



**MOVEMENT FOR CHRIST- INTERNATIONAL MINISTRY**  
**MOUVEMENT POUR CHRIST- MINISTERE INTERNATIONAL**

**RURAL INTEGRATED COMMUNITY DEVELOPMENT PROJECT**

**IMPLEMENTING AGENCIES:**

**Name of Agency: INTERNATIONAL MOVEMENT FOR CHRIST -RWANDA**

**Address Rwanda**

**Contact: Mr Eraste NDAYISENGA**  
 Vice Legal Representative  
 P O Box : 1959 Kigali  
 Email: [inmovchrist@yahoo.fr](mailto:inmovchrist@yahoo.fr)

**USA Contact:**

Rev. Pastor **Silas KANYABIGEGA**  
**International President /IMC**  
 Phone 011-937 559 5862  
 E-mail: [inmovchrist@yahoo.fr](mailto:inmovchrist@yahoo.fr)  
[kanyasilas@yahoo.fr](mailto:kanyasilas@yahoo.fr)  
[silas@movementforchrist.com](mailto:silas@movementforchrist.com)

Website: [www.movementforchrist.com](http://www.movementforchrist.com)

**PROJECT'S DURATION: 3 years**

**PROJECT'S LOCATION : Southern Provinces , Kigali-Ngali and Northern in Rwanda.**

**Districts and Sectors :Kamonyi, Buliza, Gasabo, Butamwa, Mutobo, Bukamba, Buhoma, Ville de Ruhengeri.**

**DIRECT BENEFICIARIES: 115.000 households**

**INTERVENTION SECTOR : Food security and Sustainable Livelihood.**  
**Call For Proposal Partnership and Grants**  
**to support the Poor in rural victims by the**  
**HIV/AIDS and extreme Poverty in Rwanda.**

**BUDGET OF THE PROJECT : 1 389 518 US\$**

**Kigali, April 2009**

## TABLE OF CONTENTS

- 1. SUMMARY OF THE PROJECT**
- 2. PRESENTATION OF INTERNATIONAL MOVEMENT FOR CHRIST**
- 3. GENERAL CONTEXT OF THE PROJECT**
  - 3.1 Historical general view
  - 3.2 Area of the execution of the project: socio-economic indicators and profile of the beneficiaries
- 4. JUSTIFICATION OF THE PROJECT**
- 5. PRESENTATION OF THE PROJECT**
  - 5.1 Global objective: food security
  - 5.2 specific objectives of the project
  - 5.3 approach and partnership
  - 5.4 execution of the project
    - 5.4.1 Details of the activities
      - 5.4.1.1 Identification of the project
      - 5.4.1.2 Agricultural production
      - 5.4.1.3 Stock breeding
      - 5.4.1.4 The crafts
      - 5.4.1.5 Development of the "Batwa" community
      - 5.4.1.6 Building of a health centre and development of country community pharmacies
      - 5.4.1.7 Reinforcement of community pharmacies
      - 5.4.1.8 Management of the project
    - 5.4.2 the human and material resources
    - 5.4.3 duration of the project
  - 5.5 Expected results from the project and perennially indicators
- 6. HYPOTHESES AND RISK ANALYSIS**
- 7. FOLLOW-UP AND EVALUATION**
- 8. CONSOLIDATED BUDJET**
  - ANNEX I: Execution calendar
  - ANNEX II: Logical framework of the project
  - ANNEX III: Operational organisation office project

## I. SUMMARY OF THE PROJECT 2009-2012.

For over a decade (1990-2000), Rwanda has had a brutal and traumatic politico-ethnic conflict and now faces the challenge of reconciliation, reconstruction and a fresh effort at economic and social development.

On the socio-political level, this process will require diverse initiatives to fill the social gap, to impart to the population the conviction of belonging to the same country and being one people with a common destiny.

Economic development will require not only mobilisation of considerable funding from within the country and from international funding agencies, but also creation of new approaches to achieve rural development. Reconstruction and bringing of people together will be key to this whole process; but equally important will be creation of new perspectives about improvement of the living conditions of the population, creation of employment in agriculture and in non-agricultural sectors with a particular emphasis to the rural areas especially for the vulnerable and most disadvantaged. At all stages, community participation to enhance their development is a must.

The project aimed at creating food security as an essential ingredient for the development process of the people of Rwanda. Food security will be improved by four interventions:

- The increase of productions from farming, in reorganising the underlying production structures and introducing new plant varieties;
- The encouragement of income generating activities-especially by crafts and cottage industry through micro-credits in valuing local natural resources.
- The reinforcement of community capacities by the training of trainers, adult literacy, sensitisation and counselling about HIV/AIDS considering the gender and development aspects.
- The improvement of the management of crops by the construction of country community granaries (GCV) and of the health of the population in establishing a system of country community pharmacies (PCV).

The project will be supported by the groups in reinforcing community capacities. The project springs from a will to amplify and duplicate the positive results recorded in the domain of food security during the first phase of the project, and constitutes an answer to the results of different studies and researches done in this perspective.

The beneficiaries are groups of people identified in the eight districts or sectors of Southern, Kigali-Ngali and Northern provinces namely: **Kamonyi, Buliza, Gasabo, Butamwa, Mutobo, Bukamba, Buhoma, Ruhengeri city**. The principal partners in those activities are the population itself divided into different groups, the technical services, the local administration and the committees elected by the local associations. These institutions are going to help in the constitution and in the respect of the terms

of contract in the partnership between IMC and the population, especially about the micro-credits.

The project seeks funds to finance diverse groups for purposes of production from farming, crafts, agriculture and small business to the reinforcement of community capacities through the training and the information of those groups, to maintain and improve the production systems.

## II. PRESENTATION OF INTERNATIONAL MOVEMENT FOR CHRIST

IMC is a non-profit association founded from September 9<sup>th</sup>, 1992 by **Rev. Pastor Silas KANYABIGEGA** and this mission is dedicating to help vulnerable groups (orphans, street children, widows and poor families victims by the wars and genocide, HIV/AIDS). It contributes technically in well being in the following fields: Evangelism, health, agriculture, livestock, education, micro credits, fighting HIV/AIDS etc...

Because of the 1994 war and genocide, the all activities have been destroyed and all members of the association went in exile. The activities restarted in 2001 by helping widows and poor families in livestock and agriculture domains. The project is called "Animals bank" or "Banque bétail" in French in collaboration with others Christian's Organizations. The IMC is dedicate to reboulding the physical, social and emotional needs of people around the world in order to over come the poverty and fighting the HIV/AIDS " **STOP AIDS ,KEEP THE PROMISE TAKIND ACTION NOW AND MAKING POVERTY HISTORY** "

The animal's bank project has been initiated to help vulnerable families (poor and widows) to be able to pay for themselves their food, medical care, clothes and school fees for their children. The animal is given to a family according to his choice. The animal can be a cow, a goat or a pig. It is given to a child trough his family and when the animal given produces, the family reimburses and the reimbursement is given to another child in the same family until all children of that family are served. The family constitutes a guarantee and the child is an owner. That approach helps a child to be stabilized in his family and to go to school. Actually, 103 families are helped and their life has been transformed.

In last June for the year, IMC initiated a "Community bank for development" to enable active poor people to obtain credits for their small income generating projects. The project is rapidly transforming the life of 733 families. Those families have about 3,665 people to care for in different regions around the country. Other 1.800 families who are in charge of 9,000 persons are waiting for loans. According to that experience, people from different areas of the contry approached IMC to ask a technical and financial assistance to fight poverty and HIV/AIDS.

The impact of the project is extraordinary. According to the faisability study and approach of IMC, "IMC improved the physical well-being of widows through economic empowerment using microenterprise development. Increased income provides for healthier lifestyle, improved nutrition, healthcare and education for children. Through skill training and loan support groups for recipients, IMC helped women gain self-esteem and overcome the sense of powerlessness created by war,

poverty and widowhood”. The report continue saying that “ IMC’s dedication to follow-up conferences with recipients increases the likelihood that small business will have a lasting impact beyond the life of the loan...IMC developed best practices that helps groups capable of repaying the loans in a time mainer...These best practices will increase IMC’s ability to sustain its growth....the project is the improved reputation of the Church in Rwanda...and the image of the Church...This project illustrate also the importance of considering the administrative aspects of organisation...insufficient administrative resources was responsible for infrequent communications and difficulty conducting follow-up sessions with loan recipients.

According to the success mentined before and the credibility from low people in the countryside, IMC wants now to initiate a “Rural Integrated Community Development Project” to inervene intensively in food security sector in rural to step the poorest poeple.

### **III. GENERAL CONTEXT OF THE PROJECT**

#### **3.1 Historical general view.**

Since October 1990, Rwanda passed through increased periods of violence and instability which provoked the genocide. The violence has forced thousands of people into exile and caused a loss of 1,000, 000 human lives. At least many people have been displaced as a result of the genocide.

Generally speaking, the socio-economic crisis that has shaken the country since 1994 has rendered fruitless much of the personal, collective and community investments and thus, made fragile the family situation already unsafe.

Several reports about Rwanda indicate that the country remains the poorest and the least wealthy in the area of food security among the countries of the Great Lakes Regions (Burundi, Rwanda, Democratic Congo, Kenya, Uganda, and Tanzania) according to the United Nations Human Development Index Report.

Certain organisations operating in Rwanda such as World Food Programme (WEP) have forecast a famine in the future.

Rwanda is one of the poorest countries in Africa, just before Sierra Leone and Niger. The gross National product is estimated at 4, 4 billion US \$ in comparison with that of the Great Lakes Region; that is the average of 23.1 billions. 7 out of 10 people in the rural areas live below the poverty line.

The insecurity situation has brought about massive movement of people both internally and externally. These displacements have brought about an increasing deterioration of the human living conditions and the depravation of the agricultural production system broadly speaking.

The result has been the progressive impoverishment of households in almost all stratas of the society especially the rural ones and a considerable decrease of the purchasing power. The outcome of all these phenomena is the increase of the number of the poor and vulnerable.

The war and genocide has, in fact, destroyed the agricultural infrastructure and contributed in the deterioration of the food security situation in Rwanda.

## V. JUSTIFICATION OF THE PROJECT

1. According to the universal definition, "food security" exists when all human beings have, permanently, in a given space, physical and economic access to a sufficient, healthy and nutritive food that enables them to meet their energetic needs and their food preferences in order to lead a sound and active life. According to this definition, we find that the chosen area of action is under the threat of food insecurity whereas there is a progressive resumption of the rhythm of societal life due to the gleam of hope in the return of peace.

Therefore, the program that we establish aims at the increase of the production by multisectorial and multidimensional mechanisms in an integrated or systematic way by directly intervening on the production system broadly or/and by sustaining the activities generating income.

The refugees, the displaced and relocated who come from exile or refuge need production mechanisms that would help them in cultivating their lands and starting a new the activities that sustained their lives before. They need a material credit in order to resume their crafts. Those who stayed on the land were not spared by the crisis because of lack of training and fertilisers and seeds.

Every process and mechanism of development will also have to aim at the social cohesion, the reconciliation of the population by the interventions through activity groups and cooperatives of production.

2. Another very important justification of the project springs from the experience of IMC in some provinces like Kigali and others area.  
With the intention of intervening in the favour of the most marginalised of the society, IMC has initiated and executed a project of development of the the poorest people in Nyanza about HIV/AIDS , Kigali rural and Northern provinces. Four actions have been developed: training and supply of credits and animals.The IMC has been asked to start similar projects elsewhere but this has been impossible by lack of funds.
3. The recorded results with the 1<sup>st</sup> "Poorest people project" showed us that even other components of the society neighbouring the trained sites, under the effect of the crisis, need a particular support.
4. Thus, a community participate study has been done in the Ruyumba, Buliza, Buhoma, Mutobo, Bukamba and Ruhengeri city. Several problems have been identified and priorities made by the population. An Integrated Community Development Program has been launched from this study and been sponsored in the first phase by HIV/AIDS IMC Project. Accomplished activities are: credits giving for small business and animals.The results of this 1<sup>st</sup> intervention showed us a new dynamic in the execution of the project.

The project has produced positive training effects in several sectors and on a large scale. Applications have been received to amplify the activities in the areas and extend and diversify our interventions in the neighbouring districts.

5. A experience on the availability of credits cheme and its accessibility to the vulnerable in those provinces has already shown the question of food security in those provinces, in hierarchising the problems having to do with the agricultural security.

The experice has singled out diverse degrees of vulnerability in presenting the criteria and indicators of vulnerability of households. These results present in a general way the profile of beneficiaries to whom the project addresses.

6. Following multiple requests made by the Batwa community, an experience has been formulated by IMC in order to identify the real problem of development of the community.

The principal experience has revealed that most interventions done in the poorest community have to do with the effects rather than the causes of the problems. This explains the fact that this community does not advance in development.

The principal conclusions and recommendations reveal that, in order to develop this community, there must be promotion of a vast site of integrated actions, multisecterial and multidimensional.

Multisecterial because, if we consider the state of despair, there must be an initiation of several activities at the same time: agricultural, pastoral, activities generating income, and in supporting at the start, a certain minimum fair "Food for Work".

Moreover, considering certain limiting factors such as the land, it would be better to introduce the farming of edible mushrooms that would meet the problem of land and generate a source of proteins and income.

Ignorance being still dominant in several sectors of life in this community, literacy is an activity to be undoubtedly supported.

Multidimensional because, the poorest consider themselves as an inferior community Vis-a Vis the others components of the Rwandan society, and doubt about the good will underlying the actions that are done on their behalf.

The interventions exclusively done for this community isolate them, and increase this feeling of inferiority and non-integration in this society. Thus the experience advises that development activities done in a site of the poorest be also done in the all community in order to create an atmosphere of exchange in the same interests.

7. Particular applications have reached the IMC office in Kigali from afar, such as the district of Gasabo of Kigali, concerning the credits for farming and small business to generate much income that enable the covering of many essential needs.

This district has been greatly touched by the crisis of genocide. There has been refugees and displaced. The return and the reinsertion of the population will have to be accompanied by mechanisms of intervention that guarantee, with reference to the populations, productivity and sure results.

## V. PRESENTATION OF THE PROJECT

### 5.1 Global objective: food security

In this project, IMC wants to improve food security for the poorest or most vulnerable households by directly intervening in the improvement of the system of agricultural exploitation; by backing the INCOME Generating Activities, and in reinforcing their potentialities and capacities to match with the overall economic situation. The IMC wants again to produce the promising results already recorded in its first projects concerning food security in the zone of action, to duplicate them elsewhere where the effect of training has revealed itself, and to respond to the different applications coming from research works.

### 5.2 Specific objectives of the project.

*The specific objectives aimed at in this project are the following:*

- ⇒ **Objective n°1:** Improvement and increase of seasonal food crops and market productions;
- ⇒ **Objective n°2:** To promote country community granaries in order to control the seeds and the crops ( 1/ district);
- ⇒ **Objective n°3:** To promote a rotary stock-credit ( i.e. in a chain of community solidarity) ( 1360 goats/sheep+ 16 bovines);
- ⇒ **Objective n°4:** To develop other kinds of breeding; Aviculture, apiculture, pisciculture (1440 chickens, 400 hives, 16 pools);
- ⇒ **Objective n°5:** To make again dynamic, the crafts; woodwork, sewing; basketwork, tite work, brick work, masonry
- ⇒ **Objective n° 6:** To re-develop the farming of potatos plants in the in Buhoma, Mutobo and Bukamba ( 470 000 plants)
- ⇒ **Objective n°7:** Introduction of the farming of mushrooms especially in the Batwa communities (4000Kg of seeds)
- ⇒ **Objective n°8 :** Construction of a health centre and the development of country community pharmacies (1 pharmacy/ district)
- ⇒ **Objective n°9:** Agro-sylvo-pastoral training



⇒ **Objective n°10:** Reinforcement of capacities; adult literacy, sensitisation about HIV/AIDS considering the gender aspect.

### 5.3 The approach and partnership strategic and management clients

The identification of the project preceded both by community qualitative and quantitative approaches. All these approaches engaged the populations in identifying their problems and formulating possible solutions.

The anterior phase of the project was preceded by a participate rural assessment (community) with the help of an accelerated methodology of participate research (methodology accélérée de recherche participative MARP) and of a planification of interventions according to objectives (planification des interventions par objectifs PIPO). The results have been the object of this first intervention in the sites of the poorest people and the groups with whom we have signed contracts. The positive results recorded by these first partners have caused applications to come from every side and contracts and meetings with IMC have given birth to promises of partnership. Studies done before the formulation of this project proceeded by quantitative analyses and semi-structured interviews. The conclusions and the propositions of the partners (associations) which are part of these studies constitute the demand of intervention in this project.

At every step, the local administration and the technical services operating in this area were involved. This permitted a prudent and sure partnership.

For all our activities, with reference to our experience, we will work, preferably with the groups: development associations, the statutes of each have been approved by the communal authority; this ensures a tripartite partnership. In proceeding this way, we guarantee the social cohabitation and cohesion and we multiply the chain of reports between IMC-Associations clients.

For every association asking for a support, meeting of exchange and formulation of the wanted partnership are held between the IMC representative and the members of the associations. This procedure reaches a contract of partnership between IMC and the association. This is particularly important for the association asking for micro-credits that will have to be refunded as such: the crafts, the stock breeding, market productions and intensive breeding such as the apiculture, aviculture and pisciculture.

Every contract engages four parties: IMC-LOCAL ASSOCIATIONS-GROUPS-BENEFICIARIES clients. The contract is discussed between the members of the association collectively (i.e. every activity included) on one hand because there are issues that involve everybody; and on the other hand, with the members of the specific associations for each activity. The groups and the individuals are needed to facilitate the work down in the community.

The president and the vice-president of the association are designated to sign the contract of partnership. Together, the representatives of the association and their deputies constitute the consultative committees of development partnership. Periodical meetings are held with them in the presence of the districts authorities and chiefs of technical services in order to measure the step made and the respect of the choices of the partnership contract in order to be sure the sustainability of the project.

As for the credits, the refunding will serve the second beneficiaries made to wait and for the long term management of the attainments of the project.

***The participation of different partners of the project is organised as follows:***

***1. the beneficiaries:***

- ⇒ manpower for each activity and local materials
- ⇒ exploitation of fields, semi/plantation, maintenance and harvest
- ⇒ keeping the herd: sheltering, guarding, zootechnic and health maintenance
- ⇒ refunding of credits according to the clauses of the contract
- ⇒ Teaching of crafts to the youth by the most skilled.

***2. District administration***

- ⇒ Supply of land for the multiplication of seeds
- ⇒ To give properties of exploitation to the poorest
- ⇒ To facilitate the sensitisation, the information and the formation of groups (associations) about management.

***3. IMC: Master of workmanship***

- ⇒ Means of transportation: Vehicle 4x 4
- ⇒ Some equipment for the office like tables, chairs...

***4. Donors***

- ⇒ To give necessary financial resources to the accomplishment of the activities of the project.
- ⇒ To ensure with the master of workmanship (IMC) the follow-up and evaluation of the project.

N.B the other partners of development which have already collaborated with IMC will back our activities.

In addition, IMC and other foreign partners will continue to supply aid in the form of gifts in kind such as: clothes, medicines and "Food for the Work".

## 5.4. IMPLEMENTATION OF THE PROJECT

### 5.4.1. Details of activities

*The project is made of the following components::*

- ⇒ *Identification of the project*
- ⇒ *Agricultural productions:*
  - Food crops for consumption and commerce
  - Market garden produce
  - Farming of edible mushrooms
- ⇒ *Stock-farming:*
  - Stock-credit (rotary)
  - Apiculture
  - Aviculture
  - Pisciculture
- ⇒ *Crafts :*
  - Wood work
  - Sewing
  - Basketwork
  - Brick work and tile work
- ⇒ *Development of the poorest communities*
  - Adult literacy campaign
  - Agriculture
  - Stock-breeding
  - Farming of edible mushrooms
  - Building of houses
- ⇒ *Construction of a community health centre and development of country community pharmacies.*
- ⇒ *Reinforcement of community pharmacies*
  - Training of trainers in the mechanisms of the project
  - Adult literacy campaign “**Make Poverty History**”
  - Sensitisation and counselling about HIV/AIDS and Stigma.
  - Gender and development impact.
- ⇒ *Management of the project.*

#### **5.4.1.1. Identification of the project.**

The identification of the project is now complete. The components of the project come from the past experiences and the appeals to IMC by the groups or the associations, but also from research works. Meetings with the partners (groups) have already taken place but there is need to make decisions. New contracts with the interested groups and the communal administrative authorities need to be signed.

Sessions of formation and information will be held in general assembly and specifically for each domain of the project in order to harmonise the visions and expectations of the project. Thus, only the approved associations by the administration and in accord with certain conditions required by each activity will sign the contracts of partnership with the project. The follow-up committees made of the representatives of the associations or by the leaders specifically designated by each actively will often be consulted for the good progress of the project. They are of great interest for the programming and planning of the activity, the inventory and collection of necessary material, the sensitisation and supervision of the way, the choice of the contract are respected. These activities that constitute the start of the project will last one month.

#### **5.4.1.2. Agricultural productions.**

##### **- Food crops.**

According to the experience and the number of the associations recorded in the first phase of the project, these cultures are mainly bean and Soya bean in 1<sup>st</sup> and 2<sup>nd</sup> farming seasons.

The project will train 60 associations in each commune, altogether 240 associations of productions.

According to the results of the 1<sup>st</sup> phase, the associations exploit fields together (1 ha/association). They have either a field in common or the members put together their fields.

The chemical fertilisers and the phytosanitary products are given.

Mechanisms of operation: the exploiters (associations) sign contracts of partnership and receive seed-credits. They will have to repay twice the quantity that they will have received: one proton will be the payment that will serve the second beneficiaries and the other will be the property of the associations. Concerning the guarantee about conservation of seeds, the project will conserve the seed or even quantities superior to the ones which are to be repaid. It has been noted that the conservation of seeds is very aleatory even impossible in the households (association) without enough means.

*Therefore, the project will build, in each commune country community granaries (Greniers communautaires GVC) which will play a multiple role:*

- The storage of seeds ready to be distributed to the beneficiaries;
- The conservation of seeds which the first beneficiaries will entrust to the granaries for management and guarantee.
- The conservation and marketing of the excess of the harvest depending on the will of the associated.
- To play a role of a co-operative store for the sale of the produce at remunerative prices
- Conservation and marketing of other food products.
- Search for remunerative markets.

### *Description of the community granaries:*

A community granary is a building in semi-durable materials having as many compartments as there are associations in addition to a counter of reception; one padlock held by the owner association and another held by the manager.

Some given information for illustration shows certain indications to this activity:

- Farming: bean and Soya bean
- Associations : 60 associations/ commune
- Field: ..1 ha/association
- Density of seeds: 400kg/ha
- Price/kg of seeds: 0.5US\$
- Chemical fertiliser: 100kg/association
- Price/kg chim. Fert. : 0.7US\$
- Building of a community granary : 1 000 US\$
- Phytosanitary and conservation
- 1 manager/ granary

Calculation for the budget

B1. Bean	: 200 kg/ass x 240 ass x 0.5 US\$	= 24 000 US\$
B2. Chem. Fertiliser	: 100 Kg/ ass x 240 ass x 0.7 US\$	= 16 800 US\$
B3 Community granary	: 2,500US\$ x 8	= 20 000 US\$
B4 Phytosanitary products	: 10US\$ x 240 Ass	= 2 400 US\$
B5 Manager of the granary	: 24months x 100 US\$	= 2 400 US\$
		65 600 US\$

### **Detail of the activity: methodological procedure**

1. Recording of associations (following)
2. Meeting with all the associations for identification / recording of needs and information about mechanisms of partnership
3. Visiting the associations
4. Selection of the associations according to the pre-established criteria (historical account of the association, availability of common fields for exploitation,
5. Signing of contracts according to the agreed clauses

6. Purchase of seeds and fertilisers
7. Distribution and delivery of seeds and fertilisers.
8. Follow up of agronomic operations
9. Phytotechnic training: from sowing to harvest
10. Repayment and conservation's of seeds at the community granary
11. Giving back the seeds (the following season) and redistribution of seeds to the second beneficiaries (beginning of a new cycle)

- **The market garden productions**

According to the experience gained in the first phase of the project, the market garden productions are different from the crops of the hill in the fact that they are saleable. It has become obvious that the plants of the market gardening which are generally; Irish potatoes, cabbage, carrot, and leek are cultivated mainly for marketing rather than consumption in the households. Most agriculturists come together to practise this activity as income generating.

The repayment having to do with these plants are easier and most comfortable than the others. The damages and weather hazards are less catastrophic and are generally easy to control or correct.

The marketing of these products can be done at the community granary; this would help to recover the debts and thus pass on to the second beneficiaries. An open shelter of conservation of seeds will be built at the community granary.

Some indications to consider in this activity:

- Farming: Irish potatoes, cabbage, carrot, leek
- Associations: 20 associations / district
- Fields:  $\pm 1/2$  ha
- Density: 2,5 tons of saplings /ha
- Price /kg of saplings: 0.5 US\$ /ha
- Chemical fert. DAP: 355kg /ha
- Produce: 10 tons /ha
- Price fertiliser: 0.7US\$ /kg

- **Farming of pineapple**

Now it is confirmed that, in order to stabilise a population that has been shaken by the crisis and whose internal (sites) and external (refugees) displacements have to resume as return movements demanding mechanisms of help, it is necessary to restore this plant that used to guarantee a certain income.

As for the variety degeneration it is necessary to make the plant vigorous again by bringing new varieties from other zones such as Mutura and Cyanzarwe; it is the same thing in the way of eradicating the wilt disease. It is good to bring the varieties from elsewhere and treat them with a fungicide before planting them.

The training must be serene by organising the population in associations to meet the problem of frequent thefts, lack of sufficient space and always encourage the spirit of reconciliation, mutual help and return in their exploitations.

For the plant to be perpetuated, a centre for conservation of seeds must be created at Buhoma (Jenda: former centre for seeds). It will serve as supplying center for seed

varieties, not only for the farmer of the district (Buhoma) but also for the neighbourhood.

We envisage intervening in 400 households by giving each 900 shoots and in availing chemical fertilisers and pesticides for a good start of the plantations.

Concerning the center for seeds, 3 main activities are planned:

- Activities in the field (5ha)
- Crafts and agricultural equipment
- Building of two stores (14mx8m)

The activities in the field have to do successively with:

1. Ploughing
2. Purchase
3. Transport
4. Preparation of plants
5. Availability of plants
6. First weeding and loosening
7. First usage of chemical fertilisers
8. Weeding and earthing up
9. Second usage of chemical fertilisers
10. Harvest and sale

The material and equipment to be bought are ;2 motorbike, 4 bicycles, 10 wheelbarrows, 400 hoes, 40 baskets, 4 tables, 10 chairs, 110 000 plants, 2 500kg of chemical fertilisers (urea) and 400L of pesticide.

The building of the store will be done in local material apart from the cement and iron sheets. The store will serve as a stock of materials and an area of preparation of plants to be distributed. The total cost of the "farming of pineapple plants" will be 158 700US\$ as shown in the charts details;

#### A. Farming of pineapple plants in rural area.

Rubrics	Number of units	Quantity/unité	Volume	Unit Price(US\$)	Total price
-Shoots of pineapple (+ 10% of loss)	400 households	900 shoots	360.000	0.2	72 000
-Pesticide	400 households	2L	800L	10	8 000
-Chemical fertilisers	400 households	50 kg	20.000 kg	0.8	16 000
-Atomisers	400 households	-	10	30	300
Functioning and management of the centre					
* Agree. Engineer	2	600/month			28 800
A2	4	150/month			14 400
* Monitors	8	100/month			19 200
* Watchmen					
<b>Sub/total</b>					<b>158 700</b>

## B. Centre for seeds

### 1°. Agronomic main activities

Activities	Units	Number of units	Unit price	Total price
- Ploughing (5ha)	20 m <sup>2</sup>	5 000	0.8	4 000
-Preparation of plants and field		400	0.8	320
-Availability of plants	500 m <sup>2</sup>	200	0.8	160
-first weeding and loosening	50m <sup>2</sup>	200	0.8	160
- first usage of chem. fertilisers	250 kg/ha	200	0.8	160
- second weeding	50 m <sup>2</sup>	200	0.8	160
- second usage of chem. Fertilisers.	500 m <sup>2</sup>	2000	0.8	1 600
		200	0.8	160
<b>Sub/total</b>				<b>6 560</b>

### C. Equipment and materials

Nature	Unité	Prix unitaire	Coût total
-Shoots of potatos (+10% of loss)	110 000 plants (density 1/1)	0.2	22 000
-Chemical fertiliser (urea)	2 500 kg	0.8	2 000
-Pesticides			
-Motorbikes	400 L	10	4 000
-Bicycle	8	4 000	32 000
-Wheelbarrows	20	100	2 000
-Hoes	10	35	350
-Baskets	200	3	600
-Tables	40	2	80
-Chairs	4	15	60
	10	5	50
<b>Total</b>			<b>37 540</b>

### D. Building of a store (14mx8m)

Rubrics	Units	Unit price	Total price
-Baked bricks	120 000	0.2	24 000
-Iron sheets	240	38	9 120



-Beams or poles	120	0.9	108
-Nails for iron sheets	30 kg	2.5	75
-Cement	60 sacs	15	900
-Sand and bits of gravel	4 benes	25	100
-Simple nails	20 kg	2	40
-Stones	120 stères	3	360
-Barrels	6	15	90
-Builder	120 H/J	3	360
-Builder's mate	160 H/J	2	320
- Diverse activities e.g.: excavation	-		500
<b>Sub/total</b>			<b>35 973</b>

### Details of the activity: Methodological procedure.

1. Recording of associations/households
  2. Meeting with the partners (association-households) for recording of needs and information about partnership mechanisms.
  3. Visiting associations/households.
  4. Selection of partners
  5. Signature of contracts according to agreed clauses
  6. Preparation of the "centre for seeds" of Murambi and fields in the exploitations.
  7. Purchase and transport of shoots and other necessary products for farming.
  8. Distribution of seeds and fertilisers in the exploitations and at the centre for seeds.
  9. Follow up of agronomic operations: preparation of fields, density of plantation.
  10. Phytotechnic training: from sowing to harvest
  11. Distribution of shoots to second beneficiaries
  12. Management of the centre for seeds and control of pineapple market.
- **Culture of mushrooms.**

The idea of introducing the farming of mushroom in the area of intervention of the project springs mainly from the question of socio-economic development of the poorest communities. It has been proved that the development of those communities which lags behind compared with others, must be conceived as vast sites of multisectorial and multidimensional integrated actions.

In order to respond to the question of lack of land, to the possession of barren land, consequently to the lack of farming and breeding and to the undernourishment and malnutrition; the farming of mushroom is the most suitable. However, the horizontal integration of this activity (social dimension) requires the farming of fungus in the neighbouring communities as well.

In fact, though this plant is nutritive and income generating, if it is again exclusively cultivated by the poorest, the other components of the society will once again despise it and it will not be bought. We are once again in perspective of common interest that,

consequently, aims at the integration of communities and thus, the reconstruction and reconciliation of the society.

We envisage to intervene in 20 sites of the poorest organised in form of 10 volunteering households at the beginning. We plan to increase the same sites in the other neighbouring communities.

The farming in associations will progressively lead, through training, to developing the plant individually by building micro-mushroom beds.

A mushroom bed of 6m x 4m must have an incubation room. It is just after the sowing in baskets or in polythene sachets that the incubation begins.

1) **Manpower** : to construct 40 mushroom beds, there has to be 12 persons in 30 days for 3 US\$ /day; that is : 40 beds x 12 pers x 3 US\$ /pers x 30 days = 43 200 US\$

2) **Building materials of 40 mushroom beds**

Designation	Quantity	Price/unit	Total price
- Stiques d'arbres	2 400 u	0.8	1 920
- Bottes de roseaux	720 u	0.6	432
- Cordes	1 000 u	0.5	500
- Bamboo's	6 400 u	0.4	2 560
- Pailles	2 000 u	0.5	1 000
- Clous	120 kg	2	240
- Fermetures	80 u	20	1 600
<b>Sous-total</b>			<b>8 252</b>

3) **Material for seeding**

Designation	Quantity	Price/unit	Total price
- Sachets pour chemise	200 kg	3.8	760
- Paniers	4 800 u	0.8	3 840
- Tonneaux	80 u	25	2 000
- Elastics	1 200 u	0.2	240
- Déchet de coton	8000 kg	0.1	800
- Ouate	200 kg	3	600
- Marqueurs	20 u	2	20
- Semences	4000 kg	2	8 000
- Bois de chauffe			600
<b>Sub/Total</b>			<b>16 860</b>

#### 4) *The training*

The training will last 3 months counted in HD (180 HD) with 60US\$/HD all together 10 800US\$.

#### **Details of the activities; Methodological procedure.**

1. Formation of groups of the Batwa and the neighbouring communities
2. Training and information about the farming of fungus
3. collection of materials for the building of mushroom beds
4. building of mushroom beds
5. purchase of materials
6. purchase of seeds
7. sowing
8. follow up the operation and maintenance of the plant
9. Phytotechnic training ; from sowing to harvest
10. Harvest culinary preparation and marketing of the fungus
11. Building of micro-mushroom beds to promote the farming at the individual level

#### **5. 4. 1. 3. Stock breeding**

In all works done for the project identification in the zone of intervention, the farmers have many times expressed their will and the necessity of practising, once again the stock breeding. The associated households prefer the breeding of goats, apiculture, aviculture, and pisciculture. Some associations have expressed their wish for other animals such as pigs and bovines.

Concerning the little ruminants, pigs and bovines, the objective is to get farmyard manure in sufficient quantity in order to fertilise fields that have become unproductive, the repopulating of the livestock; but also to later increase the family income.

The other types of breeding are also asked for in order to increase the income of the associations and therefore the income of the members (households). With the first phase of the project, 124 goats only were distributed and this gave rise to numerous associations. We then registered more than 50 different associations wanting to work with us.

Meetings of explanation of the kind of partnership wanted were held in order to agree on the mechanisms to use with these associations, particularly concerning the terms of contracts to be signed with them, repayment mechanisms of stock-credit; but also the community solidarity chain.

Depending on the nature of the breeding, some of these associations gave us the estimated cost of the activities to be done with the help and collaboration with CDF (Centre de Développement Familial = Family development centre) a socio-economic service initiated by the province .

We have for example:

We have 62 active Associations in Gasabo districts to which beneficiaries are waiting for assistance au the following:

Apiculture: 2,200 US\$ for 100 hives

Aviculture: 2,117 US\$

Pisciculture: 1,500 US\$

Bovins : 3,100 US\$

**Total: 8,917 \$**

As far as the goat breeding is concerned, the list is long. These applications come from a very small sphere of influence because the first phase of the project was carried out in a small area of action: Kamonyi District

The projects want to enlarge its area of action since it has recorded applications from Buliza and Gasabo; this shows the extension of the projects in a long distance.

Thus, we could distribute 120 goats per district to be distributed in 24 associations with 10 goats per association.

It will be important to well identify the supplying market of those goats / sheep. We have to distribute well selected animals. Some zootechnic parameters will have to guide this breeding be it at the moment of purchase or during the training.

- Fecundity indication (I F); 95%
- Prolificity ; 14%
- Adult mortality rate ; 5%
- Sexual maturity ; 8months
- Age at the first covering ; 18months
- Duration of gestation ; 5months
- Interval between births ; 8months

In fact, the associations asking for this breeding and that of bovines too, must warrant the possession of welcome infrastructures such as:

Sheltering (sheeppen, goat pen, stable) and the availability of pastures and fodder crops.

For other types of breeding, we will retain the associations that asked for it, 2 associations of apiculturists per commune, 1 association of aviculturists per commune, 1 association of pisciculturists per commune and 2 associations of bovine breeding per commune.

This activity will have to be accompanied by a zootechnic and veterinary training. Then, medicines and 2 veterinarians of level A2 must be available.

### Cost of the activity

Type of breeding	Number of associations	cost (US\$)
Apiculture	18	14 300
Aviculture	10	7 214
Pisciculture	8	4 000
Goats/Sheep	96	19 200
Bovines	16	6 400
<b>Total</b>		<b>51 114</b>

### Detail of activities: Methodological procedure

1. Recording of associations (following)
2. Meeting with all the associations in order to identify and record the number of animals applied for.
3. Visit of the associations and information about mechanism of partnership.
4. Selection of associations according to the pre-established criteria.
  - \* Availability of shelters (goat pen/sheep pen, hives, hen house, pools)
  - \*availability of food (according to the species)
  - \*verification of technical competence.
5. Signature of contracts of partnership according to agreed clauses.
6. Purchase of animals at the markets: the animal to be bought must meet some parametric requirements of selection.
7. Reception and distribution of the animals among the associations.
8. Follow-up and zootechnic training of the animals.
9. Repayment of the animals and redistribution of animals to the second beneficiaries.

#### 5.4.1.4 The crafts.

We have been interested by the crafts in the 1<sup>st</sup> phase of the project, but we begun with a few associations in this activity.

- an association of woodwork
- an association of tailors

The machines that they were given were material credits. Contracts agreed with these associations and the repayments followed the established schedule.

The interests of the associations were not only the generation of incomes and the acquisition of short-term material, but also the teaching of crafts to the rural youth and the creation of employment.

In the contracts that we sign with this kind of associations, we make things clear about the obligation of teaching crafts to others. In fact, since there are no longer polyvalent schools, which recuperate the youth who did not pass the sixth form of primary

School, the project helps us recuperate and reintegrate the youth destabilised by the socio-economic and political situation of the country, by teaching them crafts.

Since our vision is to sustain the food security, the first phase of the project showed us that these crafts meet this objective, by the fact that they create employment and allow the integration of communities, through the recuperation of the Batwa youth who succeed in literacy (another component of this project).

Thus, after a certain time of learning, those judged to be advanced receive material credits.

The first machines will soon be totally repaid. The continuation of the activities in woodwork and sewing requires the availability of other machines.

Associations of basketwork also ask for support in the search for raw materials and markets for their products.

Associations of brick work and tile work also asked for support and training particularly for the need of clay, wood and the search for markets for their products. This will allow a good supervision of the control of environment. We will make sure that the exploitation of resources will be as rational as possible.

We will consider one association per district and per activity. A combined wood machine and an electric sewing machine will be placed in the district of Buliza of Kigali-Ngali because of their electric dependence.

#### **Details of activities: Methodological procedure.**

1. Recordings of associations.
2. Meeting with all the associations in order to identify and record of the needs and the information about the mechanisms of partnership.
3. Visit of the associations
4. Selection of associations.
5. Signature of contracts of partnership
6. Purchase of materials
7. Installation of materials
8. Follows-up of the operation and productions of the associations
9. Repayment of material credit
10. Passing on the following beneficiaries.

#### **5.4.1.5 Development the poorest communities.**

The study showed that, in order to develop this community, it is good to promote a vast site of actions, since the causes of their poverty are numerous and intermingled. All the actions undertaken for the sake of this community must be multisectorial and multidimensional.

We have already kept the farming of mushrooms as an agricultural activity that could meet the problem of lack of land, possession of infertile land, undernourishment and malnutrition.

We also remarked that, in order to take into account the multidimensional aspect of the development of this community, every activity undertaken in the Batwa sites must be practised in the neighbouring communities to establish relationships of the same partnership and exchange for the same interests of the communities. However, because of the alienation of the poorest communities, the actions of development undertaken in this community have to be invested with a particular nature of serene training and minimum opening; that is why the literacy of this community must be included.

According to the experience gained in the 1<sup>st</sup> phase of the project, even if the building of houses is not a solution in itself, it is a saving activity for the Batwa but which has to be accompanied by actions of cleaning up the area.

We will build 120 houses already identified in 6 districts (60,000 US\$). For the adult literacy, we will build 12 centres of literacy in which we will affect 4 organisers and 2 supervisors (12,080US\$).

For the breeding of the small ruminants (goats/sheeps), we will train the poorest in the building of goat pen/sheep pen by grouping them in associations of 10 members by site (20 sites x 40 ch x 20 US\$= 16,000US\$)

Agriculture is to be promoted by the practice of the effective cultural rotation, with a serious agronomic supervision in the organic and mineral amendment of the exploitation and in agricultural exploitations and techniques by availing, for the 1<sup>st</sup> cycle, a "food for work". In several sites where the land was given by the administration, the fields are ready for exploitation. Every cultural introduction constitutes an initial investment.

#### **Detail of the activities: Methodological procedure.**

1. Visit in the sites and explanation of our intervention mechanisms.
2. Recording and encouragement of adults to literacy.
3. Recording of adults who succeeded in the literacy before the project so that they become the first beneficiaries of our development actions.
4. Literacy of the poorest on their sites by organisers and supervisors chosen in their communities.
5. Constitution of groups of the poorest already alphabetised or in course of alphabetisation for the activities having to do with breeding, agriculture and the farming of mushrooms.
6. Follow-up of the preparation of the fields and the building of goat pens by the poorest themselves. To avail a "food for work".
7. Building of mushroom beds.
8. Purchase of seeds and animals to be distributed in 20 planned sites.
9. Distribution of seeds and goats according to the advancement of the preparations to welcome them.
10. Integrated and rigorous agro-zootechnic training.
11. Search for local materials for the building of houses in the sites of the six identified communes.
12. Building of houses.

#### 5.4.1.6 Building of a health centre and development of country community pharmacies. (PCV)

According to the rural participative researches done at the beginning of the first phase of the project, the poor health of the population has been identified as being the cause of the poor production from the exploitations. The underlying causes are especially the lack of income and the high cost of drugs.

A household (a member of the household) which has received our credit may fall sick for several months, which leads to unproductiveness of the credit or loss of all the investments. This directly leads to food insecurity, but also the refunding of the credits on the other goods of the family, according to the clauses of the contract.

Thus to avoid such impoverishing mechanisms, in collaboration with the local government, we thought of a mechanism of medical services and care on credit (once this necessary), and to have it refunded by the company selected together at the moment of payment.

Another corollary problem shown is the high cost and the inaccessibility to medicines. IMC wants to solve those problems by making available medicines to the population at accessible prices.

The functioning of a community pharmacy is like that of a health centre. The partners can obtain medicines on credit under medical prescription, in the same spirit of partnership of children, clothing, feeding, etc... as soon as they obtain extra-coffee incomes.

The supply in medicines for the health centre and the community pharmacies are in the charge of IMC

#### **Detail of the activities: Methodological procedure.**

1. Reactualisation of the dossier with the provincial administration; the ground was available, but the building activities did not begin because of the lack of finances.
2. Preparation of the ground
3. Purchase of gathering of building material
4. Building of a health centre plus pharmacy
5. Purchase of equipment and supply in medicine for the health centre and the pharmacy.
6. Reception and solemn opening of the health centre pharmacy.
7. Engaging of the treating (nursing) staff pharmacy and support
8. Follow-up of the functioning of the health centre and the pharmacy and regular control of the availability of medicine
8. Progressive opening of communal agencies, the pharmacy of Gitega distributes medicines in the communal agencies.



N.B: These activities about setting up a health center and community pharmacies will not be budgeted in this document, because they have been included in the Health project submitted to the same donor.

#### 5.4.1.7 Reinforcement of community capacities

- All the above justified and detailed activities cannot be viable and durable if they are not accompanied by mechanisms aiming at the appropriation of techniques and methods used. This will permit the self minimum fare of the beneficiaries at the end of the projects. This is why it is very necessary to train and inform our partners with technical cards (forms), booklets and journals etc..., and to practice literacy for those who desire it. Anyway, the illiteracy constitutes the cause of poverty in our population at more than 94/100 agricultural. The project aims at the training of 960 adult persons during two years in 4 centres of literacy, one per commune. A centre trains around 60 persons by class (6 months) in 2 teams: a team of 30 persons before noon and another of the same number afternoon. The lesson lasts 2 hours and the frequency is of 2 times per week.

In summary, this section will train 60 persons / centre/class altogether 240 persons per centre during the duration of the project. In total we will train 960 persons in literacy on top of those trained in the Batwa community, while still taking into consideration the horizontal integration of the community.

- Since our intervention pass mainly through the associations with which we are obliged to meet and hold meetings of different kinds: participative diagnosis evaluation in the course of the execution of the project, integration of a new activity, fresh start of a new cycle...; it would be important to insert transversal messages, having to do with HIV/AIDS counselling and support and the gender aspect, since the terms are linked to several levels of development
- In fact the HIV/AIDS continue to increase in the rural area, in population overwhelmed by many forms of poverty. Poverty is one of the causes of the increase of AIDS and it is impossible to seriously deal with development and leave aside the problem of AIDS. This can be achieved through sensitisation of the population and education of our partners in counselling to adopt a suitable behaviour in front of this plague. Sometimes it will be necessary to hold meetings only concerned with that theme according to the agreements made with the association's clients.
- Another aspect to be promoted during our meetings with the associations is the concept of "gender". Sometimes women and girls are excluded from certain processes of development; or we witness the formation of groups /associations with acknowledged disequilibrium at the level of representativeness of men and women. We will make sure that there is equality of chances between men and women in all our interventions.
- In order to ensure the perenniality of the intervention of the project, it will be necessary to train the associations trained or non-trained to the management

identification and formulation of micro-projects scheme, and to the mechanisms of the activities in course and the future ones. It is suitable to envisage exchanges of experiences among the different associations clients with the same or different activities, in order to arouse effects of positive training. The agents and executives of the project (trainers) will also have to be trained and receive experiences from elsewhere.

### Detailed cost of the activity

designation	quantity	Price/unit	Total price (US\$)
alphabetisation			
Building of centre	8	2 500	20 000
Desks	120	20	2 400
Blackboards	16	20	320
Boxes of chalks	160	0.5	80
Pens	1 940	0.2	388
Note-books	1 940	0.6	1 164
Alphabetises	384 P/M	400	153 600
Trainers	48 P/M	200	9 600
<b>Training</b>	48 seances	500	24 000
<b>Sensitisation</b>	48 seances	500	24 000
<b>Counselling</b>			
<b>HIV/AIDS</b>			
<b>total</b>			<b>235 552</b>

#### 5.4.1.8 Management of the project

- **Administrative and financial management of the project**

It will be ensured by the staff based in Rwanda (the expert of the project and the national staff) and the person in charge of finances, who will give their helping hand to process the field- workers. The co-ordinators living at Ruhengeri will take part at their level in this management process.

- **Follow-up and evaluation**

The department of projects in IMC, the expert of the project, the co-ordinator of the facets of the project and the local partners, will ensure the follow-up of the project by regular meetings and field's visits, considering the follow-up indicators elaborated since the beginning of the project. The evaluation will be done in close cooperation with the donor.

- **Contacts with the authorities**

To manage the project is also to keep good relations with the communal and provincial authorities, in addition to the diverse ministerial departments which require a regular

report. This work will be done by the of IMC, the Expert of the project and the person directly in charge of the project.

#### 5.4.2 Human and material resources

For all the planned activities in the project, the following human resources are envisaged:

<b><i>-For all the activities:</i></b>	* Expert in community development
	* Accountant A1
<b><i>-Agricultural productions:</i></b>	* 4 agricultural engineers
	* 4 technicians levels A2
	* 4 monitors A3
<b><i>- Construction</i></b>	* 1 civil engineer (paid in author projects)
	* 2 chef of the site A2
<b><i>-Breeding</i></b>	* 2Veterinary technicians A2
	* 2 veterinarian's assistants A3
<b><i>-Farming of mushroom</i></b>	*4 Specialised agents A3
<b><i>-Literacy of adult and HIV/AIDS Counselling</i></b>	* 16 Counsellors A3
<b><i>-Batwa and others</i></b>	* 4 supervisors
<b><i>-community Pharmacies (PCV)</i></b>	* Pharmacy assistants A2
	* 2 cashiers (A3)
<b><i>-Support staff on the fieldi</i></b>	2 mechanic drivers
	2 logistic drivers
	4 managers of the community granaries
	2 managers of centres for seeds
	2 Cashier/secretaries A3
	4 orderlies/clerks
	6 watchmen
<b><i>-Support staff in IMC office</i></b>	National director of IMC
	Person in charge of projects
	Administrative and financial director
	Cartage chief
<b><i>-Material means</i></b>	4 vehicles
	4 motorbikes
	20 bicycles
	4 pc

### 5.4.3 Duration of the project

The project will extend over a period of 24 months. Concerning the food crops, markets gardens, pineapple and mushrooms, it is important to see the results from the processes of production, the conservation of seeds and the marketing of production over two identical cultural seasons. For the breeding, due to the above- mentioned zootechnic parameters, the second beneficiaries of rotary stock credit receive the animals just towards the 23<sup>rd</sup> month of the project. The last two months constitute a period of entrusting the population with the benefits of the project.

## 5.5. Expected results from the project and indicators of perennality

It is expected that there will be an improvement in the production of food and cash crops, the restoration of the breeding of the small livestock and other types of animals in the project area and an increased production of farmyard manure necessary to the improvement of the fertility of the soils of Buhoma. The production will increase as the population of animal's increases. Another expected result is the increase of income after the sale of animals or their products, in addition to the sale of the agricultural excess (potential).

The fact that people will be brought to a work together, since the project aims mainly at the associations, inevitably constitutes factor of social stability. The same vision for common interests, at least constitutes a factor of decrease of suspicion and tensions among persons. This project will have contributed in the social cohesion and reconciliation.

The promotion of farming of mushroom and the re-promotion of farming of potatoes plants in the Ruhengeri will help to resolve a crucial problem of source of considerable income. The learning and the practice of crafts and literacy will help the population to acquire new knowledge useful to self-promotion and self-sufficiency.

The new mechanisms of sanitary arrangement (Health centre and community pharmacies) warrant a good health for the whole year, this inevitably increases production and allows the population to meet their needs.

## 6. HYPOTHESES AND ANALYSIS OF RISK.

The complete and efficient execution of this project would eventually be disturbed by the following factors:

- Political instability or security condition of the area of intervention of the project.

- Climatic hazards: a drought or a flood can disturb the vegetative cycle of plants or lead to lack of foder for the livestock.
- Unavailability of seeds and fertilisers on the market: availability of seeds of good quality especially for potatoes and pineapple, and availability of animals on the market.
- The non adherence to the clauses of the contract, especially for the animals and the crafts.
- Non adherence of the population.

The climatic hazards are not controllable. However, it is necessary to follow the developments and the informations about the meteorological data in order to adapt the sowing plantation dates or rather the vegetative cycles and the leading of breeding according to climatic variations.

The supply in agricultural seeds and fertiliser may hinder the normal course of the project if they are not available on the local market. However, apart from the additional costs that this may generate, the seeds, the fertilisers, the animals are often available elsewhere since they are in general unequally distributed.

The non respect of contracts is a risk that could be treated firstly in the community context, with the help of the village wisemen, then with the district administration; and after by the representatives of the associations who have signed the contracts.

The last risk is less probable since the activities that we undertake are the results of a process of identification with the population. The experience showed us that, our interventions arouse a great desire of the population to have something done.

## 7. FOLLOW-UP AND EVALUATION.

The regular evaluation and follow-up of the activities will be done by IMC. IMC will also make sure that all the intervning parties are associated in the evaluation during the execution.

The reports must be coherent from the beginning, the middle stage and of the end each activity. The periodical evaluation will be done by the Donor in cooperation with IMC the donor will produce reports with a copy for IMC. Lastly, a final evaluation of the project will be done by the two parties.

## 8. BUDGET

The total budget is **1, 389, 518 US\$**, it will be devided into an increasing order among the communities. IMC and the Donor. The contribution in natural resources (physical energy, materials) of the community is valued (**16,667 US\$**). Wher eas that of IMC will be valued at **37, 685 US\$**.

The financial support from the Donor will be **1 335 166US\$**.



<b>49</b>	<b>Total equipment</b>					116 900	<b>154 585</b>
<b>50</b>	<b>Running cost</b>						
50,11	Repairs & maintenance					14 000	14 000
50,12	Fuel cost					50 000	50 000
50,13	Vehicule& moto insurances					2 000	2 000
<b>50,20</b>	<b>Office Expenditures</b>						
50,21	Rents	2	300			14 400	14 400
50,22	Office maintenance & repairs		40			960	960
50,23	Communication		500			12 000	12 000
50,24	Supplies		100			2 400	2 400
<b>50,30</b>	<b>Activities</b>						
50,31	Construction						
	Houses for Batwa	120	500			60 000	60 000
	Literacy centres	8	2 500			20 000	20 000
	Community granaries	8	2 500			20 000	20 000
	Store for the seed center	2				14 373	14 373
<b>50,32</b>	<b>Agriculture/Breeding</b>						
	Food crops			11 111		39 778	50 889
	Market garden productions			3 704		52 592	56 296
	Farming of pineapple			1 852		100 296	102 148
	Farming of mushrooms					67 732	67 732
	<b>Rotative cattle credit</b>						
	Goats/sheep	960	20			19 200	19 200
	Bovines	32	250			8 000	8 000
	Apiculture	400				14 350	14 350
	Aviculture					7 214	7 214
	Pisciculture	16				4 000	4 000
	<b>Crafts</b>					35 852	35 852
52,1	Others: project identification					15 000	15 000
<b>59</b>	<b>Total Running cost</b>					574 147	<b>590 814</b>
	<b>total direct cost of the project</b>			16 667	37 685	<b>1 208 847</b>	<b>1 263 199</b>
<b>90</b>	<b>General &amp; admnistration</b>						
94,01	Administration cost (10%)					126 319	126 319
	<b>TOTAL OF THE PROJECT BUDGET</b>						<b>1 389 518</b>









1. Recording of associations clients	■	■	■																																				
2. Identification and recording of requests in number of cattle																																							
3. Visits to associations clients and information on partnership mechanisms																																							
4. Signature of partnership contracts with selected associations clients		■	■																																				
5. Purchase of animal			■																																				
6. Reception and distribution of animals to the clients				■																																			
7. Follow-up and zootechnique supervision				■																																			
8. Cattle reimbursement and redistribution to the second beneficiaries clients																			■	■	■																		
<b>f) Crafts</b>																																							
1. Registration of associations	■	■	■																																				
2. Registration of needs and information on partnership mechanism of the clients																																							
3. Visits to associations clients		■	■																																				
4. Signature of partnership contracts with selected associations clients		■	■																																				
5. Purchase of material		■	■																																				
6. Material set-up				■																																			
7. Implementation of functioning and productions				■																																			
8. Reimbursement of equipment credit, registration of reimbursement																																							
9. Passage to beneficiaries																				■	■	■																	
<b>g) Development of Batwa</b>																																							





## ANNEX II : LOGICAL FRAMEWORK OF THE PROJECT

RURAL IMPACT DEVELOPMENT STRATEGIC FOCUSED OF THE PROJECT IN RWANDA	Rural Integrated community development project
---	--

Summary of the project	Expected results	Indicators of results	Means of verification	Hypotheses & risks
1.objective of the project	Impact (after one year)	Indicators	For impact indicators	Hypotheses &risks
<p>To ensure food security for all trough activities aiming at :</p> <ul style="list-style-type: none"> <li>-The increase of alimentary and market- gardening products through availing agricultural ingredients</li> <li>- The increase of cattle for rearing in order to produce more manure and income.</li> <li>-The promotion of crafts and other income generating activities</li> <li>-The initiation of an integrated community development within the vulnerable categories (such as Batwa pygnies)</li> </ul>	Partner exploitations of the project are increasing their agricultural productions; income is clearly important.	Prices of products at markets are decreasing exploiters are meeting their essential needs (education, health, and clothing, nutrition, to read and to write ....)	Inquiry towards beneficiaries; disease rate due to malnutrition and under-nourishment decreases in health centres	The security prevails; markets function.Thefts are under control of the population , the administration and the justice)
Reinforcement of community				

capacities				
Specific objective of the project	Effect(at the end of the project)	indicators	For effect indicators	Hypotheses and risks
1.increase off agricultural products, alimentary, market-gardening, pineapple and mushrooms	200 associations have seeds and entrust their extra production to community granaries for management seed conservation and commercialisation. The community solidarity chain passes to the 4 <sup>th</sup> beneficiary (with repayment ) The Kamonyi District has raised its plantation of pineapple; 200 households own fields of pineapples. The seed bed centres distribute young shoots to exploiters who need them. 20 mushroom centres that is 10 on batwa sites and in their surrounding produce mushrooms for consumption or sale	The qualities of seeds distributed in the beginning are available in the community granaries. 600 associations have already been supervised with the first paid quantities. Pineapples are available in local markets and the seminar of Burasira is an important customer for the manufacture of liquor called "Akarusho". The exploiters eat mushrooms and sell them in the markets. Income is high to all exploiters. Community integration	Book of payment registration held by the manager of the community granaries. Register of demands and distribution of ingredients held by the manager of the department. Book of pineapple provision to the seminar. Communal income. See quantities and daily income. Exploiters buy new clothes, build new houses.	Associations abide strictly by the terms of contracts. Security prevails within the action area. Funds are available. The climate is good: climatic conditions are favourable to agriculture.
2. to revine breeding through multiplication and support to associations wishing an	The cattle is multiplied within the supervised communes and the quantity	96 associations possess 960 goats/sheep in the beginning and 2880 at the	The communal census of the cattle registers the associations.	Non-respect of contract clauses. Unavailability of

<p>intensive breeding of various species:  small ruminants  bee-keeping  bird-raising  fish-culture</p>	<p>of produced murmur is sufficient to improve exploitations.  The income generated through breeding, extensive or no, is enough to permit the satisfaction of primary needs.  The rotational credit allows a benefice progressive payment to waiting applicants.</p>	<p>end of the project, 18 associations possess about 300 hives which produce honey.  10 associations of apiculturists are operational and produce eggs and chicks to sell.  8 associations of pisciculturists possess more than 16 piscicultural pounds and produce fish.  16 associations possess 32 cattle producing mamure, milk and heifers/calves</p>	<p>Preparation and availability of honey on local markets.   All products from breeding eggs, milk, fish, honey and animals easily movable: chickens, small ruminants are available in local markets and at low prices: see communal taxes.</p>	<p>funds.  Thefts of the cattle by rebels.</p>
<p>3. Redevelop craft by offering material credit and tile-works:  - woodwork  - sewing  - basket-making  - oil-works  - brick-making</p>	<p>In every commune where the project is, craftsmen have their own tools and material; the stolen or old tools are replaced.  Many associations or individuals have increased their income.  Many rural youths and educated Batwa learned crafts, got equipment or credit and are independent financially.</p>	<p>In every commune,  1 woodwork association  1 sewing association  1 basket-making association  1 Brick-tile association.  All these are operational  New associations emerge from the old (first ones) resumption of a craft at the individual level.</p>	<p>Bill of costs to control the activity between association and IMC   Cash-book for the cashier of the associate   Books of orders</p>	<p>Respect of terms of contract   Funds available.</p>



<p>4. Development of "Batwa" community :</p> <ul style="list-style-type: none"> <li>- accommodation</li> <li>- adult literacy</li> <li>- breeding</li> <li>- agriculture</li> <li>- mushrooms</li> </ul>	<p>The community is well accommodated, ensures the maintenance of their houses and effectively utilise latrines.  Many members of the community know to read and to write.  Breeding of goats, sheep to produce manure necessary exploitations and to generate income  The fields granted to Batwa are exploited, fertilised and covered with plants according to the agronomic techniques and practices.  Batwa know well mushrooms and how to produce, to consume and to commercialise them.</p>	<p>60 houses are built and inhabited in addition to latrines.  Over 200 households of Batwa that is 20/site know to use brochures and are integrated in crafts. 200 goats/sheep are distributed within 10 sites of Batwa, 10 mushroom centres that is 1/site. Rations are enriched and sufficient. Income is increasing; alimentary plants, market-gardening plants and perennial plants are cultivated on considerable surfaces.</p>	<p>A regular 3 months report of the project.  Number of certificates delivered.  Associations registers  A regular 3 month report of the project  A survey among beneficiaries.  Visits on the sites and</p>	<p>Funds available.    Funds available  Climatic hazards</p>
<p>5. To improve the population health through building of health centres together with a village community pharmacy with functioning mechanisms are different from those of the government.</p>	<p>The population of the area of the project is treated and get medicine according to new mechanisms and at low prices.  Health is improved and diseases do not disturb</p>	<p>1 health centre is built at Nyanza.  1 Pharmacy community is annexed to the health centre.  4 Satellite small pharmacies; that is</p>	<p>Medical reports by the managers of the health centres.  Cash-book and delivery book.  The number of loans-NGOs-IMC populations</p>	<p>Respect of the terms of contract between IMC and Research Institution's and NGOs. Availability of funds and</p>

	production activities.	1/district are open.		medicine.
6. Reinforcement of community capacities through training of trainers, adult literacy, sensitisation about HIV/AIDS and equality of chances between men and women.	The trained populations take in charge the project acquisitions and develop micro- projects themselves.	People know to read and to write others master the techniques and methods used during the establishment of the activities of the project. The awareness of HIV/AIDS is increasing.	Tests to trainees raised number of beneficiary's through community solidarity chain; initiated micro enterprise projects.	
Resources and activities	Outputs.	Indicators	Indicators for outputz	Hypotheses and risks
A detailed budget	The project is funded by the donor. The contribution of IMC not stopped.	The project utilises effectively the allocated budget.	Contribution agreements bank statements.	
staff				
Work plan per activity	The schedule of activity is approved.	Respect of activity schedule.	Implementation reports Monthly reports of IMC	The security situation is stable.
Responsibilities and tasks well shared.	Each member of the staff understands his/her role	The workers occupy their posts according to the organigram.	The staff contracts, job descriptions, allocations according to the work plan.	The security situation is stable.

### ANNEX III: PROJECT ORGANIGRAM.

