

THE FIRST RWANDA COFFEE CONFERENCE

Achievements, Challenges and Way forward



From Left to Right: SNV Country Director Jean de Matha Ouedraogo, Agriculture Minister Christophe Bazivamo and Director General of OCIR CAFÉ Alex Kanyankole during the Rwanda Coffee Stakeholders Conference held in Kigali from 15-16 December 2008.

15-16 December 2008

Organised by
SNV Rwanda

In Collaboration with
OCIR Café

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BACKGROUND

The first Rwandan Coffee Conference was organised by SNV Rwanda at the Serena Hotel, Kigali, from 15 to 16 December, in cooperation with OCIR CAFÉ.

This publication contains a summary of the presentations and discussions at the Conference. The complete presentations are available on soft copy from both SNV Rwanda and OCIR CAFÉ.

It is with great satisfaction that we present the key elements of the presentations from speakers of exceptional status and expertise in the field of coffee, so ably marshalled through the dedication of the Chairman of the Conference, Mr. Alex Kanyankole, the Director General of OCIR CAFÉ.

It is our hope that the material presented in this publication will lead to a number of actions over the next months and years, which will achieve a real improvement in the coffee sector in Rwanda.

OCIR CAFÉ

The Rwanda Coffee Development Authority (OCIR CAFÉ) was created in 1964 with a mission of supervising coffee related activities in the country, from production to commercialization. Its mission has recently been reviewed to concentrate mainly on policy formulation and implementation, with particular emphasis on developing professionalism within the coffee industry, as well as marketing and promoting Rwanda coffee. Since its creation, the role played by OCIR CAFÉ has resulted in comforting and perpetuating the coffee culture in Rwanda.

OCIR CAFE is now an agency of the Rwandan Ministry of Agriculture (MINAGRI). Among its other responsibilities, OCIR CAFE is directly charged with developing and promoting the specialty coffee sector in Rwanda.

SNV Rwanda

SNV is a Netherlands based international development organization with over 40 years experience in development activities. It is present in 33 countries all over the world, where professional development staff provide advisory and capacity development services to nearly 2000 local organization involved in poverty reduction and promotion of governance. SNV Rwanda has been operational in Rwanda since 1980. SNV Rwanda staff includes 28 advisors from nine nationalities, 65% being Rwandan nationals. SNV Rwanda works with over 75 local organizations (clients) distributed throughout the whole country.

The impact areas for SNV Rwanda are in keeping with the general SNV mission and embracing specific country level poverty reduction and governance priorities. Within the first impact area, Access to Basic Services, SNV Rwanda has chosen to concentrate on three

MDG-related sectors namely-Water Sanitation and Hygiene, Renewable Energy/Biogas and Education.

The second impact area is Production, Income and Employment. This aims at improving access and delivery of products and services, including the development of the following values chains including Non Timber Forest Products, Tourism and Coffee. SNV Rwanda is partnering with OCIR CAFÉ since 2006 in capacity building in coffee sector.

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SECTION ONE

CONFERENCE OVERVIEW

On December 15 and 16, 2008, some 100 coffee stakeholders from across the country gathered in Kigali, Rwanda, for the first-ever coffee stakeholders' conference- the first national convening of practitioners and theorists committed to advancing the sector.

The conference was designed to strengthen linkages through discussion amongst the various influential players in the private and public sectors; to identify priorities and promote strategic development policies with continued debate amongst producers, traders, funding agencies, Rwanda's coffee regulatory body OCIR Café and government ministries and institutions; to consider the current trends and future challenges and try to find effective solutions.

The conference featured very well known keynote speakers and presenters in the sector. This first coffee conference set a very positive stage for future annual events.

The Conference objectives were as follows:

1. Sharing main achievements within the coffee industry
2. Debate on key issues related to production, processing, marketing, financing and coffee industry governance
3. Agree on different actions and roles to be undertaken

The Conference opened with welcoming addresses by the Minister of Agriculture Christophe Bazivamo. He lauded coffee stakeholders for working hand in hand to put in place strategies for better progress in the sector. He challenged the participants to dedicate all their energies to achieve set goals. He noted then even though the size of most farms is small, the best strategy to counter this is to intensify agricultural methods to increase productivity.

For an unprecedented two days, the participants enjoyed the rare opportunity of meeting and learning from each other; discussing, clarifying, and codifying their common goals and disparate experiences; acknowledging the obstacles to success - even as they began to shape realistic strategies for overcoming them.



A cross-section of the participants

The participants took full advantage of an unusual opportunity for exhilarating collegial exchange and knowledge-sharing. Through the initiatives engendered, the participants hoped to build the field and encourage crucial research. In a word, they set to forge an interest group that will contribute to make the coffee sector valuable to all stakeholders and the society at large.

Conference presentations were divided into two plenary sessions and conference tracks. The opening plenary session took place on Monday December 15 and the second plenary on Tuesday December 16. On the second day attendees were divided into four tracks, Production, Processing and Quality control, Marketing & Sales Management and Financing, Organizational framework before the second plenary session that concluded the meeting.

Working Group sessions proved productive, leading to common agreement on the institutionalization of cooperation via the establishment of expert clusters to resolve long-standing problems. Otherwise, Working Groups concluded the need to move towards the elaboration of concrete sector or issue-specific projects with the support of OCIR CAFÉ and relevant capacity development in the coffee value chain.

Overall, participants expressed their approval of this first coffee stakeholders' conference.

PLENARY PRESENTATIONS AND DISCUSSIONS: Morning Session

An overview of the coffee industry in Rwanda

The Director General, OCIR CAFÉ Alex Kanyankole opened the presentations' session. He discussed the importance of the Rwanda coffee sector which currently contributes 15 percent of all Rwanda's exports. Coffee exports generated \$US46 million for a total of 19,000 tonnes of green coffee already exported in 2008. He revealed some of the key achievements in 2008 including the production of 43 million seedlings and planting of 24

million of these before the end 2008. Amongst others, 9206 hectares of consolidated land identified was identified for planting of the seedlings.



Director General of OCIR CAFÉ Alex Kanyankole makes a presentation on Rwanda's coffee industry

Kanyankole said that the GIS Unit set up produced different maps on nurseries, coffee trees and coffee washing stations distribution. He informed participants that Rwanda participated in different coffee international trade fairs and hosted the Cup of Excellence Event in August 2008 where 24 best coffees qualified with the best selling at about 40 USD/kg.

An MOU was signed between OCIR CAFE and several districts to facilitate planning, implementing and monitoring coffee activities.

Major challenges identified include low use of mineral fertilizers and insufficient rainfall registered in May 2008 affected the achievement of set targets in 2008. A number of WS still operate under capacity. Also evident was a poor supply of cherries and low capacity of management. He decried that there was unfair competition between CWS and coffee exporters and the low differential in prices between fully washed and ordinary coffee.

New system of inputs management

The acting Head of Support to Production and Coffee Development Department at OCIR CAFÉ Claver GATWAZA brought to fore some of the constraints bedeviling the sector. He noted that the seedlings demand was not always commensurate to the available land.

He disclosed that a new approach in seedlings production and planting hopes to reduce the number of seedlings by producing on request. Land consolidation will be a priority during planting while there will be multiplication of mulching grass and establishment of shade trees.

He told participants that OCIR CAFÉ obtained a loan of RWF4 billion from different banks to purchase chemical fertilizers in 2007. Out of this, RWF 2,195,219,433 was loaned to

cooperatives. However, only 65,270,180 has been hitherto been recovered representing a recovery rate of only 3%.

Gatwaza noted that a new approach in fertilizers distribution through auctions has been devised by OCIR Café. A contract will be signed between OCIR CAFÉ and the private sector who will then sell fertilizers to coffee farmers. The approach is already under implementation in the Southern Province.

He further made known of a new technique in coffee pest and disease control that involves purchasing of pesticides and fungicides at the right time to avoid late application. It also involves increasing of awareness in pesticide protection equipment and training of technicians and cooperatives on safe use of pesticides and Integrated Pest Management (IPM).

Achieving the Objectives of Rwanda's PSTA2 in the Coffee Industry

The Country Director of Technoserve Paul Stewart reminded all of the basic foci of his organisation's programmes in Rwanda. He disclosed that TechnoServe (TNS) obtained a US\$46.9 million grant from the Bill & Melinda Gates Foundation to help coffee farmers in the East African region. Out of this amount, the Rwandan chapter will receive \$1.5 million a year for four years to assist approximately 30,000 farmers.

Some of his organisation's activities in the coffee sector include support development of Coffee Washing Stations (CWS), training farmers in agronomy best practices, facilitating market & credit linkages between farmers and specialty markets and improving credit access for smallholder coffee farmers through working with the commercial banking industry.



Techno serve Country Director Paul Stewart makes his presentation

Stewart said that the 2008 price analysis of green coffee harvests observed that Technoserve's client farmers received 30% higher prices at \$US3.33/kg. In contrast, private CWSs received US\$3.11, semi-washed (US\$2.55). COCATU got \$US4.14

In the next three years, Technoserve hopes to launch 18 CWSs, identify new clients, train 8,000 farmers on agronomy, train 24 cuppers, install three cupping labs, identify and advise Coffee Service Providers, maintain ongoing links to specialty buyers and train banks on coffee finance needs.

Summary of discussions

The CEO of Misozi Coffee Ltd John Rebero gave a brief overview of agro-processing, value addition, marketing and export strategies in Rwanda. He advocated for the promotion of coffee consumption in order to facilitate the transfer of income to the producer. He distinctively mentioned drinking of coffee in schools throughout Rwanda and East Africa to be sold at a standard price of 100 RWF in Rwanda and possibly 200RWF in the region. He said that Rwandan farmers should be sensitised on the dynamics of coffee trade and standards but noted with concern the challenge of delivering the commodity on time. He suggested that a coffee marketing buffer fund levied on the producers every year be formulated in order to create a sense of security in the sector and better handle price volatility.

On his part, Alfred Mutebwa noted with concern the lack of ownership in the sector and asked OCIR CAFÉ to assist farmers to plant the crop. He also petitioned for a structure of pricing to get a better way of pricing since there were differing patterns from market to market. Vincent Ngarambe of MIG observed the anomaly in coffee export figures of 19,000 tonnes provided by OCIR café yet the document indicated 21,000 tonnes which was duly noted and corrected.

Matthias Habimana said that while production of fully washed coffee was attainable at 40,000 tonnes within five years, it was just an aspiration. He decried delays in selling of the commodity, issues of trading and prices in general. He noted that in July season, a lot of coffee remains unsold due to unpaid loans that dissuade farmers from accessing more funds to tender their crops. He suggested that the time framework should be reviewed to engage buyers, while farmers are encouraged to continue with production.

On his part, the Deputy Director of CAFERWA said that infrastructure, notably an important feature in the coffee production process, was overlooked in the morning presentations. There was however clarification on the issue on the fact that Government was committed to upgrade infrastructure in coffee production areas. He added that factory efficiency was paramount to enhance more production. He recommended that there should be a mass sensitisation campaign among farmers on accounting practices whilst upholding cost management in coffee washing stations.

The DG OCIR CAFÉ said discussions with different structures were ongoing and noted that the government in collaboration with donors had done much for the sector.

On ownership, he challenged farmers to take care of their coffee trees. On the issue of seedlings which generated a heated debate, Kanyankole stated that a lot of funds had been spent on seedlings but they were not well taken care of. He asked the local administration to sensitise farmers in the development of nurseries.

On ordinary coffee, he dissuaded producers on the production of ordinary coffee in areas where there are CWSs, remarking that this was not a task of OCIR CAFÉ but that of producers.

Kanyankole said that there should be an aggressive marketing promotion of Rwandan coffee. He however spelt out that it is not the role of OCIR CAFÉ to negotiate prices with buyers but rather coffee exporters. He challenged producers to facilitate OCIR CAFÉ in terms of the coffee trade. In the past, there was the issue of pricing in the international market that negatively impacted on production. He noted that at the moment, there was the global financial crisis that could also affect pricing. He asked producers, farmers and other stakeholders to inspire themselves noting that pricing cannot be resolved locally. He noted that in 2009, if necessary strategies could be put in place, it could help determine local consumption.

He announced that his agency would take records of stockpiled coffee but challenged producers to help determine their stocks. He noted with concern about an aborted meeting that he called to determine the stockpiled coffee that was not attended saying such indifference brings about delays in selling and exporting. He further petitioned producers to match production and the market since the commodity is sold during the buying period. He observed that if producers ship the commodity without proper planning, they run the risk of making losses. Other factors at play in the world market include timing, pricing, negotiations and buyers themselves.

On infrastructure, the DG said the Government had decided to upgrade roads disclosing that a study was being carried out in collaboration with UNDP. He said that one of the roads earmarked for improvement is the Rutsiro-Bralirwa-Gisenyi road at a cost of three billion francs. He said other infrastructural projects geared towards more coffee production would be implemented soon.

On the perpetual problem of mismanagement among cooperatives, the DG said that bad accounting practices among cooperatives were a symptom of a big problem.

Answering a question on the intended start of the much heralded Coffee Marketing Alliance, the chairperson of the alliance said a steering committee is already up and running and should commence activities soon. He disclosed that all projects were laid down in June 2008 and the committee was just waiting for the go-ahead. He said the only snag was with the notary and lawyer, who spent a lot of time in registering the alliance. He however revealed that everything should be ready by December this year. He added the alliance was committed towards having a warehouse in Dubai.

The DG OCIR CAFÉ also emphasised the role of agronomy programmes in fighting worms and insects. Agronomists were further requested to prioritise awareness on potato taste. He said Rwanda had about 35 types of coffee but all were affected by the glitch. He said that there are a number of factors contributing to this, pointing out at pesticides use as one of them.

Answering questions from a participant, Technoserve Country Director Paul Stewart said his organisation helped in the planting of 69 million seedlings. On the development of

infrastructure, Technoserve is working with different agencies to fund improvement. He added that they are also working with farmers to set up new washing stations. He said fully washed coffee was the way to go with his organisation targeting a production of 19,000 tonnes in five years.

Stewart said Technoserve works solely with working with cooperatives by providing technical assistance such as technical training, controls and so on. He informed participants that they neither charge for services nor give money disclosing that are a number of donors like SPREAD who do so.

Julienne Uwamariya, the Portfolio Coordinator of SNV said her organisation focuses on capacity development services without giving out hardware funds. She said that they concentrate on institutional management and facilitate stakeholders' processes with local capacity builders like CSC Ugama and Inades Formation to transfer capacity to local level and more cooperatives.

PLENARY PRESENTATIONS AND DISCUSSIONS: Afternoon Session

[Techno Serve Agronomy Survey: Results and Recommendations](#)

Carole Hemmings, TechnoServe Regional Coffee Agronomist informed participants about a survey conducted to determine key issues effecting coffee production including coffee nutrition and soil resource management, pests and diseases. The Technoserve led survey conducted in June and July 2008, randomly selected 218 coffee farmers from nine client cooperatives.

The elevation of these cooperative farms ranged from 1,369m to 2,079m, with an average farm elevation at 1,673m.



Carol Hemmings, Technoserve's Regional Coffee Agronomist

Through the survey results, farmers requested training on agronomy best practices. Successful extension programs show that working with farmers in small locally based groups is effective. Technoserve shall also use elected focal farmers at the village level to provide training venue and establish demonstration plots.

Locally based TechnoServe farmer trainers will offer monthly training in agronomy best practices at each focal farmer site. The agronomy business advisors intend to support four farmer groups each comprising of 300 farmers.

The National Coffee Strategy: Constraints and Solutions

In his presentation, James Foster of the OTF Group observed that with targeted actions, the coffee sector could achieve revenues of \$115m in 5 years. He said that Rwanda has seen a rapid growth in cherry prices, due in part to the increased competition for cherries brought about by coffee washing stations though systems of fertiliser and seedling management remain inefficient.

He divulged that there is also lack of ownership and care of new coffee trees, inflated number of seeds and seedlings planted to receive higher payments, uncertain application of fertilisers by coffee farmers and slow reimbursement.



James Foster of the OTF Group

Foster said irregular application of pesticides, depending on perceived risks Minimal agronomist support is received due to shortcomings in capacity, logistics and institutional support systems.

The draft strategy deduces the following:

- Development of a new MINAGRI strategy for private sector distribution system.
- Training of OCIR-Café agronomists and farmers in Integrated Pest Management Systems and pest control, seedling management
- Encouraging CWSs to employ agronomists to train local farmers in good agricultural practices
- Jointly developing soil testing capacity with OCIR-The and NUR

On processing, a rapid expansion in coffee washing capacity has occurred since 2002. While the 2002 strategy recommended 107 washing stations by 2010, private investors own 120 spread across the country at the end of 2008. However, CWSs face low profitability with half BRD funded stations running at a loss. Recent trends reduced the profit margin between FW and ordinary processing.

The strategy suggests that OCIR-Café sets up an approval system that includes GIS mapping before CWS can be built (MINAGRI). The CWS turnaround program could provide technical support to CWS management (Donors). Hold financing forum to build banks' understanding and identify new tools. (OCIR CAFÉ) A study of CWSs needs will ensure Districts & MININFRA know infrastructure gaps (OCIR CAFÉ). Remove decree and allow free competition for cherries (OCIR CAFÉ, MINAGRI).

On Sales & Marketing, Rwanda has witnessed rapidly rising fully washed prices. However, the country struggles to ensure quality and consistency in coffee exports.

Foster said that OTF had identified a weak institutional framework among coffee growers associations. Apart from weakening the associations, it also hinders coffee sector training and monitoring initiatives. The coffee industry's institutions still require significant strengthening and focus.

He concluded that coffee farmers should ensure a sustainable cherry supply to CWSs while the latter should focus on management & optimal processing. He added that ordinary farmers should invest in fully washed processing whereas OCIR-CAFÉ offers regulation and support in the sector.

SNV Rwanda Coffee Value chain

The SNV Country Director Jean de Matha Ouedraogo talked about SNV's interventions in Rwanda that are grouped in two broad impact areas: Access to basic services (BASE) and Income, production and employment (PIE).

He said SNV Rwanda choices are in line with the national poverty reduction and governance priorities. In Base, selected sectors include WaSH, Education and Renewable Energy/Biogas while in PIE it includes Coffee, Beekeeping and Tourism.

He added that SNV services are based on three key elements: Capacity development for impact, National ownership and Local capacity builders.

Financial issues in the coffee sector

SNV Consultant Dr. Jean Baptiste Mutajogire, provided data and results from a study that sampled 125 CWS. From the analysis, 59% of the CWS did not have financial statements while only 10% were self funded. 71% delayed access to credit, 62% had solvency problems and 38% had inadequate production.

From the farmers viewpoints towards enhancing reproduction levels including access to credit, review of interest rates, marketing of coffee, highlight search for new markets and tax exemptions. Other factors include prohibiting intermediaries from trading in coffee and quick payment.

Farmers also identified capacity building and use of modern farming techniques as factors that affect production. Interviews revealed that 45% of cooperatives had no profit management and there is need to train them.

Geographical Information System (GIS) and New Coffee Washing Station Installation Approach

The Global Information Systems (GIS) Project Coordinator, OCIR CAFÉ Maurice Habiyambere generally spoke of GIS application in the coffee sector. He noted that the objectives of GIS is to assist OCIR Café to develop a National GIS-based Decision Support System in order to plan and monitor the private and public investments made in the coffee sector for a duration of three years.

He said that key activities in the sector are Coffee Washing Station planning and monitoring, coffee production and rehabilitation program, appellation and environmental impact assessment.



GIS Project Coordinator, OCIR CAFÉ Maurice Habiyambere

Achievements in 2008 included the availability of CWS survey instrument and updated CWS database. Planned activities in 2009 include:

- Participation in coffee census conduction
- Survey of all new coffee plantations using GIS and updating of results from the coffee census.
- Continued implementation of activities signed in the action plan (MoU)
- Updating of nurseries database

Summary of discussions

As one of the measures aimed at improvement of Production, the Misozi chairperson said that in most of the cases, seedlings are always more than the surface of land planned for, while a lot of money is spent on seedlings with only 55% that ends up being planted. He suggested the scaling up using a strategy his organisation and affiliated cooperatives have adopted though identifying and consolidating idle land. According to him, so far, 60 hectares of land is already under utilisation with another 40 hectares set to be recouped on 19 Dec in Ngoma District, Eastern Province.

One of the participants said that in Rushashi is currently using an internationally accepted standard pesticide sourced from Kenya. Suggestion is for Rwanda coffee producers to adopt the same method on the short term. On the long term, University of Rwanda and other research institutions should collaborate with agronomists to develop a pesticide for the local market. This was adopted as a recommendation. However, there are other conventional mediations that are acceptable to buyers. There is also need to check how to incorporate mediation with facilitation from SOPIRWA, a drug manufacturing firm and carry out proactive tests.

On water resource management, OTF discounted fears over water wastage in CWSs saying that the present coffee washing technology does not impact waywardly on the environment and ensures that there is minimal water that goes to waste and instead, much of it is recycled to the farms.



A participant makes his contribution during the conference

A participant asked SNV to train three staff members on agronomy in every cooperative to complement activities in the value chain since most of the staff are idle for up to six months every year and could be redeployed to other sectors. Another participant appealed to OCIR CAFÉ to post all research findings to the OCIR CAFÉ website to enhance information exchange.

On the issue of middlemen who were described by a participant as unreliable, the DG OCIR CAFÉ termed such people as speculators. He said that in general, the private sector does not look at sustainability but rather at profitability. He asked producers with bigger CWS to assist farmers in a sustainable way in all activities.

On capacity building, producers were encouraged to never to accept knowledge gaps in the value chain decriing that there are numerous people that do not acknowledge their shortcomings. He noted that in coffee, there is a lot to know indicating that whenever there is a problem in the chain, there is a capacity gap. The Coordinator of PRCRE said there was need for capacity building in CWS through study tours which however should have study targets.

OTF's representative James Foster said two thirds of cooperatives are highly indebted since the loans they obtain are normally bigger than the cost of investment. Thus, the best strategy is to indentify CWSs that are profitable and technically support them once debts are repaid. There should be more support in financial management, processing and technical ability. Bad debts should be taken up by the government. The loss making stations should be acquired through reinvestment and re-invigoration. Overall, participants ascertained the similarities between findings from the SNV study on financial aspect and conclusions by the OTF Group mainly on access to credit, lack of information and problems in accounting procedures within cooperatives and coffee washing stations owners.

A participant asked why the farmers fund does not get to them. He also enquired if BNR intervene on their behalf once a project is lodged with a commercial bank like BCR. The BNR representative informed participants that the bank does not deal with individuals. If a project is put forward, BNR is not in a position to make out anything about it. He asked concerned people to continue negotiating with their commercial banks and if they fail to obtain credit, BNR could only intervene if the commercial banks request for assistance.

SECTION TWO

Working Group Sessions

Four different perspectives were presented on the Rwandan coffee sector. Some of the key points made by the different speakers are summarized below. These do not necessarily represent a consensus view of the workshop participants or of the breakout sessions which are summarized in the following sections.

François Sihimbiro presented the work groups assignments and ground rules. The breakout session considered challenges to, opportunities for, and future steps to enhancing the coffee sector in Rwanda and immediate action to be taken.

Groups provided a report on their respective themes, including recommendations derived from the presentations and discussions.



One of the working Groups during the conference

Working Group 1 perspective:

Subject: Coffee Production

Moderator: President MISOZI & MINALOC

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

There is insufficient maintenance of existing coffee plantations due to misuse of fertilizers, old coffee trees, poor soils, low capacity of farmers, insufficient control of pest and disease and climatic change.

Recommendations

- ✓ Different campaigns such as the rejuvenation, mulching, weeding, fertilizers and pesticide application must be reinforced to the farmers' level and cooperatives (OCIR CAFÉ, COOPERATIVE, NGOs, and Farmers)
- ✓ Setting up of demonstration fields at cell level (OCIR CAFÉ & COOPERATIVES or Farmers)
- ✓ Increase the area of mulching grass before the end of March 2009 (OCIR CAFÉ must give seeds, and ISAR conduct research on good variety).

- ✓ Use of biological, organic products (pyrethrum), mechanical and IPM control is paramount and can reduce the use of chemical pesticides (ISAR, OCIR CAFÉ, RADA, MINAGRI, Local Government and farmers).
- ✓ To avail agricultural equipment (Secateurs, saws, sprayers, fertilizers, lime, pesticides,) which must be distributed to the farmers through the private sector and cooperatives (OCIR, MINAGRI).
- ✓ Training and organizing field studies to benefit farmers and cooperatives (OCIR CAFÉ, COOPERATIVE, RCA)
- ✓ Environmental protection, integration of agro forestry trees, irrigation (ISAR, RADA, OCIR CAFÉ, MINAGRI).
- ✓ Set up coffee plantation projects that explain farmers' real needs in terms of seeds according to available land (Farmers, cooperatives, local government, District Coffee Task Force, OCIR CAFÉ) January 2009.
- ✓ Realization of the land consolidation policy (Farmers, cooperatives, MINITER, MINAGRI, MINALOC)
- ✓ Seedlings will be planted on the basis of contracts signed between farmers and local leadership to protect them and avoid mixing coffee with other plants (farmers, TF, OCIR) September 2009.
- ✓ GIS must be integrated in production to localize all new or old coffee plantations in order to make good plans in terms of input, production, CWS construction and so forth.

- ✓ EDPRS must be integrated in all activities (in land consolidation, use of fertilizers, contract between farmers and local authorities
- ✓ Census of all coffee trees must be conducted to evaluate the current situation and integrate this as a starting point for future plans (OCIR CAFÉ) January/2009.
- ✓ Strengthening of unions and mobilizing farmers to join cooperatives and participate actively in all coffee campaigns.

Working Group 2 perspective:

Subject: Processing and Quality control

Moderator: Ngarambe Vincent (MIG) & Kayisinga J.C (SPREAD)

CONCLUSIONS AND RECOMMENDATIONS:

Conclusions on pre-processing

- Low quality due to cherries picking/harvesting and sorting in the field as well as CWS level
- Accessibility problems to coffee washing station due to poor infrastructure e.g Roads, bridges
- Cherries/production competition between CWS owners and farmers

Recommendations

- ✓ Training of farmers and technicians in harvesting and sorting activities (good and ripening cherries) OCIR CAFÉ, stakeholders.
- ✓ Using GIS mapping thus enabling CWS owners to know best CWS sites (OCIR CAFÉ, cooperatives, local government, CWS owners).
- ✓ Relationships strengthening, dissemination and information sharing between CWS owners and farmers.
- ✓ Every CWS must have own plantation with an average of least 10ha to reduce competition and increase coffee production
- ✓ Develop traceability by
 - Sensitizing coffee farmers to create zones in their area of production in partnership with OCIR-Café GIS Unit in order to trace the origin of coffee to add value to their products
 - Appellation program to be implemented

Recommendations on processing

- ✓ Employ qualified personnel and provide incentives
- ✓ Regular training in financial and technical aspects
- ✓ Adjusting CWS to comply to set standards e.g basing on East African standards at factory level
- ✓ GIS must reflect coffee good location of CWS, quality of soil CWS, should know origin (Toto machine) for cost efficiency and quality production. SPREAD must release the preliminary results of the first experiment conducted in 2007.

Conclusions and recommendations on post processing

- ✓ Setting up of regional cupping labs
- ✓ Mini cupping lab at CWS level
- ✓ Train cuppers at least one cupper/CWS

Immediate actions for 2009

- ✓ Discouraging ordinary coffee traders at areas covered by CWS (Local government, MINAGRI, MINICOM, MINALOC)
- ✓ Training of CWS, managers (OCIR café and project)
- ✓ Timely supply, distribution and application of inputs
- ✓ Cherries competition as well as production ;
- ✓ CWS must have own plantations of at least 10ha
- ✓ Factory owners should be closer to farmers at grassroots level

Working Group 3 perspective

Subject: Marketing & sales management

Moderator: REIPA & RWACHOSCCO

CONCLUSIONS AND RECOMMENDATIONS

1. Lack of ownership - Individual based small holding farmers, capacity building, create transparency, transfer authority to cooperatives (cooperatives, umbrella, MINICOM – taskforce)
2. Market intelligence
 - Training on improved coffee marketing skills
 - Disseminate valuable coffee market intelligence information
 - Research and data collection (OCIR CAFE, REIPA,)
3. Lack of efficiency: Create a one export desk at OCIR CAFÉ to facilitate exporters with all the exports issues; train coffee traders on shipping and export procedures, reduce cost (MINICOM, REIPA)
4. Fragmented marketing efforts: coffee marketing forum info sharing (OCIR CAFE, Exporters, RDB, private consultants)
5. Inadequate quality analysis and management: Train traders on value chain analysis and all aspects of quality control (OCIR CAFE, Stakeholders)
6. Inadequate Proper financing: create marketing buffer fund.

7. Lack of Generic country brand: Hire experts to create a national coffee country brand for entire coffee sector only (OCIR Café & Stakeholders, RDB/REIPA, Bourbon, Coffee, Private consultants)
8. Lack of professionalism in exporting processes and procedures: set standardized processes procedures, create a manual for all coffee stakeholders, stakeholders should employ professionals; create improved contracts, rules and regulations; enforce disciplinary measures; establish arbitration committee (OCIR Café & Stakeholders, Cooperative Heads, National Cuppers, Consultants)

What are the immediate actions in 2009?

1. Design a national marketing forum that brings together international and national stakeholders
2. Restructure coffee marketing institutions

Working Group 4 perspective

Subject: Financing, Organisational framework

Moderator: Julienne Uwamariya(SNV) & Prosper Nyirumuringa (BRD)

CONCLUSIONS AND RECOMMENDATIONS

Main conclusions:

- Access to credit remains a big issue due to lack of guarantee, poor project designs, lack of capacities, poor customer services delivery by banks and financial institutions, poor capacity of cooperatives. To address this issue, there is a need to develop agricultural guarantee funds, joint several liabilities and capacity building services to private coffee washing stations, cooperatives and banks.
- Late loan applications among clients' side and processing loans at the bank level remains a big hindrance for running the coffee campaign. There is a need to set deadlines at least three before the coffee campaign.
- Inadequate payment schedule vis-à-vis coffee
- Inadequate financing and agriculture lending policy in the coffee sector
- Deviation of loan funds
- Bad debts in coffee sector
- Due to lack of information and communication, there should be regular information workshops with stakeholders, production of brochures and dissemination of information on web sites, and organisation of joint field visits.
- Corporate governance remains very poor within the coffee industry. There is need to identify and mobilise capacity building resources and service providers.

GENERAL CONCLUSIONS AND RECOMMENDATIONS

By the conference's conclusion, participants had agreed on the following recommendations:

1. Beyond the continuing dialogue, the conference participants expressed a strong interest in founding four thematic clusters: production, processing and quality control, marketing, sales and export, financial and organizational framework with clear mandate. The clusters would be action-oriented, dedicated to planning and executing various strategies in their respective spheres over time to strengthen the sector.
2. Participants decided that during the year 2009, they will meet once again. This type of workshop will be held twice a year to monitor and evaluate milestones.
3. Continuous capacity building at all levels which requires holding a capacity implementation plan workshop in February 2009 for these levels.
4. Convene a meeting with banks, relevant Ministries and stakeholders to take issues related to bad debts, especially on capital financing and fertilizers, arrears in coffee sector, unsold coffee 2008, and inputs financing.
5. By January 2009, all coffee producers' business plans should have been deposited in OCIR CAFÉ to help develop and prepare a national marketing plan for 2009.
6. To hold a plenary session aimed in developing a marketing plan for 2009 with a clear strategy.
7. OCIR CAFÉ will take the lead and follow up in the implementation of the findings from the present workshop and disseminate information by setting up an M&E committee with clear mandate in February 2009.
8. Set up an ethics committee to carry on arbitration and quality regulatory issues in mean time waiting for Rwanda Coffee Marketing Alliance.
9. Create a one stop export desk located in OCIR CAFÉ to facilitate exporters with all the export issues
10. Make every effort to operationalise the Rwanda Coffee Marketing to handle all marketing issues as soon as possible.
11. OCIR CAFÉ to facilitate local authorities to take the lead on land consolidation, communal planting and fertilization, seedlings planting and revitalize coffee task forces.
12. For better pesticides use, Integrate Pest Management has been recommended on coffee production. In this case, it shall contact SOPYRWA to produce pyrethrum and ISAR to conduct research on IPM system to reduce chemical pesticides

13. It has been recommended that GIS will be used in national census to be conducted in 2009, and zoning areas suitable for new coffee plantations, Coffee Washing stations installations and traceability for coffee origin
14. The use of mini washing stations units in specific areas will be encouraged and a comparative analysis conducted
15. Develop a common joint mechanism with stakeholders and banks for appropriate financial services to coffee sector and awareness with clients.

SPECIFIC RECOMMENDATIONS

OCIR CAFÉ should:

1. Conduct a comprehensive study of existing policy framework clearly identifying the gaps
2. Take the lead and follow up on the implementation of the findings from the present workshop and disseminate information
3. Hold a capacity building implementation plan workshop in February 2009 for different players
4. Set up of an M&E committee with clear mandate in February 2009 for advice, follow up and monitoring of the business plan and disseminate findings to concerned stakeholders.
5. Prepare brochures with detailed information in February 2009
6. Share plan of action of the field visits
7. Discuss with banks, Ministry of Finance, MINICOM on the following specific issues:
 - a. unsold coffee 2008 and financing of 2009 coffee campaign
 - b. arrears in coffee sector
8. Organize trainings and workshops in 2009.

BNR, commercial banks and insurance companies should

1. Develop appropriate mechanisms for payment schedule adapted to projects and negotiate awareness with clients.
2. Develop appropriate financial services to coffee (insurance, micro credit, ...)
3. Set up a deadlines for loan application at least three months before the coffee campaign

Coffee Washing Stations private owners and cooperatives should:

1. Submit business plan to OCIR CAFÉ
2. Submit complete and comprehensive loan applications at least three months before the coffee campaign.
3. Negotiate with banks and share information with relevant authorities

CLOSING STATEMENTS

In the closing remarks, the SNV Country Director expressed his satisfaction with the results of the conference and congratulated all the engaged representatives, for their cooperation and good work. He concluded by pledging his organization continued support to the coffee sector in the context of the proposed follow-up actions.



SNV Country Director Jean de Matha Ouédraogo makes the closing remarks

The conference concluded with closing remarks by Mr. Alex Kanyankole, the Director General of OCIR Café, on behalf of the Minister of Agriculture. He reiterated the emphasis given by SNV to the coffee sector and expressed support for the recommendations of the conference.

EVALUATION OF THE CONFERENCE

Observations from the evaluation session

- Follow up of recommendations
- Next meetings would be a continuation of working groups
- Organize thematic cluster group
- Time keeping
- Transport allowances are too low
- To held a meeting every 6 months for evaluation of milestones and avoid delayed decisions
- To send a copy of the conference report as a reference for next year planning
- To hold the same type of meeting every 6 months
- Invite buyers from abroad for next meeting to share experiences
- Respect time or allow more time
- The working group report should be disseminate and become a reference

- Same meeting every 6 months or 3 months
- To organize a meeting of support organizations every 3 months
- A M&E group to be set up and report to all stakeholders
- Translate conclusions and recommendations in Kinyarwanda, French and English
- To held the same type of meeting every year before starting coffee campaign
- Make effort to implement the recommendations
- Same type of meeting twice a year
- More time for issues analysis, good leadership by DG OCIR CAFÉ in leading the conference
- To hold this conference every term, disseminate the findings and recommendations of this meeting
- Increase farmer's representatives
- Need more time for this kind of meeting
- Held the meeting twice a year, every 6 months
- Monitoring of the recommendations
- Improve logistic issues (transport & accommodation)
- To send soft copy to stakeholders
- Evaluation every 3 months
- Duration of the conference : 3 days

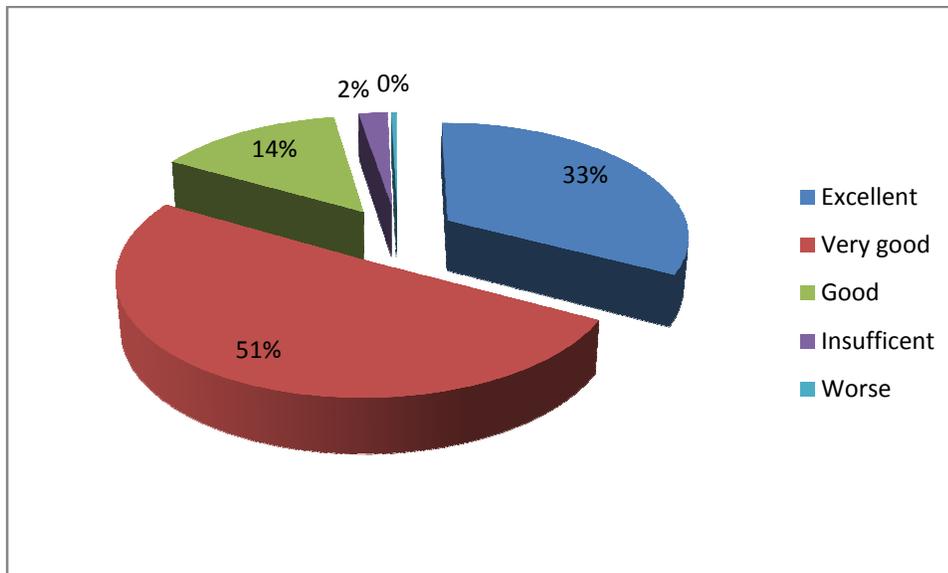
Some comments on the first coffee conference

- "It has been so impressive, more such conference next time but wise enough time of discussions."
- "Overworked meeting."
- "The recommendations should be implemented ASAP. There should be a timeframe when each activity should be done."
- "The conference committee should be held after every 3 months so that we hold a general meeting twice a year."
- "The workshop should be organized every six months and if possible be given three days instead of two."
- "This meeting must be held after every period of six months."
- "Organize clusters per group."
- "Organize a workshop on financing issues."
- "Great initiative should be an annual event."
- "At least, a three months meeting of this nature. Visits to developed countries in East Africa."

Figures and graphics

Evaluation Sheet					
	Excellent	Very good	Good	Insufficient	Worse
Content	24	28	2	1	0
Facilitation	20	23	12	0	0
Outcomes	11	30	10	3	1
Logistic	16	28	9	2	0
Level of participation	19	30	6	0	0

Average (%) 33% 51% 14% 2% 0%



ANNEXES

List of Participants

N°	NAME	ORGANISATION	E-MAIL	PHONE	DISTRICT
1	Ngoga Gilbert	District Rusizi	-	08453218	Rusizi
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87	Kasema Romain	AUDECO	-	-	Nyarugenge
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89	Bihogo Etienne	AUDECO	-	-	Nyarugenge
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Agenda

DAY ONE

TIME	CONTENT	RESPONSIBLE
07:30 - 08:00	Registration	SNV & OCIR CAFE
08:00- 08:15	Introduction	OCIR CAFE
08:15 - 08:30	Opening Speech	Ministry of Agriculture
08:30 – 10:15	<ul style="list-style-type: none">- Coffee industry overview 2007/2008- Coffee sector monitoring and evaluation	OCIR CAFE
	Questions & Clarifications	SNV
10:15- 10:30	Coffee Break	SNV
10:30-11:30	New coffee strategy updated	OTF
	Questions & Clarifications	OCIR CAFE
11:30- 12:30	SNV Rwanda interventions in coffee sector: achievements and challenges	SNV
	Questions & Clarifications	OCIR CAFE

12:30-14:00	Lunch	SNV
14:00-15:00	Financial issues in coffee sector	SNV/AUDECO
	Questions & Clarifications	OTF
15:00-16:00	<ul style="list-style-type: none"> - GIS - New system of inputs management - New National extension strategy 	
16:00-16:15	Coffee Break	SNV
16:15 -17:15	Coffee washing stations profitability	OTF
	Questions & Clarifications	OCIR CAFE
17:15-17:30	Group formation (First day wrap-up, sub groups assignments, group formation)	OCIR CAFÉ/SNV

DAY TWO

TIME	CONTENT	RESPONSIBLE
08:15- 08:30	Review of the previous day	OCIR CAFE
08:30-10:30	Work groups	Facilitators(OCIR CAFÉ/ SNV OTF)
10:30-11:00	Coffee break	SNV
11:00 - 12:30	Work groups	Facilitators(OCIR CAFÉ/OTF/SNV
12:30-14:00	Lunch	SNV
14:00-16:15	Plenary	Facilitators
16:15-16:30	Coffee break	
16:30-16:50	Recommendations	Report team
16:50-17:00	Closing remarks	MINAGRI
17:00-18:00	Cocktail	