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IMBARAGA Farmers Organization Strategic Plan 2019- 2023

Final draft



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ACRONYMS

AFDI	Agriculteurs Français et développement International
CIP	Centre International de la Patate
CNFA	Cultivating New frontiers through agriculture

EAFF	East African Farmers Federation
EDC	Education Development Centre
EDPRS	Economic Development and Poverty Reduction Strategy
EU	European Union
ICRAF	International Council for Research in Agro-forestry
IFAD	International Fund for Agricultural Development
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government
MLFM	Movement to Combat Hunger in the World
NPA	Norwegian People's Aid
NST	National Strategy for Transformation
RDO	Rwanda Development Organisation
USAID	United States Agency for International Development

Executive summary

IMBARAGA Farmers Organization is a Rwandan non-government organisation whose focus is to move from traditional to professional farming making agriculture both a profitable and a socio-economic activity which contributes to improving the welfare of the farmers with paid employment. This goal is achieved through *“lobby and advocacy”*; *“increase in productivity and competitiveness”* and *“environmental protection”*. The focus is on food crops (Irish potatoes, maize, beans, sweet potatoes), Natural resources management (land use, agro-forestry, green energy), horticulture and livestock.

Currently, out of the 30 districts of Rwanda, IMBARAGA operates in 26 Districts. It's comprised of around 27,300 farmers whose source of income is agriculture. These members are organized into farmer groups and cooperatives from the grass-root level (*Imidugudu*) and they are supported by the organization structures at the cell, sector, district, provincial and the national levels.

IMBARAGA is putting in place a 5-year strategic plan which will guide its activities through 2019 to 2023. The main objective of the Imbaraga Strategic planning exercise is to develop a comprehensive strategic plan for the Imbaraga Farmers Organization for the next five years to guide its strategic growth, expansion and effectiveness.

This strategic plan is developed when the organization is committed to building an organization capable of funding its interventions up to 30% of its budget from the current situation of 10%. The organization has decided to invest in commercial projects and wants to set up an independent department which will manage all the commercial activities of the organization.

Imbaraga strategic plan takes place within a context shaped by multiple national policies, strategies and frameworks as well as international Commitments. The institutional context for IMBARAGA has changed since 2013 when the organization became a non-government organization, the new legal status opened new opportunities and challenges for the organisation.

The international instruments which have significant impact for IMBARAGA Strategic plan are: African's union Comprehensive African Agricultural Development (CAADP), Sustainable Development Goals (SDGs), Agenda 2063, Africa we want and East Africa Community, vision 2050.

The national context includes vision 2020/50, the Seven Years' Government Programme: National Strategy for Transformation, NST 1 2017 -2024 and the Strategic plan for Agriculture transformation 2018 -2024 (PSTA 4)

The interventions of IMBARAGA seek to improve the wellbeing of all farmers, the organization aims at the economic development of its beneficiaries All its interventions are divided into these main groups: Governance and institutional development, Advocacy and lobbying, Agriculture and livestock development, Environmental protection, Capacity building of the employees and beneficiaries

The implementation of the above-mentioned programs is done through different projects funded by donors. IMBARAGA Farmers organisation is currently implementing 14 projects.

Imbaraga farmers organisation has made good progress in achieving its goal. However, there are strategic issues that need to be addressed to achieve more. The Organisation's activities are driven by donor project goals and not IMBARAGA'S Vision which then affects the quality of services offered to its members are which are also few compared to farmer's needs. Some of the needs that the organisation should have focused on include: farmers hesitance to adopt professional agriculture but opt to stick to traditional agricultural practices, absence of a law governing agriculture, small land for agricultural activities, lack of data on soil analysis, insufficient fertilizers in the Country, market costs don't put into consideration the farmers' investment/input and lastly, low level of mechanization in agriculture due to the high costs of equipment.

Youths are not involved in agricultural activities. The organisation has mainly worked with old people who own land. The other underlying factor is that young people look at agriculture as a low-income generating activity with little returns which forces them to move to urban areas where they can find jobs that help them earn easy and fast money.

IMBARAGA Farmers Organization is moving into a new era where the organization is committed to bring tangible change and impact. This requires new strategic thinking and innovative ways of doing business. Members are engaged in putting in place an organization which focus on achieving its vision and mission instead of building an organization that relies largely on donor projects. The following five strategic directions will guide the organization within the next five coming years.

- Enhance agricultural value chains development by integrating and promoting youth cooperatives and associations;
- Members' capacity raised to improve production, quality, preparing production for market and to fight malnutrition emphasising income generating activities
- Inform policy decision making processes on matters of agricultural and animal husbandry through effective and efficient evidence-based advocacy and lobbying and communication
- Create strategic alliances for optimization of resources through convening and encouraging inter-institutional networking (State- Private sector- CSOs and Development organizations) and knowledge sharing in the agri-food systems and nutrition space;

- Build an organization with collaborating and functional structures which deliver services at all levels with updated laws and policies and the ability of funding 30% of its budget

Strategies were developed to support the implementation of the strategic areas. From the strategic areas and the supporting strategies, Monitoring and evaluation framework was developed. IMBARAGA Farmers organization will implement 21 outputs to achieve 5 outcomes and 39 indicators and targets will serve as measures to assess progress.

The planned activities for the next 5 year will cost an estimated budget of Rwf13, 649,657,844. The outcome on raising the capacity of farmers alone accounts for the large part and represents 36 % of the total budget which is 4,906,207,020 Rwf followed by the outcome on the integration of youth to enhance value chain which represents 26 % which is 3,366,230,038. The outcome on setting up a well-organized organization comes third and represents 17% which is 2,352,686,719. This one is followed by the outcome on Advocacy and lobbying which will cost 1,866,112,644 which is 14%. Finally comes the outcome on the creation of alliances which will cost a budget of Rwf 902,525,965 which is 7%.

1. Introduction

1.1 Background and context

IMBARAGA Farmers organization is a Rwandan non-government organisation whose focus is to move from traditional to professional farming making agriculture both a profitable and a socio-economic activity which contribute to improving the welfare of the farmers with paid employment. This goal is achieved through *“lobby and advocacy”*; *“increase in productivity and competitiveness”* and *“environmental protection”*. The focus is on food crops (Irish potatoes, maize, beans, and sweet potatoes), Natural resources management (land use, agro-forestry, and green energy), horticulture and livestock.

Currently, IMBARAGA operates in 26 Districts out of the 30 Districts of Rwanda. It's comprised of 27.300 farmers whose source of income is agriculture. These members are organized into farmer groups and cooperatives from the grass-root level (*Imidugudu*) and are supported by the organization structures at the cell, sector, district, provincial and the national levels.

To achieve its vision, IMBARAGA works with various stakeholders both public and private as well as with other Civil Society Organizations. Some of the various stakeholders working with IMBARAGA include local government, MINAGRI/RAB, MINICOM, MINALOC, International NGOs and bilateral agencies (IFAD, WFP, EU, USAID, Embassy of the Netherlands, Belgium Embassy, Vétérinaires Sans Frontières Belgique, TROCAIRE, International Alert, CNFA, AGRITERRA, AFDI, EDC, CIP, NPA, EAFF, ICRAF, Transparency International, MLFM, AGRILIFT), local NGOs (DUHAMIC- ADRI, RDO, etc), cooperatives (IMPUYAKI, etc).

For IMBARAGA to achieve its objectives, it supports farmers through advocacy and agricultural related activities, increasing agricultural production through trainings and farmers field school approach (FFS), selling of agricultural products, environment protection.

IMBARAGA is putting in place a 5-year strategic plan which will guide the activities through 2019 to 2023. The main objective of the Imbaraga Strategic planning exercise is to develop a comprehensive strategic plan for the Imbaraga Farmers Organization for the next five years to guide its strategic growth, expansion and effectiveness.

The fifth strategic plan 2019-2023 will chart out the direction that the organisation will take to deliver on his mandate by revisiting its current vision, mission, objectives, strategies and set a new direction for the next strategic planning cycle till 2023. The succeeding strategic plan will serve as a guiding document to achieve the organisation's mission through a coordinated work plan and will serve as a roadmap aligned to Vision 2020/2050, National Strategy for transformation 1 (2019-2024), Strategic plan for the transformation of Agriculture in Rwanda, phase 4 (PSTA 4) and other national and international policies and programmes that are in place.

This strategic plan is developed when the organization is committed to building an organization capable of funding its interventions up to 30% of its budget. The organization has decided to invest in commercial projects and wants to set up an independent department which will manage all the commercial activities of the organization.

All the activities of IMBARAGA seek to improve the wellbeing of all farmers but particularly the organization aims at the development of its beneficiaries. All its activities are divided into these main groups: Advocacy and lobbying, Crop and livestock farming, Environmental protection and Capacity building of the employees and beneficiaries

1.2 Methodology

The elaboration of IMBARAGA Farmers Organization was conducted through a highly participatory and consultative process involving all stakeholders: members (farmers), imbaraga management and staff, public institutions, development partners, civil

society and the Private Sector. A top down approach was used to identify organization strategic orientation through the consultations of the national organs of the Imbaraga (Board of Directors, Executive secretariat...) and a bottom up approach was used to involve members at local level (Farmer groups, antenna, region...). The two has helped to come up with a strategic plan which is owned by all stakeholders to facilitate its implementation.

In order to understand the policy framework on agriculture and farmers organization relevant policies and strategies in place were analyzed. The National plans and policies on agriculture, farmers organizations, cross cutting issues (Vision 2020/50, NST1, EDPRS, PSTA 4, Environment and Natural resources strategic plan, cooperative policy and strategies...) were analyzed as well. A review of the key IMBARAGA farmers organization documentations including annual action plans, annual report, evaluation reports, budgets was conducted.

Even if Imbaraga Farmers organisation has a vision, mission and values statement, it was helpful to go through, revisit them through several exercises to affirming the existing statements and provided a basis to modify them.

The development of the 2019-2023Imbaraga Farmers Organisation Strategic Plan went through an internal and external analysis that encompasses assessing Imbaraga Farmers Organisation strengths and weaknesses, financial performance, people (Human resource), operational limitations, opportunities and threats.

IMBARAGA's mission and objective were affirmed and its critical issues identified, it was time to figure out what to do about them: "Development of objectives (goals and strategies).

As a supporting tool of the implementation of the 2019-2023Imbaraga Farmers Organisation Strategic Plan, a monitoring and evaluation framework was developed based on the results chain. This step included: Setting SMART Impact, outcomes and outputs to monitor and evaluate, developing key performance indicators to monitor outcomes and outputs, setting realistic targets. The Imbaraga Farmers Organisation Monitoring and evaluation framework proposed a monitoring and data collection system to be established in order to facilitate reporting of achievements.

The planned activities for the next 5 years Imbaraga Farmers Organization strategic plan were costed. Details were provided on the total IMBARAGA projected cost of the strategic plan based on planned activities.

1.2 International and national context

Imbaraga strategic plan takes place within a context shaped by multiple national policies, strategies and frameworks as well as international Commitments. The institutional context for IMBARAGA has changed since 2013 when the organization became a non-government organization, the new legal status opened new opportunities and challenges for the organisation.

The international instruments which have significant impact for IMBARAGA Strategic plan are: African's union Comprehensive African Agricultural Development (CAADP), Sustainable Development Goals (SDGs), Agenda 2063, Africa we want and East Africa Community, vision 2050.

The national context includes vision 2020/50, the Seven Years' Government Programme: National Strategy for Transformation, NST 1 2017 -2024 and the Strategic plan for Agriculture transformation 2018 -2024 (PSTA 4)

Vision 2020 constitutes the main development blueprint for Rwanda since 2000. Vision 2020's goal related to agriculture is to develop a high-value, market-oriented agriculture sector with an average growth rate of 8.5%. This will require the increase of productivity, promoting value addition, modernization and enhanced quality of livestock. Subsistence farming will be replaced by a fully market orientated agricultural sector. Vision 2050 will emphasize on Agri-processing: advanced food industry, technology intensive agriculture with a commercial focus

The Seven Years' Government Programme: National Strategy for Transformation, NST 1 2017 -2024 presented by the Prime Minister to Parliament on 26th/09/2017 shows that agriculture will remain the backbone of the economy of Rwanda. Agriculture is the main economic activity in Rwanda with 70% of the population engaged in the sector, and around 72% of the working population employed in agriculture. The agricultural sector accounts for 33% of the national GDP (www.fao.org).

The key strategic interventions will be:

For Agriculture to be more productive, value addition for all agricultural products and working with the private sector needs to be promoted. Private sector will be encouraged to invest in constructing milk collection centers and implementing large scale projects like, fishing farming, animal feeds processing industries, Gako Beef Farm, hides and skins processing. Once the Private sector invests in agriculture the amount of the harvest wasted will reduce from 16% to 5% since farmers will be profit minded. In partnership with the private sector stores for selected agricultural products i.e. maize, wheat, rice, beans, cassava, soya and flowers, fruits and bananas will be built in different parts of the country. The amount of maize and beans that is stored in district stores will increase to 260.052 tons from 184.814 tons. The capacity for these stores will increase from 350.431 tons from 295.495 tons.

This will be achieved through different ways some of which include; Promoting research and professional agriculture. Research in agriculture will enable seed multiplication in country, reducing on the amount of imported seeds, research in veterinary medicine, agro-based industries that process quality agricultural products and consolidating cultivatable land to 980.000 hectares from 635.603 hectares. Farming on consolidated land will increase to 75% in the year 2024 from 52% (2016) which will also rise irrigatable land from 48.508 hectares in the year (2016/2017) to 102.284 hectares by 2024 as water will be extended to farmers in most needy areas and grass conservation. For those farming on small pieces of land affordable small-scale irrigation will be promoted at the same time farmers associations and Water Users Association will be promoted. This will go hand in hand with mechanization which will rise to 50%; from 25% (2017) and utilizing fertilizers will rise to 75 kg/hectare compared to 32 kg in 2016/2017. Lastly, agricultural loans will increase from 5,2%. To 10,4% and encouraging agricultural insurance schemes.

2.Imbaraga status, achievements and challenges

2.1 Imbaraga projects and programmes

The interventions of IMBARAGA seek to improve the wellbeing of all farmers, the organization aims at the economic development of its beneficiaries all its interventions are divided into these main groups:

- Governance and institutional development
- Advocacy and lobbying
- Agriculture and livestock development
- Environmental protection
- Capacity building of the employees and beneficiaries

The implementation of the above-mentioned programs is done through different projects funded by donors. The following are projects implemented by IMBARAGA Farmers organisation:

2.1.1 Advocacy and lobbying program

- **Public policy information, monitoring and advocacy project:** This project seeks to advocate for government development projects and monitoring how they are implemented at district level. The aim is to ensure that government project and policies work to deliver improved services, especially for poor Rwandans. Public policy information, monitoring and advocacy (PPIMA) operates in ten sectors of Gakenke district. The project mainly uses the community scorecard tool and offer advice in the AJIC (Advocacy and Justice Information Centre). This project is funded by NPA.
- **GPSA Project - improving citizen participation in the district imihigo performance contracts:** This project is funded by the World Bank through Transparency International Rwanda. it operates in Kayonza in Eastern Province and Nyanza in Southern. This project aims at empowering farmers at District level through social accountability tools to improve performance contracts - Imihigo in Rwandan agricultural projects and strengthening citizen participation.
- **Advocacy against malnutrition project:** The project is funded by SNV seeks to advocate for improvement of food & nutrition security in Rwanda. It brings together 6 CSOs. Some of the instruments and ways used in advocacy to engage decision makers at the district and national levels.
- **STATUT de l'Agriculture project:** This project seeks to collect information from citizens upon which advocacy will be made among government, CSOs, farmer cooperatives and among farmers in general so that these ideas may guide the law determining agriculture in Rwanda.
- **Farmers' voice project (FVP) –ijwiry 'abahinzin'aborozi :** This project is provided with financial support of the European Union. The goal of this project is to contribute to poverty reduction and strengthened food security by promoting farmer centered policies through enhanced civil society and farmers' organizations engagement in Rwanda. The specific objective is to strengthen the voice of famers' organisations in agricultural policy making, planning, budgeting, monitoring and evaluation in seven target districts: Ruhango, Burera, Rulindo, Rubavu, Rutsiro, Kayonza and Gatsibo.

2.1.2 Agricultural development programs

- **Huguka Dukore Akazi Kanoze project:** This project is funded by EDC with the objective of Increasing stable Employment for Vulnerable Youth through: Improved employ-ability skills for vulnerable male and female youth; Increased viable self-

employment among vulnerable male and female youth and Higher quality, more coordinated workforce development service delivery system. It operates in Musanze, Nyabihu and Rubavu districts.

Its main role is in training and monitoring of activities. However, important to note is that the trainings are conducted by experts from 'akazi kanoze access' program under the themes of creating income generating projects, finding the market and selling of the products.

- **Feed the Future HINGA WEZE:** This project is funded by USAID through CNFA and aims at increasing agricultural productivity, expanding farmers' access to markets and improving nutritional outcome of agriculture interventions. Its operates in Nyabihu, Rutsiro, Ngororero, Nyamasheke, and Karongi (Western Province) ; and Nyamagabe (Southern Province).
- **SUSTAINProject :** The primary objective of this project is to promote the growing of the orange flesh, sweet potato which is rich in vitamin a and to fight malnutrition in rural areas. Its funded by International Potato Center CIP and operates in Rubavu, Gakenke and Rulindo district.
- **Green Energy and Livestock Project (Projet Energie Verte et Elevage – EVE Project):** This project aims at promoting small livestock farming among poor families, promoting animal health services to improve animal production and the use of bio-gas energy produced by cow dung. The project is mainly funded by the Belgian Government (DGD) through VSF - Belgium. It operates in Huye, Nyamagabe, NyanzaandRuhangodistricts in the Southern Province. Ruhango district is only concerned with biogas promotion.
- **Gestion Agricole GEA:** This project is funded by AFDI Loraine and operates in 10 districts of Rwanda distributed into 11 zones, with 25 groups. The said districts are: Nyanza, Ruhango, Muhanga, Kamonyi, Gakenke, Musanze, Nyabihu, Rubavu, Nyagatare and Bugesera. The project mobilises farmers to count cost invested and to select the most profitable crop more than other and they do this during farming seasons A and B.
- **Fight against malnutrition project– 'secualim':** The project is funded by MLFM, it operates in buyoga sector in mu Rulindo district. The objective of the project is to support the most vulnerable farmers targeting specifically families with stunted children, breast feeding mothes and/or pregnant women.

Due to the existing collaboration with the sector leadership, the project is often called to support in times of disaster (strong erosions, floods...).

- **E-granary:** This project is funded by IFAD and EAFF is responsible of the project coordination at EAC region. The objective of the project is to improve the income and living standards of participating e-Granary smallholder farmers in Tanzania, Uganda and Rwanda.
- **Youth Project:** The project aims at scaling up rural Youth access to inclusive financial services for entrepreneurship and employment. The project is funded by IFAD through EAFF

2.1.3 Environmental Protection

- **Trees for Food Security project, T4FS:** The project is funded by ICRAF and operates in Nyabihu and Rubavu districts. Its objective is TO contribute to the reduction poverty and strengthened food security through agro forestry and contribution to the environmental protection. The main project participate in fighting erosion by planting trees that are rich in soil organic matter (alnus, acacia; ...) and edible fruits such as avocados, tree tomatoes; ...).
- The EVE project already described before also contributes to environment protection via the use of biogas which contributes to reduction of deforestation and reduction of greenhouse gas emission.

2.2 Key achievements from 2014-2018 strategic plan achievements

Governance and institutional development

A new Constitution, policies and instruments have been developed within IMBARAGA and provide strategic direction to the management of the organization (Advocacy policy, Anti-harassment policy, Conflict management policy). IMBARAGA, as an active

member of a regional network of farmers' organizations "EAFF" (East African Farmers' Organization) for the past 10 years has been elected as a Board member of EAFF to represent Rwandan farmers associations namely INGABO and NCCR.

Institutional meetings (General Assembly, Board, and Internal control committees' meetings) were held on a regular basis and recommendations proceeded with concrete actions.

Service delivery to members at the grass root levels (farmer groups, basic sections, antenna; ...) in 20 Districts out of 25 (80%) through projects and programs improved because service delivery takes into consideration issues affecting IMBARAGA members.

Advocacy and lobbying

The quality of service delivery by District decision-makers at villages' levels has improved in terms of citizen participation within Imihigo planning process and recommendations from the grass root levels were taken into consideration. District decision-makers are more accountable to the community and a common ground is created through spaces such as JADF, Umugoroba w'ababyeyi, and Umuganda. These District Dialogue forums facilitated by IMBARAGA at District levels are operational and provide space for discussions and consultation between local authorities and citizens in a win-win manner. More to this, strategic forums with key local CSOs (eg; COPILE) have been set up at the national and local levels with public and the private sector to address challenges affecting farmers' livelihoods.

Furthermore, District Farmers 'Networks (DFN) have been formed, in 7 Districts, and provide a platform for farmers to discuss challenges they encounter on day to day basis which affect their work and lives. From these discussions' recommendations were made to decision-makers during DDS and Imihigo designing process. It's anticipated that these processes will carry on contributing to improved service delivery and self-assessment and the quality services delivered by Agro-dealers, health centers, schools, private sector. This was enhanced at Districts levels using Community Scorecard (CSC) tool which improved citizens' awareness of their rights and obligations which then allows them to freely raise their concerns.

In this effort, it's important to note that IMBARAGA and other CSOs has influenced Public policies and programs such as (PSTA 4) during Agriculture Sector Working Groups (ASWG) organized by the MINAGRI and these policies are now nutrition sensitive. Through these partnerships and call-in programs with media (radios and TV) at local and national levels have been strengthened and IMBARAGA visibility improved.

Agriculture and livestock development

Through various initiatives, IMBARAGA facilitated and accompanied 97 farmer groups (composed of 2751 beneficiaries) in doing small agribusinesses.

By so doing, IMBARAGA farmers' members are capable to position themselves along the agri-food value chains and make more profit at each segment. More to this, farmers are linked to the market of inputs (seed and fertilizer suppliers, agro-equipment) and outputs (produce, and other service providers at local and national levels).

IMBARAGA supported 25 private veterinarians in 3 District of Southern Province to create their own business in promoting animal healthcare and inputs trade (drugs and feeds) to improve livestock production.

Living standards of 1058 poor families who benefitted from small animals (goats and pigs), animal sheds and animal feeds greatly improved and increased their production in five Districts of Southern and Northern provinces.

IMBARAGA accompanied 25 seed multipliers of potatoes, in Northern and Western province, in establishing green houses and until now they are making money and networking with different partners from the public and private sector at the local and national levels.

62,200 households are growing six OFSP types (orange fleshed sweet potatoes) in 7 Districts, using improved agricultural practices, resulting in increase of OFSP productivity and growing areas. Poor households with children under five years of age, utilizing OFSP supported through demonstrations of safe and nutritious food preparation and storage including options for OFSP utilization as a supplementary for baby food. Furthermore, cooperatives and individuals are involved in OFSP produce processing and respond to the demand of bakery products at the local levels.

Lastly, it's worth noting that with the support of IMBARAGA, 1230 farmers (including 773 women) running small businesses or developing income generating activities in agriculture and livestock at the village levels, guaranty fees/collaterals were deposited in SACCOs, allowing these farmers to have access to financial support to expand their businesses.

Natural resource management and environment

IMBARAGA provided biogas digesters to 330 rural households which have cows and now they have access to clean energy for cooking without using firewood and destroying forests, while at contributing to improved hygiene. In addition, IMBARAGA provided 8,200 fruit trees and agro-forestry seedlings (including 449,600 cuttings of Pennisetum and 89,900 plants of Calliandra / Lecaena) to 6,025 beneficiaries and now they are improving nutritional and livelihood status of these families and agro-forestry trees are contributing to erosion protection and serves as fodder to livestock.

Cross-cutting issues

Existence of internal policies and regulations (Gender policy, Advocacy policy, Anti-harassment policy, Conflict of interest policy; ...) which are complementary and contribute to safeguard IMBARAGA's reputation and image. All these specific policies are reflected in the development programs and projects that are carried out in the organization and serve as useful tools for the good functioning and management of the organization structure.

Challenges

Some of the ups and downs that IMBARAGA might encounter towards realization of its mission include:

Inadequate information on the problems affecting farmers in general and particularly IMBARAGA's members who need advocacy due to limited research conducted on agriculture issues. Advocacy is poorly done because it's not evidence based and probably due lack of self-confidence contributed to by lack knowledge and low level of collaboration between different levels within IMBARAGA itself and other stakeholders (The private sector and CSOs).

Low participation of members in IMBARAGA activities is another challenge; this in turn might have negative consequences of contributions acquired from members. This will in the long run leave IMBARAGA more dependent upon donor funds since income generated from the commercial activities contribute only 10% of the organisation's budget.

Climate change related issues because farming is mainly dependent upon rain; irrigation practices are still low compared to where they are needed. Farmers have not properly understood irrigation and other agricultural modern practices such as mechanization aimed at improving productivity.

Farmers don't participate in the trainings meant for them; they are attended by those who can't influence change which affects the outcome of these trainings. In one of IMBARAGA's projects in which they give tree seedlings to farmers, they are thrown away or not taken care of even when planted.

Post-harvest handling knowledge is still very low which results into wasting of harvest, even what is kept it is of low quality compared to what the agro processing industries require together with small number of livestock and crop farmers involved in rearing for business with the aim of making profit.

The Organisation's activities are driven by donor project goals and not IMBARAGA'S Vision which then affects the quality of services offered to its members are which are also few compared to farmer's needs. Some of the needs that the organisation should have

focused on include: farmers hesitance to adopt professional agriculture but opt to stick to traditional agricultural practices, absence of a law governing agriculture, small land for agricultural activities, lack of data about soil analysis, insufficient fertilizers in the Country, market costs don't put into consideration the farmers' investment/input and lastly, low level of mechanization in agriculture due to the high costs of equipment.

Youths are not involved in agricultural activities. The organisation has mainly worked with old people who own land. The other underlying factor is that young people look at agriculture as a low-income generating activity with little returns which forces them to move to urban areas where they can find jobs that help them earn easy and fast money.

2.4 SWOT analysis

<p>Strengths</p> <ul style="list-style-type: none"> - The organization is well established with the headquarters in Kigali and branches in Musanze and Huye - experienced Employees in agriculture - It's a farmers' organization with a country representation - It has a large coverage (Country wide) - IMBARAGA'S vision is beneficial to the farmers - IMBARAGA's objectives are aligned with the government policies 	<p>Weaknesses</p> <ul style="list-style-type: none"> - High financial Dependence on donors' funds(Imbaraga own resources are only 10 of the total required funds) - Unable to reach all members due to limited resources - Low capacity among members/beneficiaries - Some members still conduct subsistence and traditional farming - Inadequate information (poor research) in the field of agriculture & livestock - Lack of basic knowledge in business management and organization - A small number of youths among IMBARAGA's members
<p>Opportunities</p> <ul style="list-style-type: none"> - The largest percentage Rwandans depend on agriculture - Political will and enabling environment to 	<p>Threats</p> <ul style="list-style-type: none"> - Limited access for farmers to finance - Low Purchasing power to buy (fruits, eggs, vegetables...)

<p>agriculture development</p> <ul style="list-style-type: none"> - Increase of Agri processing industries - Existence of Government incentives for farmers (Nkunganire) - Favorable weather (climate) - Big domestic market - The market enlargement due to the regional integration 	<ul style="list-style-type: none"> - Price volatility - Small pieces of land (average plot size is 0.6 ha often divided into three-four sub-plots) - Rapid population growth leading to the division of land into more small plot units - Population mindset which affect the shift from traditional agricultural to professional agricultural - climate change and environment related issues which affect productivity - Value addition for agricultural produce is still low - Land degradation
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2.5 Stakeholders analysis

Stakeholders	Interest	Impact	Level of Impact
NPA/PPIMA – Public Policy Information Monitoring and Advocacy Project	<p>Citizen participation in public policy and service delivery process by Promoting active interest and engagement among Rwandan citizens and Civil Society Organizations in national and local level processes of policy formulation and implementation, to ensure that policies work to deliver improved services,</p>	Farmers will be supported to participate in public policy elaboration and monitoring.	Medium

	especially for poor Rwandans.		
IFDC/CIP/RAB	Offers funds to implement CIP (maize, wheat, beans, potato, Cassava, banana) in Rulindo, Burera, Gakenke, Musanze & Nyabihu districts	Increase of production	High
IFDC/CATALIST II	Offers funds to implement potato VC activities in Musanze & Burera districts	Respect of contract clauses	High
Vétérinaires Sans Frontières Belgique (VSF – Belgique) / Energie Verte et Elevage -EVE II Project	<ul style="list-style-type: none"> - Food security - Fight against poverty - Improving agricultural productivity through professional agriculture. - Socio-economic development by encouraging farmers to work with micro credit institutions to access enable them acquire loans. - Promoting private veterinary doctors - Environmental protection through the use bio-gas digesters (climate change resilience). 	Supporting IMBARAGA to achieve its goal: Fighting mal nutrition, poverty, supporting farmers to realize socio-economic, improvement, environmental protection	High
MLFM- Securite Alimentaire-	<ul style="list-style-type: none"> - Food security - Fighting poverty 	- Increasing agricultural production by	Low

SECUALIM Project	<ul style="list-style-type: none"> - Increasing agricultural production by encouraging farmers to do modern farming - Farmers' advancement through research, working with finance institutions and to be their guarantees if a loan is given. 	encouraging farmers to do modern farming	
<p>East African Farmers Federation EAFF/ e-Granary</p> <p>Scaling up rural youth access to inclusive financial services for entrepreneurship and employment – YOUTH Project</p>	<ul style="list-style-type: none"> - Empowering youth in designing income generating agricultural projects - Learning from each other through Information sharing for the promotion of small youth agricultural projects. - Linking youth working in the agricultural sector with micro-finance institution with the aim of improving their financial capacity - Creating an EA youth in agriculture forum aimed at improving agribusiness skills among this targeted youth - Teaching farmers importance of technology in connecting them to market places. 	<ul style="list-style-type: none"> - Integration of youth in IMBARAGA - Connect farmers to regional market 	High
European Union EU-Farmers Voice FVP Project	- Advocacy and lobby in agricultural sector	- Supporting IMBARAGA in advocacy and lobbying in the	High

		agricultural sector.	
Education Development Center EDC-HUGUKA DUKORE AKAZI KANOZE HD-AK Project	<ul style="list-style-type: none"> - Supporting youth to create their own jobs - Training youth in various technical skills - Supporting youth to start up vocational jobs. 	<ul style="list-style-type: none"> - Increase the involvement of youth in income generating activities 	High
AFDI Loraine - Gestion Agricole-GEA Project	<ul style="list-style-type: none"> - Training farmers to count capital and the profits - Advocating for a law governing farming and mobilizing farmers to understand the benefits of this law 	<ul style="list-style-type: none"> - Improve capacity of farmers to do calculate the profit from their production 	Medium
AGRITERRA-Cooperative Development in Irish Potato CODEPO Project	<ul style="list-style-type: none"> - Improving Irish potato production - Mobilizing farmers to join cooperatives - Supporting those farmers in cooperatives to raise production by helping them acquire fertilizers and monitoring how they grow their potatoes. 	<ul style="list-style-type: none"> - Involvement of farmers in cooperatives - Increase of production 	High
PROFADEL/OIF	Supports the community in designing the Local Development Plans in Nyanza, Ngororero & Rutsiro districts	Change of working system and funds management	Low
CIAT/Harvest Plus	Construction of small	Respect of contract clauses	Medium

	warehouses of potato seed in Northern province (5 districts)	& expanding the project in all areas	
BD	Capacity building of farm groups, basic sections and antennae (basic structures of organization) aimed at increasing ownership of the mission if IMBARAGA by members from Nyanza & Huye districts	Honor all accountability tasks as agreed upon with an aim of expanding the project in all areas	High
ILPRC/RCN J&D	Land related conflict management involving women and mediators ('abunzi') Gakenke, Musanze, Rubavu & Rulindo districts	Thinking about land related project that can involve both parties and respecting contract clauses	Medium
EAFF (SFOAP & FEISA)	Institutional capacity building and leadership at regional frame	Good relationship between both parties and respecting contract clauses	High
EU/TROCAIRE	Civic participation with Episcopal justice and peace commission and Rwanda civil society platform Rulindo, Gakenke, Gisagara, Nyamagabe & Nyaruguru districts	Respect of contract clauses & expanding the project in all areas	High
FAO	Support to value chains including maize, potato, pineapple and cassava in Burera & Gisagara districts/Agribusiness; market orientated	Change of working system and undertaking new projects/ Respect of agreed upon deliverables	High

SNV-Voice for Change Partnership V4CP	Advocacy in fighting against malnutrition	Farmers are more involved in activities of fighting against malnutrition	Medium
INTERNATIONAL ALERT/PPRTP	Partnership for peaceful rural transformation project in Ngoma, Ngororero, Huye&Rutsiro districts	Respect of contract clauses & expanding the project in all areas	High
CRS (SASHA)	Support to sweet potatoes holding A vitamin in Rulindo&Gakenke districts/promotion of sweet potato		
ASARECA (FEISA)	Support to value chain transformation of pineapple and potato in Gakenke&Musanze districts	The project has finished	High
ASARECA/AIVs	Support to value chain of indigenous vegetables in Musanze district/indigenous African vegetables high in nutritional content /amarantus, eggs plant...	The project has finished/Prepare the second phase	High
VI-AGROFORESTRY	Increasing the socio-economic of members through environmental conservation and protection in Rulindo district	The project has already finished, and will be continued	High

Trocaire	Supports in Civic Participation and land disputes' resolution	Respect of contract clauses & expanding the project in all areas	Medium
MINAGRI and affiliated agencies (RAB, NAEB)	Mediation with international funds, fund support for implementation of specific projects such as CIP, advocacy for favorable policies to farmers, coordination and orientation of the agriculture sector working groups	Participation in the agriculture sector working group (ASWG), Positioning as best implementer of agriculture policies.	High
Districts	Collaboration in implementation of agriculture policies, joint planning monitoring and evaluation, coordination with other partners	Participation in the Joint Action Development Forum (JADF), Joint monitoring and evaluation.	Medium
Private operators involved in agriculture	Arrangements for better access of farmers to agriculture inputs supply and market for farmers' products.	Negotiation and respect of terms of agreements	High

3.Strategic framework

3.1 Vision and mission

Vision: IMBARAGA vision is stated as “A professional farmer; the trigger of development”

Mission: To increase farmers’ professionalism through capacity building for productivity and competitiveness and protect farmers’ social and economic rights through lobby and advocacy.

3.2 Strategic direction

IMBARAGA Farmers Organization is moving into a new era where the organization is committed to bring tangible change and impact. This requires new strategic thinking and innovative ways of doing business. Members are engaged in putting in place an organization which focus on achieving its vision and mission instead of building an organization that relies largely on donor projects. The following five strategic directions will guide the organization in the five coming years.

- Enhance agricultural value chains development by integrating and promoting youth cooperatives and associations;
- Members’ capacity raised to improve production, quality, preparing production for market and to fight malnutrition emphasising income generating activities **integrating climate change resilience**
- Inform policy decision making processes on matters of agricultural and animal husbandry through effective and efficient evidence-based advocacy and lobbying and communication
- Create strategic alliances for optimization of resources through convening and encouraging inter-institutional networking (State- Private sector- CSOs and Development organizations) and knowledge sharing in the agri-food systems and nutrition space;
- Build an organization with collaborating and functional structures which deliver services at all levels with updated laws and policies and the ability of funding 30% of its budget

3.3 Strategies

Strategic direction 1: Enhance agricultural value chains development by integrating and promoting youth cooperatives and associations;

IMBARAGA was founded in 1992 and that when it registered its first members. However, since that time no tangible measures were taken to register young members while Youth population (16-30 years) makes up 26.6% of the total population of Rwanda. At the same time, farming remains the single largest source of employment for young people. More than 50 per cent of the rural youth (16-24 years) are still working exclusively in agriculture today (MINAGRI,2018). Even those that join did so haphazardly or purely by chance because there was no clear path to encourage the youth to join the organization.

There are many challenges that hinder the youth from becoming members of IMBARAGA some of which include:

- The organization didn't look at this problem seriously and to come up with measure to solve it
- Initially, the organization didn't have a participatory approach to solving problems with its members and taking deliberate actions about their problems
- Agriculture requires a lot of hard work and its profits are slow, while the youth want quick and easy professions with fast profits
- Youths don't own land. Most of the arable land is owned by older people
- Parents have shown little interest in encouraging the youths to practice agriculture and become IMBARAGA members.

This explains why the biggest number of IMBARAGA's members are old people who have begun to lose their physical strength to do hard work, with little professional knowledge; more to that old people fear taking risks. This means, something needs to be done to encourage the youth join the organisation so that IMBARAGA can build a sustainable future.

Strategy 1: Creating an enabling environment and incentives that encourage young rural men and women (youth) to choose/join agriculture.

Strategy 2: Building IMBARAGA Agriculture Youth Forum.

Strategy 3: Support youth in Agri-business through inclusive financial services and capacity building.

Strategy 4: Developing partnership with different buyers of Agro-products to search markets for youth Agro-production.

Strategic direction 2 :Members' capacity raised to improve production, quality/ post-harvest handling, processing emphasising on market oriented activities andintegrating climate change resilience

IMBARAGA Farmers' Organisation exists for its members to support them in the agriculture profession. Its the vision of the organisation to support its members to carry out professional agriculture. A professional farmers is someone who satisfy the following criteria as the main source of income :

Specific criteria

- Who has at least 1 hectare where she/he practices agricultural activities;
- Who owns 5 dairy cows or 20 small ruminants;
- Who raises at least 500 productive hens;
- Someone who has no less than 10 pigs;
- A farmer who has at least 20 rabbits.

NB: A farmer to be considered professional, he/she should satisfy at least one or more of these specific criteria.

General criteria

- Having basic agricultural infrastructure
- Basic Records of income and expenses/ bookkeeping
- Who has financial capacity to work with banks/ financial institutions
- Who is able to do contract farming
- Access and use of internet (use digitalization in agriculture profession).

NB: Apart from satisfying one or more specific criteria, a professional farmer should satisfy at least 3 of these specific criteria.

A part from producing for family consumption, this farmer must also produce at least 30% of the production for the market.

For members to reach that level it will be required to offer them various services to support them to work towards that direction. It's therefore of great importance that the members properly uphold this vision and the organisation to work hard for the same on a daily basis even as they offer services to the members. Some of the main services must include; raise the awareness of members to move from traditional and subsistence farming to professional and commercial farming, training members in different areas/fields, helping members to acquire quality seeds and fertilisers, supporting its members to find market for their produce, helping them to acquire loans, supporting its members to fight against malnutrition. Strategies which will contribute to the achievement of this strategic direction.

Strategies which will contribute to the achievement of this strategic direction are:

- Strategy 1: building capacity of farmers on modern technics of increasing their production
- Strategy 2: Improving farmers' capacity with the aim of increasing investment into agriculture.
- Strategy 3: Including technology into agricultural and livestock activities.
- Strategy 4: Fighting mal nutrition
- Strategy 5: Soil conservation and climate change resilience.

Strategic direction 3 : Inform policy decision making processes on matters of agricultural and animal husbandry through effective and efficient evidence-based advocacy and lobbying and communication;

One of the main responsibilities of the organisation is Advocacy and lobbying. The issues that also need digging deeper, gathering information and if necessary, an in-depth research can be conducted around those issues all geared towards protecting the profits and rights of the members.

In the past there were many factors that affected how advocacy would have been conducted some of which included, lack of self-confidence, lack of concrete research-based evidence, lack of capacity to conduct advocacy and lobbying. This caused many more issues like not advocating for members' problems which affected members and the agricultural sector in general.

Like mentioned earlier it's within IMBARAGA Farmers Organization mandate to advocate and lobby for the rights and profits of its members through research-based evidence.

Strategies which will contribute to the achievement of this strategic direction:

- Strategy 1: Building staffs' knowledge and expertise to do advocacy and lobbying
- Strategy 2: Establishing partnerships and collaborations with other NGOs and media houses as a way of voicing out (advocacy) issues affecting citizens
- Strategy 3: Coalition building with other NGOs in advocacy
- Strategy 4: Collaborating and partnering with decision making local government authorities

Strategic Direction 4: Create strategic alliances for optimization of resources through convening and encouraging inter-institutional networking (State- Private sector- CSOs and Development organizations) and knowledge sharing in the agri-food systems and nutrition space;

IMBARAGA Farmers Organization was restructured in 2012 and became a Non-profit organization in accordance with law 04/2012 of 17/02/2012 governing the organization and functioning of national non-governmental organizations. After the restructuring, new leadership structures were formed to support the organization from national to village levels

The basic level is the farmer group and it operates at the cell and villages. In some cases, a cell has 2 farmers groups. The farmer groups are led by the president and a secretary. Ten or more farmer groups form the basic section which operates at the Sector level. The basic sections are led by a management committee of 7 people who are led by a president.

At the district level there what is known as an antenna which coordinates activities carried out in the basic section. The antenna is led by a president, vice president and a secretary. These are supported by staff of Imbaraga Farmers Organization. To date, Imbaraga Farmers Organization staff are only in 16 districts of the 25 where it operates.

At the provincial level, antennas are gathered into a region. This level is led by a president and secretary. These are supported by the regional coordinator. Until now the organisation, has a regional coordinator only in the Northern province. Due to insufficient resources, other Provinces don't have all the staff needed.

At the national level, there is a president, vice president and a secretary. It also has a board of directors. This board of directors is comprised of 4 regional presidents and 3 **people/members** who are elected by the general assembly.

Though these structures exist they don't fulfil their duties as they should which affects amount contributions collected from members which also affects the organisation's self-sustenance ability. The organisation only contributes 10% of its budget the other 90% comes from donors.

This also has many consequences on the way these structures within the organisation operate internally and how they for healthy relationships and operations among structures. There is a visible gap between members of IMBARAGA, agro dealers and district agronomists. Members of IMBARAGA are not self-confident enough. In many cases, they don't put on their uniforms even when attending meetings, they introduce themselves as heads of cooperatives or agriculture advisors, but they never mention that they are heads of farmer groups or leaders of IMBARAGA basic section leaders.

Strategies which will contribute to the achievement of this strategic direction:

Strategy 1: Creating an atmosphere that encourages open and truthful discussions regarding issues affecting the organisation

Strategy 2: Participating and sharing ideas in government programs

Strategy 3: Visit and closely working with private sector activities aimed at learning from them

Strategy 4: Working with NGOs in agriculture

Strategic direction 5: Build an organization with collaborating and functional structures which deliver services at all levels with updated laws and policies and the ability of funding 30% of its budget.

IMBARAGA managed to achieve a lot related to its objectives. However, it's important to note that all the achievements were funded by different donors. Until today, 90% of all the organisation's financial resources are from donors while only 10% is the organisation's worth in assets.

Since the organisation relies heavily on donor funds, IMBARAGA implemented project activities even when they didn't properly align with the organisation's goal. In some cases, it was realized that donor interests were prioritized over the organisation's objectives.

On one hand members expressed interest in strengthening the organization and increase the services that the organisation provides to members but on the other hand they are reluctant in making their financial contributions which affect the availability of funds.

The article 4 of the law 04/2012 of 17/02/2012 governing the organisation and the functioning of national non-governmental organisations permits to national non-government organisations to dealing in commercial activities only if they the proceedings will be used in the organisation's activities.

It's in that regard that IMBARAGA will revise how it's been doing business in the next 5 years aligning its activities with the new vision of investing into commercial activities building upon the existing assets/activities and bringing in new ones.

Imbaraga will put in place an independent department in charge of identify business opportunities and promoting investments in commercial projects. The department will work under the supervision of the IMBARAGA Farmers organisation. Under this department, there will be commercial activities such as consultancy, selling centres for agricultural products, training centre, etc. Each activity will be registered in Rwanda Development Board where necessary, it will have total autonomy and will have its own board of directors.

Members will be empowered to conduct professional profitable agriculture so that they can generate the income for their development and well-being. Farmers will be able to engage with banks to expand their business and will make their annual financial contribution without being burdened.

The new way of doing business will require the restructuring of the organisation and the elaboration of new policies and regulations. There will be a need for revising the current organisation chart, where new position will be added and clear job descriptions will be clarified and communicated to solve the issues of overlapping project activities and organisation activities.

Strategies which will contribute to the achievement of this strategic direction.

Strategy 1: Establishing an organisation with functional and collaborating structures especially tasks and responsibility of executive and boards are clearly and defined and separated.

Strategy 2: To establish updated laws and policies

Strategy 3: Investing into commercial activities

Strategy 4: Conduct studies on the establishment of farmers' micro finance

3.4 Cross cutting issues

Gender and GBV Policy, anti- corruption policy, ant-sexual exploitation and abuse policy, code of conduct and confidentiality policy; All these policies need to be developed and applied. But some of them need to be update such as Gender policy which however is incomplete.

As Imbaraga members are able for some of them to work as professional, other are classified in Ubudehe category 1 and 2. There is a need to define specific strategies to address issues affecting each category in relation with the strategic directions.

There is a need of specific policies regarding the staff in term of capacity building and a budget accordingly.

4. Results chain and monitoring and evaluation framework

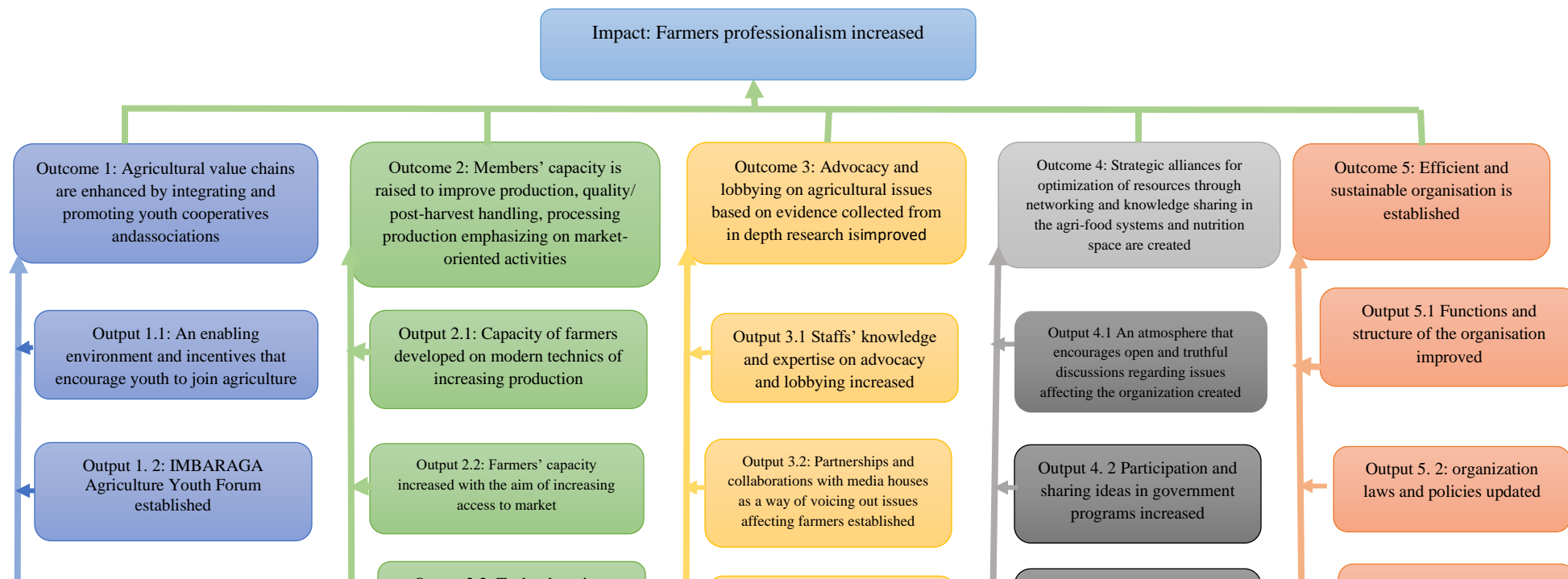
In the past, Imbaraga farmers organization has achieved a lot of activities, however it was not easy to link them to the final results on ground. Other challenges were on how to establish the relationship between the projects implemented in different districts and the objectives and goals of the organization at national level. Finally, a weak monitoring and evaluation system which didn't allow to assess the effectiveness.

Imbaraga farmers organization is committed to achieving real change during the implementation of this 2019 - 2023 strategic plan. In that spirit, a result chain was developed as a tool that shows how Imbaraga farmers organization believes that the planned actions will lead to desired results.

The results chain is designed to clarify the link between the outputs, outcomes and impact. During the period of five years, IMBARAGA Farmers organization will implement 21 outputs to achieve 5 outcomes. This will provide the organization with an integrated framework for all projects and activities which will be implemented by Imbaraga farmers organization. Each project and activity will fall under a given output. The contribution of that project to the achievement of the output will be clarified during the project cycle, starting from the project identification and elaboration.

The results chain is used to design a monitoring and evaluation system and identify indicators to monitor and evaluate the effectiveness. The Imbaraga Monitoring and evaluation framework comprises 5 outcomes, 21 outputs and 39 indicators. Only 21 indicators have the baseline data and 18 don't have them. IMBARAGA will need to mobilize the budget in the first year of implementation of the strategic plan to conduct baseline study. From the results of that baseline study, annual targets will be adjusted where necessary.

4.1 Diagram of Results chain



4.2 Monitoring and evaluation framework

Impact/ Outcomes/ Outputs	Indicators	Baseline	Annual Targets					Source of verification
			2019	2020	2021	2022	2023	
Impact: Farmers professionalism increased	Number of famers classified as professional	TBD	1350	1550	1750	1950	2150	Baseline study Annual progressreports
Outcome 1: Agricultural value chains are enhanced by integrating and promoting youth cooperatives and associations	Number of youth members of imbaraga	TBD	2700	2800	2900	3000	3100	Baseline study Annual progress reports
Output 1.1: An enabling environment and incentives that encourage youth to choose/join agriculture created.	Number of youths in represented in imbaraga management organs	TBD	-	24	-	-	-	Baseline study Annual progress reports
Output 1. 2: IMBARAGA Agriculture Youth Forum established	Imbaraga members Youth forum established	0	-	5	8	11	16	Annual progress reports
Output 1.3: Youth in Agri-business supported through inclusive financial services and capacity building.	Number of agri-business cooperatives of youth	TBD	-	-	-	-	-	Baseline study Annual progress reports
Output 1.4: Partnership with different buyers of Agro-products established to develop markets for youth Agro-production.	Number of partnerships signed	0		4	8	12	16	Annual progress reports
Outcome 2 : Members' capacity is raised to improve production, quality, preparing production for market and to fight malnutritionemphasisingincome	Number tones produced in maize, irishpotatoes, bananes, fruits Tones of meet Litres of milk	TBD	-	-	-	-	-	Baseline study Annual progress reports

generating activities								
	Kg of seeds districts	TBD	-	-	-	-	-	Baseline study Annual progress reports
	Kg of fertilizers distributed							Baseline study Annual progress reports
Output 2.1: Capacity of farmers developed on modern technics of increasing production	Number of farmers trained annually	TBD	3000	4000	5000	6000	7000	Baseline study Annual progress reports
	Number study tours	TBD						Annual progress reports
Output 2.2: Farmers' capacity increased with the aim of increasing access to market and increase of investment.	Number of farmers who produce their basic bookkeeping	TBD	1350	1550	1750	1950	2150	Baseline study Annual progress reports
Output 2.3: Technology into agricultural activities promoted	Number of new technologies introduced	TBD	-	-	-	-	-	Baseline study Annual progress reports
	Ha irrigated	TBD	-	-	-	-	-	Baseline study Annual progress reports
	Number of small tractors	TBD	-	-	-	-	-	Baseline study Annual progress reports
Output 2.4: Food security and nutrition improved	Number people with access to 3 meals per day	TBD	-	-	-	-	-	Baseline study Annual progress reports
Output 2.5: Soil conservation and climate change resilience (Number of trees planted	TBD						Baseline study Annual progress reports
	Number of domestic biogas digesters installed	330						Annual progress reports
	Number of improved cooking stoves installed by farmers	TBD						Annual progress reports
Outcome 3: Advocacy and	Number of researches	0	1	2	3	4	5	Annual progress

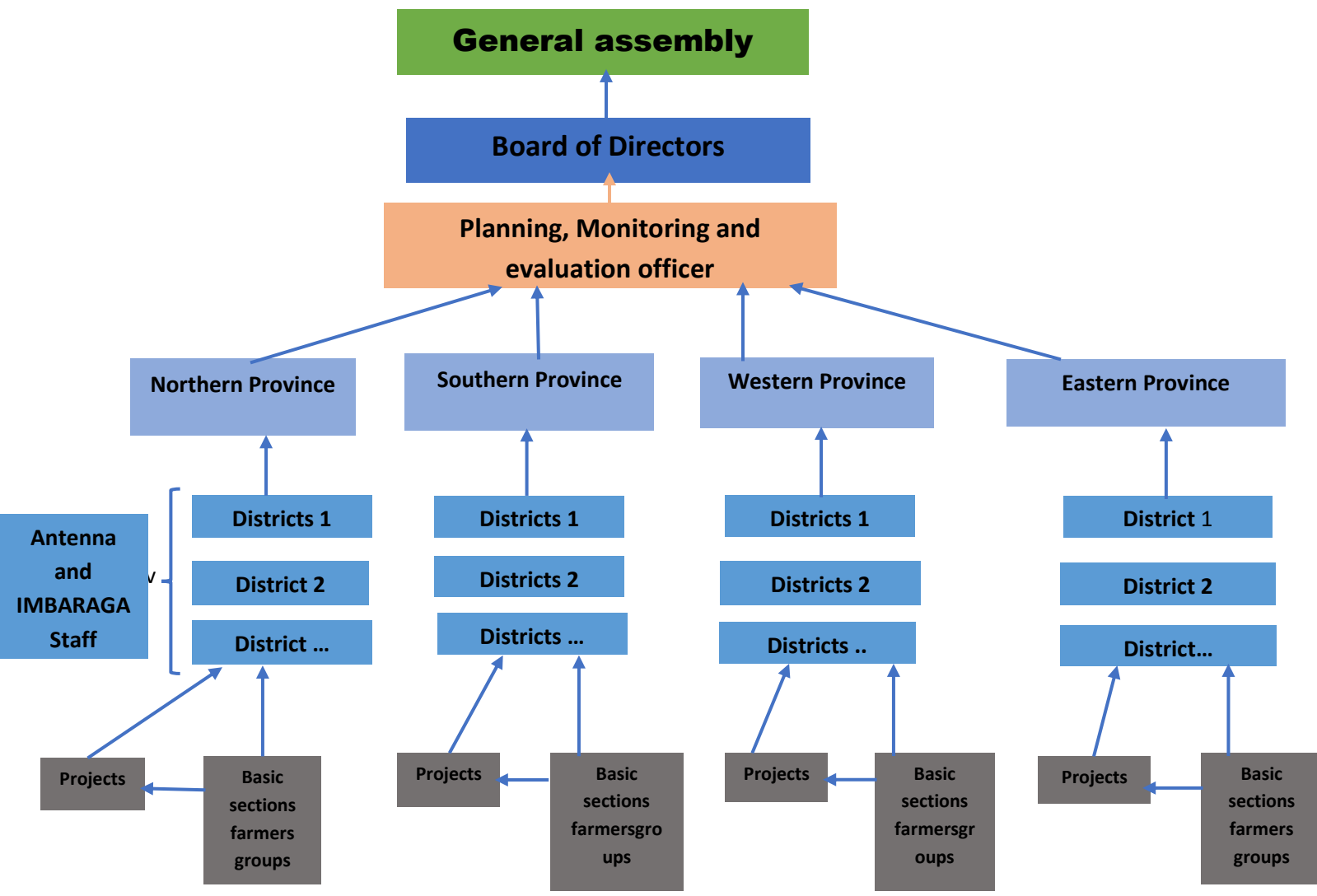
lobbying on agricultural issues based on evidence collected from in depth research is improved	on agricultural issues conducted							reports
	Number of desk review conducted	0	1	2	3	4	5	Annual progress reports
	Number of annual Advocacy and lobbying meetings organized	4	6	7	8	10	12	Annual progress reports
Output 3.1 Staffs' knowledge and expertise on advocacy and lobbying increased	Number of staffs trained in advocacy and lobbying	TBD	17	37	-	-	-	Baseline study Annual progress reports
Output 3.2: Partnerships and collaborations with media houses as a way of voicing out issues affecting farmers established	Number of radio round table discussions organized	TBD	5	10	15	20	25	Annual progress reports
Output 3.3: Coalition with other NGOs in advocacy established	Number of projects of which have advocacy and lobbying components	2	2	2	2	2	2	Annual progress reports
Output 3.4: Collaboration and partnership with decision making local government authorities established	Number of annual meeting organized at districts level where local government leaders are invited	0	25	25	25	25	25	Annual progress reports
Outcome 4: Strategic alliances for optimization of resources through networking and knowledge sharing in the agri-food systems and nutrition space are created		TBD						
Output 4.1 An atmosphere that encourages open and truthful discussions regarding issues affecting the organisation created	Number of self-assessment meetings at province level	0	4	4	4	4	4	Annual progress reports

	Number self - assessment meetings at district level	0	25	25	25	25	25	Annual progress reports
Output 4. 2 Participation and sharing ideas on government programs increased	Number of government program which imbaraga members are involved in	0	-	-	1	2	3	Progress reports
Output 4.3 Partnership with private sector established aimed at learning from them	Number guarantee funds	4	-	5	6	8	9	Progress report and evaluation reports
Output 4.4 Partenship with NGOs in agriculture established	Number of joint project proposal developed and funded	1		2	3	4	-	
Outcome 5: Efficient and sustainable organisation is established	Number of outputs fully implemented	0	-	-	-	-	25	Evaluation reports
Output 5.1 Functions and structure of the organisation improved	Restructuring report recommendation fully implemented	0	-	-	1			Progress reports
Output 5.2: Updated laws and policies established	Number of laws and policies updated	0	1	3	5	7	-	Progress reports
Output 5.3 new law and policies developed	Laws and policies government commercial activities in place	0	-	-	Laws and policies government commercial activities in place	-	-	Progress reports
Output 5.3: Investment into commercial activities increased	Independent company established and operationalised	0	-	-	1	-	-	Annual progress reports Evaluation reports
	Number of operational commercial projects	0	0	1 Selling center of fruit and vegetables.	1 guest house in place (Musanze training center transformed)	1 selling center of maize and seetpatotoes	1 selling centeririshpatotoes	Annual progress reports Evaluation reports

Output 5.4: Conduct studies on the establishment of farmers' micro finance	Number of studies conducted	0	-	-	-	1	-	Annual progress reports
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4.2.1 Monitoring and Data collection system

Every beginning of the year an annual action plan will be prepared. The annual action is the annual tool for implementation and monitoring of the strategic plan. Data will be collected from the basic section to ensure that the needs of the members are considered every year as it has been for the strategic planning process. A quarterly report will be prepared to inform Imbaraga management about the progress. The following will be the monitoring and data collection system and the flow of the information and data through organs of IMBARAGA.



The antenna will be the centre of the information from projects implemented by IMBARAGA at districts level, from basic sections activities and farmers groups activities. The staff of IMBARAGA at District level will work with the farmers representatives to put together

information and submit the collected information to the Province for consolidation. At Province level the Regional coordinator will consolidate reports from districts and submit the reports of the province to the planning, monitoring and evaluation officer/ or programme officer. The planning, monitoring and evaluation officer will have the responsibility of processing the data from province and produce the consolidate report to be submitted to the management of Imbaraga farmers organisation for decision making.

The operationalisation of the above monitoring and data collection system will encourage the collaboration between the IMBARAGA organs at all levels and increase the ownership and participation of members.

A new annual action plan and reporting format will be designed to reflect the results-based planning approach adopted by the organisation through this strategic planning process. Linkage between the planned outputs and annual planned activities will be taken in account.

4.2.2 Evaluation

This strategic plan will be subjected to a mid-term assessment in the year 2021 and terminal evaluation in 2023. These assessments will be a strategy to reinforce the implementation of the IMBARAGA strategic plan and strengthen the evidence-based planning at all levels of the organisation. The mid-term assessment will help to report the progress against planned outputs and indicators, this will allow to make adjustments.

The final evaluation will evaluate the planned activities and projects to determine its relevance, efficiency, effectiveness and impact. Recommendations and lessons learned from the final evaluation will inform the next strategic planning process and other decisions related to the development of the organisation.

5. Implementation plan 2019-2023

outcomes/ outputs/ key activities	2019	2020	2021	2022	2023
Outcome 1: Agricultural value chains are enhanced by integrating and promoting youth cooperatives and associations					
Output 1.1: An enabling environment and incentives that encourage young rural men and women (youth) to choose/join agriculture created.					
Change our perception towards agriculture and encouraging farmers to be more business oriented in their activities					
Capacity building for young people in terms of funds mobilization and management					
Facilitating youth to get access to land and inputs/ agricultural incentives					
Promoting youth activities related to agriculture					
Facilitate youth to get access on information related to Agriculture sector (Policies, selected seeds, Partnerships with IMBARAGA and other International Donors etc...)					
Output 1. 2: IMBARAGA Agriculture Youth Forum established					
Building/Establishing Forum of youth from district level to work with different projects. (Especially from youth already working with IMBARAGA projects; EDC, EAFF-IFAD Youth Project).					
Explain to the youth about IMBARAGA vision and mission and encourage them to become members					
IMBARAGA needs to have a department in charge of Youth who are in Agri-business and represented at National level. Including youths in the leadership of the organization (1 at the National level, 2 in every Province and 4 at the District)					
Supporting youth enterprises development through trainings, incubation, mentorship, business networks (This will encourage youth and therefore became members)					

Develop project documents whose main beneficiaries will be young men and women in Agri-business.					
Output 1.3: Youth in Agri-business supported through inclusive financial services and capacity building.					
Developing the MOU's with different Institution (Financial and mentorship companies) to support youth from IMBARAGA Youth forum.					
Building a network with other youth associations and forums.					
Set up model of providing guaranty for youth in agribusiness found in IMBARAGA Youth Forum.					
Identification of youth in Agri-business					
Promoting start up Agri-business projects for youth.					
Output 1.4 : Partnership with different buyers of Agro-products established to developed search markets for youth Agro-production.					
Developing MOU's with different buyers of Agro- Products					
Building a website that can be used by Youth to search for international markets opportunities.					
Outcome 2 : Members' capacity is raised to improve production, quality/ post-harvest handling and processing production emphasizingon market oriented activities					
Output 2.1: Capacity of farmers developed on modern technics of increasing their production					
Training farmers on land management, use of fertilizers (organic and inorganic), using good seeds, taking care of crops, fighting against predators / destructive insects					
Training livestock farmers how they can improve on how they have been working					
Helping farmers to access seeds, fertilizers and tools in easy ways					
Training farmers on how they can link animal and crop husbandry					
Training farmers to count cost and how they can reduce expenses while acquiring inputs					

Raising farmers' capacity in managing production/post-harvest handling: Training farmers on proper ways of managing their harvest (time to harvest, proper transportation, drying and proper storage)					
Output 2.2 : Farmers 'capacity increased with the aim of increasing access to market and increase of investment					
Sensitize and training on agro processing					
Supporting farmers to work with finance institutions / establish guarantee funds					
Sensitize members on setting personal goals to be achieved within a certain period					
Sensitize members on seeking for help from accountants to balance books so they can know if they are making profit					
Supporting crop farmers mostly the poor to get domestic animal (cows, goats, pigs.....) and showing them how to properly take care of these animals					
Promote livestock and veterinary services					
Promote commercial exchanges between members (Ubuhahirane)					
Output 2.3: Technology into agricultural activities promoted					
Training and mobilizing farmers to use technology/mechanization in their activities					
Encouraging and supporting farmers to acquire modern agricultural tools (irrigation, water tanks....)					
Using technology to gather and collect information aimed at monitoring progress(Working with e-Granary)					
Output 2.4: Malnutrition eradicated in imbaraga members					
Fighting mal nutrition Encouraging by farmers to grow crops that are unique in fighting against mal nutrition					
Encouraging and supporting farmers to grow fruit trees					
To mobilise and train farmers to use a balanced diet/ To train farmers on how to prepare a balanced diet					
Output 2.5: Soil conservation and climate change resilience (protect					

environment, fight erosion, tree planting)					
Supporting/Encouraging members to protect the environment in all their work					
Support famers in tree planting					
Support and train members on terraces and other technics of fighting erosion.					
Promoting the use of renewable energy (Biogaz, improved stoves, etc)					
Outcome 3: Advocacy and lobbying on agricultural issues based on evidence collected from in depth research is improved					
Output 3.1 Staffs' knowledge and expertise to do advocacy and lobbying increased					
Organizing trainings for IMBARAGA staff and members to hold research evidence-based advocacy and lobbying					
Conduct advocacy and lobbying policy reviews					
Having an annual advocacy and lobbying plan based upon issues raised by members					
Building a habit and capacity of staff to analyze government development policies and programs so that they respond to the actual issues of the members					
Output 3.2: Partnerships and collaborations with media houses as a way of voicing out issues affecting citizens established					
Elaborate Imbaraga communication strategy					
Disseminate and implement Imbaraga communication strategy to all stakeholders					
Building partnerships with radios and TVs					
Re-activate UMUSARURO newspaper since it will act as a platform of exchange for members					
Produce a documentary film elaborating the organisation's achievements and the existing problems					
Output 3.3: Coalition with other NGOs in advocacy established					
Signing MoUs with experienced advocacy NGOs as a means of information sharing and having combined programs					

Strengthening donor relations so they can support IMBARAGA programs	██████████	██████████	██████████	██████████	██████████
Having the extended knowledge to analyze program policies so that we can make our contribution and writing quality policy briefs, policy papers, position papers	██████████	██████████	██████████	██████████	██████████
Output 3.4: Collaboration and partnership with decision making local government authorities established	██████████	██████████	██████████	██████████	██████████
Build a good relationship with the parliamentary commission in charge of agriculture	██████████	██████████	██████████	██████████	██████████
Participating in meetings of that commission so that we can voice out what the farmers' needs	██████████	██████████	██████████	██████████	██████████
Attending and participating in JADF meetings at the District level to increase visibility of imbaraga	██████████	██████████	██████████	██████████	██████████
Organisation meeting at district level where local government authorities will be invited to strengthen collaboration	██████████	██████████	██████████	██████████	██████████
Outcome 4: Create strategic alliances for optimization of resources through convening and encouraging inter-institutional networking (State- Private sector- CSOs and Development organizations) and knowledge sharing in the agri-food systems and nutrition space;	██████████	██████████	██████████	██████████	██████████
Output 4.1 An atmosphere that encourages open and truthful discussions regarding issues affecting the organisation created	██████████	██████████	██████████	██████████	██████████
Establish farmers' conflict resolution committees at Village, cell, sector, district and at the national levels	██████████	██████████	██████████	██████████	██████████
Operationalize existing farmers' conflict resolution committee at all levels	██████████	██████████	██████████	██████████	██████████
Actively participate in the various government programs	██████████	██████████	██████████	██████████	██████████
Electing trustworthy leaders	██████████	██████████	██████████	██████████	██████████
Organise regular meetings within the leadership of the organization to enable information sharing. For the leadership to have a clear and common understanding of the issues within the organisation,	██████████	██████████	██████████	██████████	██████████
Training members on the organization's statutes and strategic plan	██████████	██████████	██████████	██████████	██████████

Output 4.2 Participation and sharing ideas in government programs increased/ developed					
To actively participate in the revision of guidelines established by government especially those that are related to agriculture and environment					
Participating in the establishment of programs and policies governing the PS at the district level to suit needs of members					
Analysing government programs and policies to check whether they contribute to fighting poverty, mal nutrition and enabling innovation					
Output 4.3 Partnership with private sector established aimed at learning from them					
Improving the working relationship between farmers and the department of agriculture in the PSF					
Closely work with PSF in the effort to export for agricultural production/harvest					
Connecting farmers that need support to expand their activities with private business owners					
Value addition by transforming harvest into products that can be preserved for a long period					
Output 4.4 Partnership with NGOs in agriculture established					
Strengthen the existing partnerships with NGOs					
Drafting and presenting agricultural project proposals to international organisations that fund sustainable projects so they might be funded.					
Operating in transparency and proper management of donor funds pooled through different projects as a way of building trust through the improvement the financial management of the organisation practices					

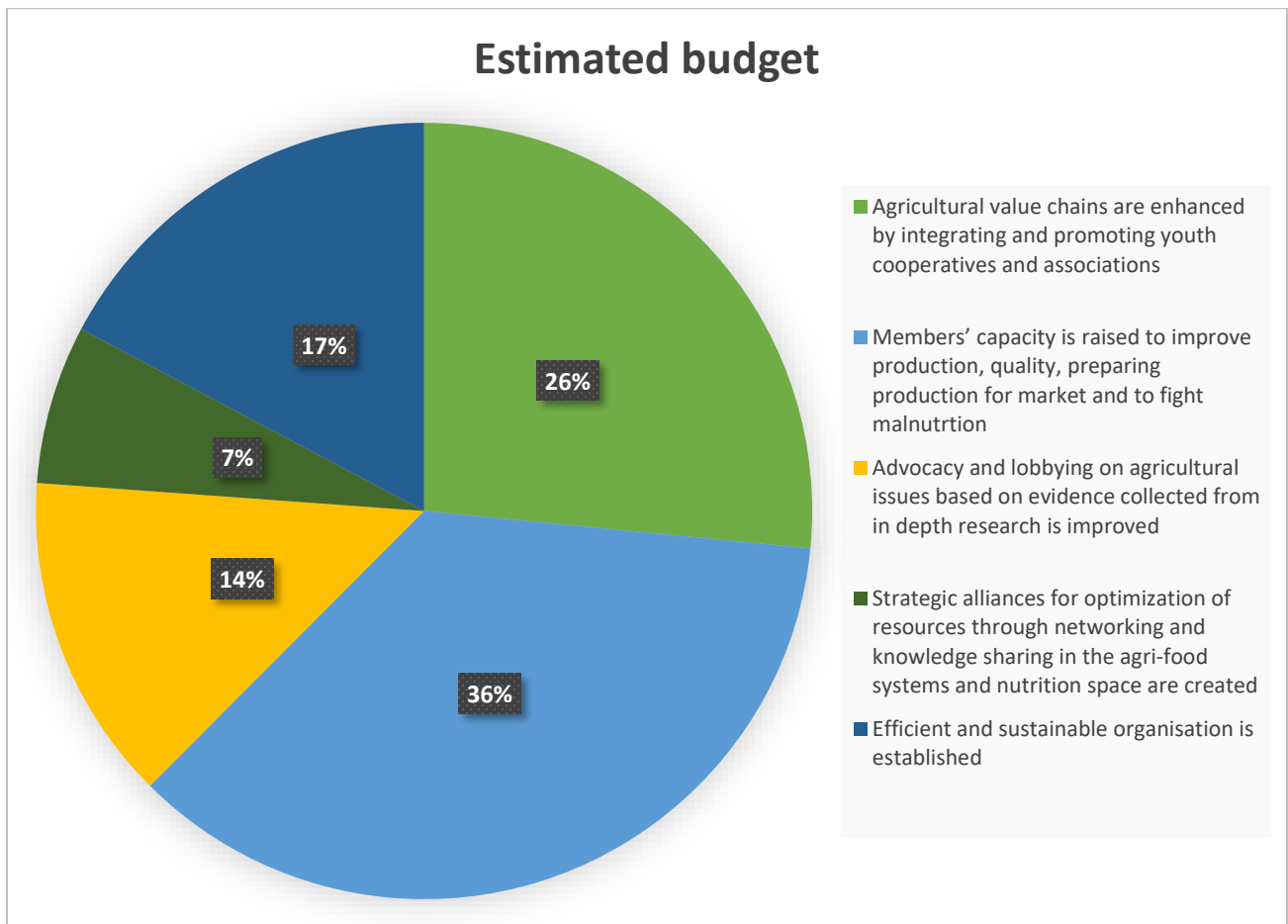
Outcome 5: An organization with collaborating and functional structures with each delivering services its level with updated laws with the ability to sustain 30% of its budget					
Output 5.1 Efficient and sustainable organisation established.					
Conducting in depth data collection of the members (the assets they own, their possessions, which economic categories they are in) working with EGRA NARY					
Organising special trainings for those in leadership to properly fulfill their duties and responsibilities					
Train members on the laws and policies of the organisation					
Put in place proper measures governing ownership and collaboration					
Output 5.2 Functions and structure of the organisation improved					
Improving channels of communication within organization's structures, among different levels staff and stakeholders/ elaborate the communication strategy					
Publicising our work and our success stories on social media networks, newspapers, ...					
Visiting other agricultural organisations in the agriculture aimed at learning					
Conducting a self-assessment within structures and staff					
Conduct mid-term and final evaluation					
Output 5. 3: To establish updated laws and policies					
To revise and link laws and policies of the organisation (Constitution, MAPAF, HR Manual, Gender and GBV; ...)					
Putting in place new policies to help members improve how they conduct business (SEA policy, anti-corruption policy, confidentiality policy, Youth policy, code of conduct; ...					
To publicize international laws and policies for members to know them and use them while drafting project proposals					
Output 5. 4: Investment in commercial activities increased					
Establishing an independent department within IMBARAGA farmers organisation in charge of business and investment					

Getting involved in cereal business-like sorghum, seeds, Irish potatoes,					
Turning the Musanzetrainingcenter into a business center with guest rooms and a multipurpose hall.					
Support farmers to become seed multipliers					
Output 5.5: Establishing a farmer's micro finance					
Conduct a detailed feasibility study of the microfinance					
Mobilise resources					

6. Estimated budget

The planned activities for the next 5 year will cost an estimated budget of Rwf13,649,657,844. The first year will be the lowest and the budget will increase over the years.

The outcome on raisin the capacity of farmers alone accounts for the large part and represents 36% of the total budget which is 4,906,207,020 Rwf followed by the outcome on the integration of youth to enhance value chain which represents 26 % which is 3,366,230,038. The outcome on setting up a well-organized organization comes third and represents 17% which is 2,352,686,719. This one is followed by the outcome on Advocacy and lobbying which will cost 1,866,112,644 which is 14%. Finally comes the outcome on the creation of alliances which will cost a budget of Rwf 902,525,965 which is 7%.



Detailed budget per outcome and output

Outcome 1: Agricultural value chains are enhanced by integrating and promoting youth cooperatives and associations	551,380,000	606,518,000	667,169,800	733,886,780	807,275,458
Output 1.1: An enabling environment and incentives that encourage youth to join agriculture created.	252,320,000	302,784,000	333,062,400	366,368,640	403,005,504
Output 1. 2: IMBARAGA Agriculture Youth Forum established	141,260,000	169,512,000	186,463,200	205,109,520	225,620,472
Output 1.3: Youth in Agri-business supported through inclusive financial services and capacity building.	156,000,000	187,200,000	205,920,000	226,512,000	249,163,200
Output 1.4: Partnership with different buyers of Agro-products established to develop markets for youth Agro-products.	1,800,000	2,160,000	2,376,000	2,613,600	2,874,960
Outcome 2: Members' capacity is raised to improve production, quality, preparing production for market and to fight malnutrition	746,850,000	896,220,000	985,842,000	1,084,426,200	1,192,868,820
Output 2.1: Capacity of farmers developed on modern technics of increasing their production	117,750,000	141,300,000	155,430,000	170,973,000	188,070,300
Output 2.2: Farmers' capacity increased with the aim of increasing investment into agriculture.	377,400,000	452,880,000	498,168,000	547,984,800	602,783,280
Output 2.3: Technology into agricultural activities promoted	152,000,000	182,400,000	200,640,000	220,704,000	242,774,400
Output 2.4: Malnutrition eradicated in imbaraga members	38,050,000	45,660,000	50,226,000	55,248,600	60,773,460
Output 2.5: Soil conservation (protect environment, fight erosion, tree planting)	61,650,000	73,980,000	81,378,000	89,515,800	98,467,380
Outcome 3: Advocacy and lobbying on agricultural issues based on evidence collected from in depth research is improved	284,070,000	340,884,000	374,972,400	412,469,640	453,716,604
Output 3.1 Staffs' knowledge and expertise to do advocacy and lobbying increased	126,250,000	151,500,000	166,650,000	183,315,000	201,646,500
Output 3.2: Partnerships and collaborations with media houses as a way of voicing out issues affecting citizens established	127,600,000	153,120,000	168,432,000	185,275,200	203,802,720
Output 3.3: Coalition with other NGOs in advocacy established	20,620,000	24,744,000	27,218,400	29,940,240	32,934,264
Output 3.4: Collaboration and partnership with decision making local government authorities established	9,600,000	11,520,000	12,672,000	13,939,200	15,333,120
Outcome 4: Strategic alliances for optimization of resources through networking and knowledge sharing in the agri-food systems and nutrition space are created	137,387,500	164,865,000	181,351,500	199,486,650	219,435,315
Output 4.1 An atmosphere that encourages open and truthful discussions regarding issues affecting the organisation created	43,837,500	52,605,000	57,865,500	63,652,050	70,017,255
Output 4. 2 Participation and sharing ideas in government programs development	25,500,000	30,600,000	33,660,000	37,026,000	40,728,600
Output 4.3 Partnership with private sector established	25,800,000	30,960,000	34,056,000	37,461,600	41,207,760
Output 4.4 Partnership with NGOs in agriculture established	42,250,000	50,700,000	55,770,000	61,347,000	67,481,700
Outcome 5: Efficient and sustainable organisation is established	358,139,000	429,766,800	472,743,480	520,017,828	572,019,611
Output 5.1 Efficient and sustainable organisation established.	138,374,000	166,048,800	182,653,680	200,919,048	221,010,953
Output 5.2 Functions and structure of the organisation improved	22,985,000	27,582,000	30,340,200	33,374,220	36,711,642

Output 5. 3: To establish updated laws and policies	17,780,000	21,336,000	23,469,600	25,816,560	28,398,216
Output 5. 4: Investment into profit making activities	48,800,000	58,560,000	64,416,000	70,857,600	77,943,360
Output 5.5: Conduct studies on the establishment of farmers' micro finance	130,200,000	156,240,000	171,864,000	189,050,400	207,955,440
General Total	2,077,826,500	2,493,391,800	2,742,730,980	3,017,004,078	3,318,704,486

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APPENDIX 1: Annual action plan format

Outcome	output	Key activities from the strategic plan	Annual activities	District	Budget	Source of funds

APPENDIX 2: ORGANISATION CHART OF IMBARAGA FARMERS ORGANISATION

