8	4 / 4	2 / 3 1 / 1		2 / 5	4 / 13	1 / 1	1 / 2	1 / 1

NGO Activities by Préfecture (# of NGOs/total # of intervention sites by activity)
Cont'd

	Const, Habitat	Ed Coop	Ed Sanit et Soc	Elevage	Multi Sem et Pommes de Terre	Pisciculture	Reboisement	Cap Comm, Struct Mileau, Sec Alim	Myciculture	Micro Projects
Butare	2 / 3	1 / 5	1 / 3	6 / 18	1 / 5	4 / 7	2 / 2	1 / 1 1 / 1	1 / 1	
Byumba	3 / 3	1 / 1	1 / 1	8 / 29	4 / 14			1 / 1	1 / 6	1 / 1
Cyangugu				4 / 14		1 / 6	1 / 3	1 / 1		2 / 14
Gikongoro	1 / 2	1 / 4	1 / 2	8 / 26	2 / 2			1 / 1		
Gisenyi	1 / 1	1 / 3	2 / 2	3 / 8	2 / 4					1 / 3
Gitarama	4 / 8	1 / 4 2 / 18	1 / 2	7 / 35	2 / 18	1 / 1	1 / 1	1 / 1		
Kibungo	3 / 4	1 / 4 3 / 5		6 / 12		1 / 1	1 / 1	1 / 1		
Kibuye	1 / 1	2 / 9		8 / 18	2 / 4			3 / 6		1 / 6
Kigali Rural	6 / 11		1 / 2	11 / 27	2 / 4		1 / 1	1 / 11		
Kigali Ville	2 / 5			2 / 2				1 / 1		
Ruhengeri		1 / 5	1 / 3	2 / 8	2 / 9		1 / 4	2 / 5 1 / 1		1 / 5
Umutara	3 / 5		1 / 3	8 / 14	1 / 3		5 / 6	1 / 1		

Appendix 7.

NGO PERSONNEL

NGO	Category	Territorial Level of Assignment	Professional Level*	Number of Personnel	
NATIONAL NGOs					
ADEHAMU	Administrative	Prefectoral et communal	A2	3	
	Technique		Autre	1	
			A1	1	
			A2	2	
			Autre	2	
			Total:	9	
ADENYA	Administrative	Prefectoral et communal	A0	0	
	Technique		A1	1	
			A2	1	
			Autre	5	
			A2	2	
			Autre	4	
			Total:	13	
			Agence de Développement Rural	Administrative	National
Technique	A1	1			
	A2	1			
	Prefectoral et Communal	A0		1	
		A2		2	
		Autre		4	
Total:	10				
APIDERBU	Administrative	Prefectora let communal		A0	1
	Technique		A2	2	
			A2	7	
			Autre	1	
			Total:	11	
ARAMET	Administrative	National	A0	0	
	Technique		A2	4	
			Autre	4	
			A0	3	
			A1	1	
			Prefectoral et communal	A1	1
				A2	3
				Total:	16

ARCAD	Administrative	National	A1	1
			A2	1
	Technique		A1	4
			A2	1
			Total:	7
ARDI	Administrative	National	A0	1
			A1	1
			A2	3
	Technique	Prefectoral et communal	Autre	1
			Autre	3
			A1	5
			A2	2
			Total:	16
ASOFERWA asbl	Administrative	National	A0	1
			A1	1
			Autre	1
	Technique		A0	1
			A1	2
			A2	26
			Total:	32
Association Belgique - Rwanda	Administrative	National	A2	1
			Autre	1
	Technique	Prefectoral et communal	A1	1
			A1	1
			Autre	15
			Total:	19
ATC	Administrative	Prefectoral et communal	A2	1
	Technique		A0	1
			A1	1
			A2	4
			Total:	7
AVEGA AGAHOZO	Administrative	National	A0	1
			A1	2
			A2	1
	Technique		Autre	9
			A0	3
			A2	7
			Autre	2
			A2	4
			Total:	29
BDD - Byumba	Administrative	Prefectoral et communal	A0	1
			A2	2
			Autre	1
	Technique		A2	3
			Total:	7
BDD - Gitarama	Administrative	Prefectoral et Communal	A0	1
			A2	1
	Technique		A0	1
			A1	2
			Autre	7
			Total:	12

BDD/Kigali	Administrative	National	A0	5
			A2	1
	Technique		A2	4
			Total:	10
BENIMPUHWE	Technique	National	A2	5
			Total:	5
Benishyaka Association	Administrative	National	A1	4
			A2	2
	Technique	Prefectoral et communal	A1	1
			Total:	7
CDD - BDD/Kibuye	Administrative	Prefectoral et communal	A0	2
			A2	1
			Autre	2
	Technique		A2	2
			Autre	20
			Total:	27
CDD - Gikongoro	Administrative	Prefectoral et communal	A2	1
	Technique		A0	1
			A2	2
			Total:	4
Centre Iwacu	Administrative	National	A0	4
			A1	2
			A2	5
			Autre	7
	Technique		A0	11
			A1	1
		Total:	30	
Conseil Protestant du Rwanda	Administrative	National	A0	4
			A1	5
			A2	5
			Autre	8
	Technique	Prefectoral et communal	A0	3
			A1	4
		A2	4	
		Total:	33	
CSC - Gitarama	Administrative	National	A0	1
			A2	4
			Autre	2
	Technique		A0	5
			A1	2
		Total:	14	
DUTERIMBERE	Administrative	National	A0	3
			A1	2
			A2	2
	Technique		A2	2
			Total:	9
ENERWA	Administrative	National	A0	1
	Technique		A2	1
			Total:	2

ICV-NDIZA	Administrative	Prefectoral et communal	A2	1
	Technique		Autre	3
				Total:
IMBARAGA	Administrative	National	A0	2
			A1	1
	Technique	Prefectoral et Communal	Autre	1
			A0	1
			A0	1
			A2	2
			Total:	8
PANDA/RBC	Administrative	National	A0	1
			A1	1
	Technique	Prefectoral et communal	Autre	1
			A2	2
			A2	5
			Autre	30
			Total:	40
Réseau des Femmes	Administrative	National	A0	1
			A1	1
			A2	5
	Technique	National	A1	5
			A2	1
		National Prefectoralet communal	Autre	2
			A1	1
			A2	3
			Total:	19
Umushumba Mwiza ASBL	Administrative	National Prefectoral et communal	A0	3
			A2	1
	Technique		A2	11
			Autre	1
		Total:	16	
INTERNATIONAL NGOs				
ACORD	Administrative	National	A0	1
			A1	1
			A1	3
	Technique	National Prefectoral et communal	A2	9
			A1	8
			A2	2
		Total:	24	
Action Nord Sud	Administrative	National	A0	1
			A1	1
			A2	5
			Autre	17
	Technique	Prefectoral et communal	A0	3
			A2	10
			Autre	1
			Total:	38

Agro Action Allemande	Administrative	National	A0	6
			A1	1
			A2	4
		Prefectoral et communal	Autre	14
			A0	2
			A1	4
			A2	2
			Autre	12
			Total:	57
	Technique	National	A1	1
			A2	6
			Autre	2
		Prefectoral et communal	A2	3
			Total:	10
Australian Help Program	Administrative	National	A0	1
			A1	1
			A2	2
			Autre	2
	Technique	Prefectoral et communal	A2	1
			Autre	1
			A0	1
			A2	1
			Total:	10
Care International	Administrative	National	A0	4
			A1	1
			A2	1
			Autre	4
		Prefectoral et communal	A1	2
			A2	3
			Autre	6
			Total:	34
	Technique	National	A1	3
			A2	1
			A0	4
			Total:	8
		Prefectoral et communal	A1	3
			A2	1
			Autre	1
			Total:	5
Christian Aid	Administrative	National	A0	1
			A1	1
			A2	1
			Autre	3
	Technique	Prefectoral et communal	A0	1
			A2	1
			Total:	8
CRS	Administrative	National	A1	2
			A2	1
			A2	1
			Total:	4
	Technique	National	Autre	2
			A0	5
			A1	1
			A2	4
		Prefectoral et communal	Autre	16
			Total:	32

CRWRC	Administrative	Prefectoral et communal	A0	1
	Technique		A2	1
			Total:	2
DED - Protection des Ressources	Administrative	National	A0	3
			A2	2
			A0	2
	Technique	Prefectoral et Communal	A0	4
			A1	1
			A2	16
			Autre	40
	Total:	68		
FCD	Administrative	National	A1	1
			A2	2
	Technique	Prefectoral et communal	A0	1
			A2	2
			A2	2
			Total:	8
	INADES -Formation Rwanda	Administrative	National	A0
A1				1
Autre				2
Technique			A0	4
			A1	1
			Total:	14
LVIA	Administrative	Prefectoral et communal	A2	1
	Technique		A1	1
			Total:	2
OXFAM QUEBEC	Administrative	National	A1	1
			A2	1
			Autre	3
	Technique		A0	1
			A1	1
			A2	1
			Total:	8
SNV - Rwanda	Administrative	National	A0	3
			A1	1
			A2	3
			Autre	36
			Total:	43
World Concern International	Administrative	National	A0	1
	Technique	Prefectoral et communal	A0	1
			A1	1
			A2	1
			Total:	4

World Vision Rwanda	Administrative	Prefectoral et communal	A0	1
			A2	1
	Technique	National	A0	4
			A1	3
			A2	2
			A0	1
		Prefectoral et communal	A1	1
			A2	14
			Total:	27
ZOA Refugee Care	Administrative	Prefectoral et communal	A0	0
			A2	0
	Technique		A0	1
			A1	1
			A2	5
			Autre	1
			Total:	8

*A0 = university level education; A1 = 2 years of university level education; A2 = Secondary school level education

Appendix 8. NGO Logistics Capacity

ONG	Véhicule	Motos	Ordinateurs
Benimpuhwe	0	0	0
ADEHAMU	1	1	1
ADENYA	1	1	1
Agence de Développement Rural	5	1	2
APIDERBU	3	5	1
ARAMET	4	5	4
ARCAD	1	0	1
ARDEC	6	3	3
ARDI	1	2	2
ASOFERWA	8	0	5
ASR	2	0	1
Association Belgique Rwanda	1	3	2
ATC	1	1	1
AVEGA AGAHOZO	3	0	1
BDD-Byumba	1	3	1
BDD-Gitarama	2	0	2
BDD-Kigali	2	1	2
Benishyaka Association	2	2	1
Care International	9	18	7
CDD-Kibuye	1	2	1
CDD-Gikongoro	2	1	2
Centre Iwacu	6	0	7
Conseil Protestant du Rwanda	9	0	7
CSC Gitarama	5	0	4
Duterimbere	6	5	8
ENERWA	0	1	1
ICV Ndiza	0	1	0
Imbaraga	1	2	2
Panada RBC	2	0	1
Réseau des Femmes	4	0	2
Umushumba Mwiza Asbl	1	0	2
Moyenne ONG Nationales	2,9	1,9	2,4
ACORD	7	8	13
Action Aid	4	0	3
Action Nord Sud	11	4	12
Agro Action Allemande	29	21	11
AHP	11	2	9
Christian Aid	3	0	3
CRS	5	6	6
CRWRC	1	2	1
DED Protection des Ressources	9	15	7
FCD	2	2	2
INADES-Formation Rwanda	3	0	5
LVIA	1	1	1
OXFAM Québec	5	2	5
SNV Rwanda	12	12	11
World Concern International	2	1	1
World Vision	82	35	2
ZOA Refugee Care	9	12	20
Moyenne ONG Internationales	11,5	7,2	6,6
Moyenne toutes ONG	6	4	4

Appendix 9.

Questionnaire (Format modified for this appendix)

ETUDE DIAGNOSTIC DES PROGRAMMES EN APPUI DES ASSOCIATIONS A VOCATION COOPERATIVE

SECTION I : ACTIVITES ET RELATIONS AVEC LE MILIEU

Identification de l'ONG

A.1. Nom de l'ONG :

A.2. Titre et nom du Responsable :

A.3. Adresse 1 :

A.4. Adresse 2 :

A.5. Téléphone :

A.6. Fax :

A.7. Email :

Création et établissement au Rwanda

B.1. Date de création :

B.2. Origine et raisons pour lesquelles l'ONG a été créé :

B.3. Promoteurs :

B.4. Date d'établissement au Rwanda :

Missions, objectifs actuels

C.1. Objectif global (mission)

C.2. Objectifs spécifiques actuels

Domaines d'intervention, programmes et activités

D.1. Dans quels domaines intervenez-vous ?

Agriculture

Elevage

Commerce

Artisanat

Agro-foresterie

Autre (à préciser) :

D.2. Pourriez-vous donner des précisions sur vos interventions (lieux, début, activités, associations et inter-groupements encadrés)?

Préfecture	Commune	Début d'intervention	Types d'intervention ou d'activités	Nbre d'inter-groupements impliqués	Nbre de groupements impliqués

Résultats attendus

E.1. Résultats qualitatifs

E.2. Résultats quantitatifs

F. Collaboration avec le Gouvernement et les autres ONG

F.1. Avez-vous des relations avec les services gouvernementaux au niveau national, préfectoral et Communal ? Oui Non

Si oui, lesquelles ?

F.2. Avez-vous des relations avec d'autres ONG ayant des activités dans le pays ? Oui Non

Si oui lesquelles ?

F.3. Existe-t-il un cadre de collaboration ou de concertation (formel ou informel) avec les services Gouvernementaux ou d'autres ONG ?

G. Problèmes et contraintes

G.1. Quels sont les principaux problèmes rencontrés ?

Vis-à-vis des autres ONG

Vis-à-vis des bailleurs de fonds

Vis-à-vis des services gouvernementaux

H. Impact sur l'organisation paysanne

Zone d'intervention	Importance de la population encadrée par le canal des organisations à vocation coopérative		Niveau d'auto-organisation et capacité de négociation des organisations payannes (1 = Elevé 2= Moyen 3 = Bas)
	Nombre de ménages	En %	

SECTION II : ASPECTS ORGANISATIONNELS

I. Organisation territoriale

I.1. Comment êtes-vous organisé au niveau national, préfectoral et communal (représentations) ?

J. Méthodologie d'intervention

J.1. Pourriez-vous décrire brièvement votre méthodologie d'intervention (approche, stratégies) ?

Domaine d'intervention	Méthodologie (approche)	Stratégies

K. Capacités de l'ONG

K.1. Donnez des précisions sur le personnel que vous utilisez.

Catégorie de personnel	Niveau national				Niveau préfectoral et communal				Années d'expérience (Total)
	A0	A1	A2	Autres	A0	A1	A2	Autres	
Personnel administratif									
1.									
2.									
3.									
4.									
5.									
6.									
Personnel technique									
1.									
2.									
3.									
4.									
5.									
6.									

K.2. Pourriez-vous fournir des détails sur les moyens logistiques dont vous disposez ?

Type de moyens	Nombre
Véhicules type	
Véhicules type	
Motos	
Ordinateurs	

K.3. Quel usage faites-vous des ordinateurs ?

Traitement de texte

Gestion

Communication / information

Autre (à préciser) :

L. Formation du personnel

L.1. Quelle importance accordez-vous à la formation du personnel d'exécution et des agents de suivi ?

L2. Types et fréquence de formation, nombre de personnes formées en 1999 et prévisions pour 2000

	Personnel d'exécution	Agents de suivi
Types ou modules de formation organisés	a) b) c) d) e)	a) b) c) d) e)
Fréquence des sessions de formation		
Nombre de personnes formées en 1999		
Nombre de personnes qu'il est prévu de former en 2000		

M. Budget et financement

M.1. Quelles sont les principales sources de financement de vos programmes et leur importance (%) ?

M.2. Quelle est la répartition de votre budget annuel?

Services	%
Administratif et financier	
Technique	

M.3. Quel était le montant total de votre budget annuel en 1997, 1998, 1999 ?

N . Evaluation des activités

N.1. Processus d'évaluation :

N.2. Quelles sont les méthodes et critères d'évaluation de vos activités ?

N.3. Fréquence de l'évaluation (mensuelle, trimestrielle, semestrielle, annuelle) :

O. Points forts et points faibles de l'ONG

O.1. Points faibles :

O.2. Points forts :

P. Etude comparative sur les associations

P.1. Qu'attendez-vous d'une étude comparative sur les programmes en appui aux associations paysannes ?

P.2. Etes-vous intéressé par un atelier d'une journée sur « La Contribution des associations paysannes au développement rural du Rwanda » ?

APPENDIX 10.

NGO CONTACT LIST (November 2000)

NGO and Contact Person	Address	Telephone	Fax	Email
ACORD Association de Coopération et de Recherche pour le Développement Représentante Régionale, Cécile Mukarubuga	BP 1019 Kigali	74619/76473	73614	acordrw@rwanda1.com
Action Aid Director, Salifu Sledje	BP 3703 Kigali	87239/87340	87239	aarwanda@rwandatell1.rwanda1.com
Action Nord Sud Directeur de Programme, Deo Butera	BP 747 Kigali	84206/83689	83689	handint@rwandatell1.rwanda1.com
ADEHAMU Action de Développement des Hauts Altitudes de Mukura Représentant Légal, Anastase Munyengango	BP 64 Kibuye	68137	68137	
ADENYA Association pour le Développement de Nyabimata Représentant Légal, Edouard Rwasamirera	BP 226 Butare			
Agence de Développement Rural Coordinateur, Sam Rubagumya	BP 204 Nyagatare	65205		
Agro Action Allemande Coordinateur du Programme, Wüst Ursula	BP 1346 Kigali	78868	78336	114702350@compuserve.com
APIDERBU Action pour la Production des Initiatives de Développement de la Région de Busoro Représentant Légal, Alphonse Munyantwali	BP 8 Nyabisindu			
ARAME'T Association de Recherche et d'Appui en Aménagement du Territoire Secrétaire Exécutif, Kayigema Anicet	BP 1888 Kigali	72746/78575		aramet@rwandatell1.rwanda1.com
ARCAD Association Rwandaise pour la Coopération et l'autodéveloppement Coordinateur, Forongo Mpirikanyi	BP 87 Ruhengeri	546704/08521		
ARDEC Agence Rwandaise pour le Développement et la Coopération Directeur Général, Augustin Kayigamba	BP 1917 Kigali	73987/77903	77919	

ARDI Association Rwandaise pour la Promotion du Développement Intégré Director, Ntawuyirusha Evariste	BP 1295	73961	74520	ardi@rwandatel1.rwanda1.com
ASOFERWA asbl Association de Solidarité des Femmes Rwandaises Coordinateur, J. Claude Kabalisa	BP 565 Kigali	86394	84413	asoferwa@rwandatel1.rwanda1.com
ASR Association des Scouts du Rwanda Commissaire Gén. Pierre Célestin Kabagamba	BP 775 Kigali	73091	73091	
Association Belgique – Rwanda Coordinateur, Emmanuel JAMBLINN	BP 356/321 Butare/Kigali	73241	73241	Eugeneabr@hahoo.fr
ATC Association pour les Techniques aux Coopératives Représentant légal, John NYAMWEMA	BP 481 Gisenyi			
Australian Help Program Représentant National, Othmar REGELB	BP 2469 Kigali	84322/514788 08506660	84322	ahprwa@rwanda1.com
AVEGA AGAHOZO Association des Veuves du Génocides d’Avril 94 Coordinatrice, Hilarie Mukamazimpaka	Kigali	516125/516126		avega@rwanda1.com
AVSI – RWANDA International Volunteer’s Association Représentant, Carlo ZORZI	BP 3185 Kigali	514552/514553		avsikili@rwadatel1.rwanda1.com
BDD – Byumba Bureau Diocesain de Développement Abbé Emmanuel Rutsindintwarane	BP 05 Byumba	64257	64010	
BDD – Gitarama Bureau Diocesain de Développement Directeur, Josaphat A. Hitimana	BP 3003 Kigali	62348	62101	
BDD/Kigali Bureau Diocesain de Développement Coordinateur, Ndamage Gérard	BP 405 Kigali	70357		
BENIMPUHWE Représentant Legal, Marguerit Mutumwinka	BP 3187 Kigali	77022		

Benishyaka Association Coordinator, Betty Gahima	BP1091 Kigali	250-87083	250-87083	benasoc@rwanda1.com
Care International Directeur, Michelle Carter	BP 550 Kigali	72402/72907 65226	726012	care@rwandatel1.rwanda1.com
CDD - BDD/Kibuye Comité Diocésain de Développement Bureau Diocésain de Développement Directeur, Gérard A. Tumasabyimbabazi	BP 20 Kibuye	68356/68024		
CDD – Gikongoro Comité Diocésain de Développement Abbé Gasana Sébastien	BP 77 Gikongoro	35083	35081	
Centre Iwacu Coordinator, Jeanne Gakuba	BP 1313 Kigali	73325	73309	Iwacu@rwandatel1.rwanda1.co
Christian Aid Field Officer, Andrew Butare	BP 2829 Kigali	78337	78337	Caid@rwandatel1.Rwanda1.com
CICR - Comité International de la Croix Rouge Chef de Délégation, Rolin Wavre	BP 7535 Kigali	77344/77344 72781/72785	72783	Kigali, kig@icrc.org
Conseil Protestant du Rwanda Secrétaire Général, Rev.Richard Murigande	BP 79 Kigali	85825	83554	cpr@rzandatel1.rwanda1.com
CRS Catholic Relief Services Représentant résident, Maureen Capps	BP 65 Kigali	82109/82112 82114/82126	82127	crs1@rwandatel1.rwanda1.com
CRWRC Christian Reformed World Relief Committee Rwanda Representative, Jim Zylstra	BP 5271 Kigali	68373	68373	Jzylstra@compuserve.com
CSC – Gitarama Centre de Services aux Coopératives Directeur, Theogene Gasana	BP 28 Gitarama	62096/62097		
DED – Protection des Ressources Service Allemand de Développement Coordinatrice, Claudia Lorman Nsengiyu	BP 186 Kigali	76348	76348	pprkor@hotmail.com
DUTERIMBERE Représentante Légale, Valérie Gatabazi	BP 738 Kigali	73598/70144	72184	
EER - Diocèse de Byumba Eglise Episcopale au Rwanda Monseigneur Evêque Onesphor Rwaje	BP 17 Byumba	64106/64242	64374	
ENERWA Président, Augustin Hategeka	BP 308 Kigali	72310	83706	

FCD Formation , Coopérative, Développement Coordinatrice, Scholastique Mukakaregeya	BP 1529 Kigali	517559/68139 08502511	517559 68139	fcd@rwandatel1.rwanda1.com
ICV-NDIZA Intensification des cultures Vivrières Directeur, Martin Hitimana	BP 42 Gitarama	08521276		
IMBARAGA (Syndicat) Président, Bitanzire Sébastien	BP 1462 Kigali	86407	86407	
INADES Formation Rwanda Institut Africain pour le Développement Economique et Social Directeur, Firmin Mutabazi	BP 866 Kigali	84713	82612	inades@rwandatel1.rwanda1.com
LVIA Ramasco Ir Piergiovani				lvia@multivire.net
OXFAM QUEBEC Directeur, Dubois Michel	BP 964 Kigali			
PANDA/RBC Programme d'Appui Nutrition et de Développement Agricole Coordinateur, Yan Depels	BP 546 Kigali	08500510	74137	
Réseau des Femmes Coordinatrice Nationale Adjointe, Espérance Simugomwa	BP 2368 Kigali	510508	86350	
SNV – Rwanda Organisation Néerlandaise de Développement Directeur, Pater Nico	BP 1049 Kigali	75619/74671	74671	snvrw@rwandatel1.rwanda1.com
Umushumba Mwiza ASBL Représentant Légal, Jean B. Rugengamanzi	BP 888 Kigali	85778		
World Concern International Programme Manager, Dominique N. Dolla	BP 2196 Kigali	67444	67660	WC-Rwanda@maf.org
World Vision Rwanda National Director, Binagwa Fulgence	BP 1419 Kigali	73454/76791 546006	76229	
ZOA Refugee Care Country Representative, Juap Debets	BP 3026 Kigali	76274	76274	

Appendix 11.

List of Participants in MINAGRI Workshop on NGOs

No.	Name	Title
1	Hon. MAKUBA, Aaron	Minister of State, MINAGRI
2	GAFARASI, Isidore	Director of Livestock
3	HABIYAMBERE, Thaddée	Director of Forestry
4	KAYITARE, Laurent	Director of Agricultural Production
5	SEMWAGA, Octave	Director of Marketing and Extension
6	MUTEBWA, Alfred	Director of Planning and Agricultural Statistics
7	HARINDINTWALI, Révérien	Department of Rural Engineering and Soil Conservation
8	GATWAZA, P. Claver	Department of Planning and Agricultural Statistics
9	MUNYABIKARI, Claude	DRSA Gitarama
10	HABIMANA, Augustin	DRSA Kigali-rural
11	ZIMURINDA, Justin	DRSA Umutara
12	RURANGWA, Raphaël	DRSA Ruhengeri
13	KAMANZI, François	DRSA Gisenyi
14	RUZINDAZA, Ernest	PDAG Gikongoro
15	KARANGWA, Charles	DRSA Butare
16	KAGWENDERI, André	DRSA Cyangugu
17	NTIRIVAMUNDA, Fabien	DRSA Kibuye
18	HABIMANA, Cyprien	DRSA Kibungo
19	UBALIJORO, Lucien	c/o DRSA Byumba
20	NGERERO, N. Gervais	Director of Appui aux Semences Sélectionnées au Rwanda (ASSR)
21	RUSHARAZA, Vénuste	Coordinator of Rural Sector Support Project
22	NYIRIMANA, Joseph	Coordinator of Rural Markets Development Project
23	UMURERWA, Joséphine	Coordinator of Butare South East Project
24	MPYISI, Edson	Coordinator of Food Security Research Project
25	MUNYANKUSI, Laurent	Food Security Research Project
26	NGARAMBE, Michel	Director of Umutara Development Project (PDM)
27	CYUBAHIRO, Edouard	Director of SOPRORIZ
28	BIZIMANA, André	c/o SOPRORIZ Rwamagana
29	UKUNDIMANA, Abel	Director of National Hatchery
30	RUKUNDABWATWARE, A.	Department of Marketing and Extension
31	BAGABO, Simeon	Agricultural Press