



REPUBLIC OF RWANDA
Ministry of Agriculture and Animal Resources

AUCTION AND VOUCHER GUIDE
FOR FERTILIZER
AND SEED

A Guide of the Ministry of Agriculture and Animal Resources
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0. INTRODUCTION:

The Millennium Development Goals (MDGs) seek to reduce global poverty by half before 2015. For millions of African farmers this goal can only be accomplished through increased agricultural productivity and simultaneous market development that will allow farmers to move from subsistence agriculture to a more market oriented production strategy. Most African small holder farmers' lack the financial resources required to purchase modern inputs such as mineral fertilizers and improved seeds required for improved productivity. In addition to financial constraints, there are numerous other constraints that limit productivity. These include low soil fertility, which is exacerbated by increased soil nutrient depletion associated with the majority of current farming practices, low carrying capacity, limited markets for agro-inputs, inadequate infrastructures which lead to high transportation and transaction costs, a lack of market information, limited irrigation and a lack of institutional capacity and agricultural knowledge. In most African countries, 80% or more of the population is mainly engaged in agriculture with a limited commitment to the local market. This scenario is not easily changed to reduce overall hunger and malnutrition particularly in light of increasing urbanization. The challenge faced by African governments and the donor community is to identify rural development and agricultural development programs that create opportunities for the millions of underserved farmers to increase productivity, diversify cropping and to fully participate in markets. (I. Gregory, *The Role of Input Vouchers in Pro Poor Growth*, IFDC, 2006).

One of the means used in recent years to increase productivity and income for farmer in various African countries has been the use of "smart subsidies" by governments for the purchase of fertilizer and seeds by small holder farmers. In the most promising voucher programs farmers receive government subsidized input vouchers for the purchase of fertilizers and seed, which are redeemed at private sector owned agro-input supply outlets. This approach provides benefits to both smallholder farmers and small input dealers and when properly implemented increases the long-term sustainability of the agro-input supply network. However the costs incurred to reach sustainability are substantial, particularly if one factors in the need for the input vouchers to be matched by holistic development assistance for the targeted recipients. To be successful, input voucher programs require careful analysis, transparency and detailed implementation planning.

1. THE ROLE OF AUCTION SALES AND VOUCHERS IN THE DEVELOPMENT OF THE AGRO-INPUT PRIVATE SECTOR:

1.1. Auction sales:

The agro-input auction sale allows a public institution or donor organization that has purchased inputs on behalf of farmers an opportunity to engage small private sector agro-input dealers. Such linkages are crucial to the long-term development of agro-input sector and sustainability of agro-input use. To participate in the auction, each private sector dealer or distributor is required to meet specific tendering criteria in an effort to ensure that all participants are truly engaged and invested in the agro-input supply system. Once approved, participants prepare secret bid sheets indicating which lots and at what price they wish to purchase based on predetermined lots sizes and a floor price published prior to the auction. Bids are opened in a public forum with all participants present. The highest price offers are accepted. Each winning bidder is required to pay a predetermined percentage as a cash deposit at the end of auction. Once the outstanding balance is paid (typically required within 5 days) the winning bidder becomes the owner of the goods and is free to distribute the products among his/her dealer network. Winning bidders are often subject to specific conditions by the government such as prohibition of fertilizers being sold and exported to other countries.

In many developing economies the private sector operating in the agro supply sector is made of two main categories: i) businessmen and importers; ii) distributors, retailers and dealers (DRD).

The businessmen or importers are interested in the agro supply sector as part of many other activities and see participation in Government invitations to tender as a lucrative business opportunity with limited financial risk. These actors' generally do not invest in promotion and distribution of the inputs nor technology transfer associated with input use. They have little if any interaction with the farmers.

DRDs are present on the field and have direct links to the farmers, but do not always have the technical skills required for the purchase and sale of agricultural inputs. In addition, the vast majority do not have the financial standing necessary to procure from international suppliers. However, the DRDs have the incentive to build their business through increased sales to local farmers and are most interested in increasing their product and business knowledge and in creating demand for agro-inputs by transferring profitable technologies to their farmer customers.

Government implemented auctions allow for participation by both parties and typically generate linkages between importers and DRDs. The importers have sufficient financial resources but typically lack the distribution network while the DRDs lack the financial resources but have a network of farmer customers. Thus, the auction enables access to the inputs in sufficient quantities to DRDs while maintaining the competition among the importers. DRDs must also be competitive by: i) supplying the farmers in their zone of influence with quality agro-inputs; ii) providing proximity services related to the sales of inputs including technologies on product use that promote profitability for the farmers, and iii) generating business income in order to ensure their own sustainability and contributing to overall agro-input business sustainability for the private sector.

Auction sales are generally organized by Governments (Ministries of Agriculture) which ensure the procurement of the necessary quantities of inputs for a specific cropping season and for the targeted farmers. For the governments, the ultimate goal of the auction sales should be to provide an exit strategy for governments from the process once DRDs have acquired a certain financial standing that will enable them to procure inputs independently from importers.

1.2. Input vouchers

Agro-input vouchers are a subsidized title of payment (prepaid for all or part of their value) for one or more inputs (e.g. fertilizers and seeds), which are given to farmers to exchange with the local DRDs. After delivering inputs to the farmer at a predetermined payment level (free or at reduced price), DRDs are then paid the subsidy on the agro-input by the financial organizations (previously engaged by the government/program organizer) or directly by the government/program organizers.

Vouchers are one of the most reliable means to make sure that the subsidies on the inputs granted by Governments for the development of the agriculture sector and for the improvement of farm income reach their target, i.e. the farmer in most cases; while integrating DRDs into the procurement chain in order to ensure development and sustainability of the distribution chain.

In summary, the voucher given to the farmer is redeemed by the latter at the level of a distributor, retailer or dealer; who delivers the corresponding product against payment by the farmer (if required) and against payment by the banking institution of the subsidized component. With this approach the voucher allows the DRD to carry out a sale at a normal price and thus to generate a margin as if the product were not subsidized. Just as importantly, it makes it possible for the distributor, retailer or dealer to develop sales (and thus margins) thanks to the increase in demand generated by vouchers.

2. AUCTION SALE AND VOUCHERS GUIDE FOR FERTILIZER AND SEEDS IN RWANDA/ LOGICAL FRAMEWORK OF INTERVENTION:

2.1. The auction sale:

Reminder: The input auction sale is a system which allows a public institution or organization to put on the market, at a "bottom price", a certain quantity of input to the private sector. Each prospective bidder who meets the participation criteria can make a purchase offer for the indicated lot. The highest offer is retained for each lot. Each winning bidder becomes the owner of the goods after having paid the corresponding amount to the selling organization and can distribute the products in the respect of the auction sale terms of reference.

The generic words "distributors, retailers and dealers" includes the strictly private sector as well as the co-operative sector. Indeed, in certain cases where the size of the market is not sufficiently large to interest distributors which have a requirement of profitability and where the network of retailers is practically non-existent, the co-operative sector can play this role because its profitability is related to increased production which the inputs make possible. Moreover, by definition, the co-operative sector is close to its farmer members and is well positioned to play the role of proximity retailer/dealer. Also, healthy competition between the co-operative sector and the strictly private sector provides benefits to the farmer such as lower price and increased services.

General objectives	Specific objectives	Activities	Expected results	Stakeholders*
Ensure timely procurement	Define the quantity and quality	Define target areas, crops and farmer beneficiaries. Make a qualitative and quantitative inventory of the needs.	A procurement plan with product quantities and quality and delivery dates is made.	MINAGRI/RADA in collaboration with FOs (ROPARWA, IMBARAGA ,etc.), cooperatives and private sector
	Obtain the best cost/price ratio	Contact different regional and international suppliers. Negotiate the price, deadline and delivery time.	Competition between potential suppliers is effective. The obtained prices are competitive, funds are available on time and delivery is completed on time	MINAGRI/RADA.
	Develop storage plan	Rent the necessary premises for the planned quantities	Seeds and fertilizers are stored in good and safe conditions.	MINAGRI/RADA
Organize auction sales	Select participant distributors	Define professional selection	Distributors who take part of the	MINAGRI/RADA in

General objectives	Specific objectives	Activities	Expected results	Stakeholders*
		criterion : <ul style="list-style-type: none"> • <i>Length of service</i> • <i>% of agro-input related activities in the overall activities</i> • <i>Premises, transportation means</i> • <i>Financial capacity required</i> Announce the invitation to tender.	operation meet the minimum criteria of professionalism required	collaboration with the RPSF
	Train the selected distributors	Organize training and informative workshops	Distributors trained in auction sales and accept the policy of the operation	MINAGRI/RADA
	Define the size of the lots and their destination	Define the size of lots in relation to the concerned districts, crops and farmers and financial capability of distributors.	Lots are available to all participants Size of lots varied to meet distributor capacity and avoid monopoly/oligopoly ambitions Fertilizers and /or seeds are available for the targeted zones, crops and producers.	MINAGRI/RADA, Districts
	Define the trade policy	Determine the bottom selling price (floor price) for distributors Set a maximum selling price to farmers	Transparent Policy Distributors adhere to the Policy. Competition between distributors.	MINAGRI/RADA, Distributors are selected and an independent moderator is appointed
	Prepare sales calendar.	Set dates for the different auction sales.	Distributors can organize and prepare their files. Inputs are distributed on time.	MINAGRI/RADA and distributors.
	Elaborate the tendering procedures of the auction	Develop precise tender document and identify	Distributors submit offers at auction sales in a professional manner; there is	MINAGRI/RADA

General objectives	Specific objectives	Activities	Expected results	Stakeholders*
	sale and all related documents.	supporting documents to be submitted with tender (e.g. <i>Note of commitment to tender</i> <i>Bank statement</i> <i>List of retailers' network or cooperative membership</i>)	competition and transparency and results cannot be contested.	
	Plan for auction/sales' logistics.	Book a comfortable room. Plan breaks in between sessions. Install all the necessary audio and video material Create a sales committee that has a good grasp of the different documents and procedures, assisted by an independent moderator.	Auction sales are conducted in good conditions. Information related to the bidding is known by all in real time. Official results are available immediately at the end of the session and results cannot be contested.	MINAGRI/RADA
Encourage emerging and organized dealers' networks.	List existing retailers/dealers.	List all existing retailers throughout the country and in every district. Map the geographic distribution of RDs. To plan for auction sale lots where RDs exist.	RDs are known and listed, a draft list is established. Geographic establishment of RDs is known (in relation to cropping zones, moving axis, etc.); a real distribution policy can be put in place and input lots are accessed by the concerned producers.	MINAGRI/RADA MINCOM MINFIN Districts Statistics Services ...
	Identify RDs	Prepare list of the profession selection criteria. (e.g. <i>Technical knowledge</i> , <i>State of the shop(s)</i> , <i>Transportation capabilities</i>)	RDs are objectively selected on the basis of their professionalism RDs are selected after a visit to their shop(s) and an interview : their ability	MINAGRI/RADA Districts Distributors

General objectives	Specific objectives	Activities	Expected results	Stakeholders*
		<p>Systematically visit all RDs as part of the selection process</p> <p>Establish a list of RDs capable of integrating the process.</p>	<p>and potential are known</p> <p>List of the selected RDs is established, based on their professionalism</p>	
	Train RDs	Organize basic training workshops on sales, storage, security, agronomy; based on IFDC modules and implemented by the IFDC trainers currently undergoing training.	RDs are capable of bringing a global proximity service to farmers/producers (inputs and basic agronomic/business advice)	MINAGRI/RADA Distributors
	Introduce RDs to the banking sector	Organize basic training workshops on the finance sector Visit RDs in order to encourage them to open bank accounts.	RDs enter formal activity RDs have access to credit and savings and develop commercial activities	MFIs and Banks In collaboration with MINAGRI/RADA
	Help distributors establish a distributors' network.	Provide a list of the selected RDs to the authorized distributors Encourage the establishment of contacts between distributors and RDs	<p>Distributors compete for the RDs' market and RDs insure reliable procurement that will ensure good sales and services towards producers in their region.</p> <p>Each distributor has his/her distribution network which is capable of ensuring all proximity services</p>	Authorized distributors in collaboration with MINAGRI/RADA.

*With IFDC/CATALIST support where necessary.

2.2. Vouchers:

Reminder: The input auction sale is a system which allows a public institution or organization to put on the market, at a "bottom price", a certain quantity of input to the private sector. Each prospective bidder who meets the participation criteria can make a purchase offer for the indicated lot. The highest offer is retained for each lot. Each winning bidder becomes the owner of the goods after having paid the corresponding amount to the selling organization and can distribute the products in the respect of the auction sale terms of reference.

General objectives	Specific objectives	Activities	Expected results	Stakeholders*
To avail the vouchers	Design the vouchers	Design tamper free vouchers	Vouchers are easy to use for most stakeholders, but not easily duplicated	A specialist, MINAGRI/RADA
	Define the size of the vouchers in terms of value only. Determine a fixed value for all vouchers throughout the country.	Ensure the amount to be paid by producers is affordable to them based on the recommended technological package. Plan a technological package, (basal fertilizers + seeds), from the beginning. Plan for a separate urea voucher as urea is used 40 days after basal fertilizer application	Vouchers are adapted to the reality in the field. Producers have access to improved seeds and to basal fertilizers at the same time Producers do not need to raise funds for urea in advance and no longer have storage issues.	MINAGRI/RADA MFIs OdP DRD
	Decide the number of vouchers to be issued	Ensure the quantities of inputs auctioned are proportional to the number of vouchers.	All inputs sold at auction sales to distributors are easily accessed by farmers thanks to the vouchers.	MINAGRI/RADA
Manage the vouchers	Choose a management system based on ease of implementation.	Print vouchers on forgery-proof paper (as opposed to using the bar code system which is complex to deal with) Identify each voucher with a unique	Eliminate time constraints due to voucher printing that OdPs previously encountered.	MINAGRIRADA OdP MFI

General objectives	Specific objectives	Activities	Expected results	Stakeholders*
		sequential code number. Provide each DRD in a district with list of voucher code numbers issued for that specific district	DRDs can check validity of voucher by comparison of ID number with master list for the district.	
	Define the subsidized % and payment to be made by farmers	To commonly decide of the subsidized part, in collaboration with the donor, while targeting the return to market prices over a number of years.	The subsidized part gradually goes down every year, until the market price of inputs is reached.	MINAGRI/RADA BM
	Distribute the vouchers	Ensure vouchers are physically accessible to the targeted producers/farmers in the selected zones, for the selected crops.	Producers/farmers have easy access to vouchers.	OdP in collaboration with MINAGRIRADA
	Validate DRDs records	All DRDs to maintain accurate records of purchases, stocks, sales and voucher receipts. All vouchers to be countersigned by both farmer and DRD.	OdP/MFI to validate DRD records stocks and vouchers.	OdP in collaboration with MFI
	To follow up on reimbursement to DRDs	As soon as vouchers are given to MFIs by the DRDs, the latter should be paid.	RDs are paid at input delivery to farmers.	OdP
	Ensure access to credit by farmers	As we wait for the warehouse receipt system to be established in order for producers who need it can have access to credit on the % of vouchers that they need to pay, to integrate MFIs in the funding of vouchers with a guarantee of the BNR (National Bank of Rwanda).	Producers can pay their percentage on vouchers. RDs are fully paid. MFIs have a guarantee. The system is sustainable.	MFIs Donors OdP in collaboration with MINAGRI and BNR
	Train OdPs and MFIs in voucher management	Organize the necessary training workshops for OdPs and MFIs in order to	OdPs and MFIs are capable of distributing and managing the	MINAGRI/RADA Specialists.

General objectives	Specific objectives	Activities	Expected results	Stakeholders*
		ensure good flexibility/fluidity and good vouchers management at all stakeholders' level.	vouchers; producers/farmers and RDs are satisfied with their use.	
To inform and promote	Inform different stakeholders	Organize a content informative campaign : press, radio, brochures, field meetings, etc.	All stakeholders own the system.	MINAGRI/RADA Publicity agencies
	Promote the system	Organize a promotion campaign in order to incite others to adhere onto the program: press, radio, brochures, field meetings, etc.	Stakeholders who were not part of the current campaign seek to adhere to the program.	MINAGRI/RADA IFDC communication team Publicity agents
Monitoring/ evaluation/ audit	Identify lessons learned from the operation	Interview stakeholders. Assess the course of the program	Possible malfunctions are pointed out and assessed. Solutions are proposed in order to avoid future reoccurrences.	External and independent mission
	Financial audit of the operation	Prepare audit of all financial movements and present a complete and detailed report.	Possible malfunctions are pointed at and assessed. Solutions are proposed in order to avoid future reoccurrences.	External and independent auditor.
	Inform stakeholders on the outcome of the operation	Organize a national informative seminar on the outcome of the operation.	All stakeholders are informed and involved in the process of improving the program.	MINAGRI /RADA

*With IFDC/CATALIST support where necessary.

3. TIMING CHART PROPOSED TO THE MINAGRI / RADA:

COMMERCIAL ACTIVITIES												
Identification of international suppliers												
Negotiations with suppliers												
Signature of contracts												
Delivery at central storage hall (Utexrwa)												
Auction sale												
Delivery to retailers												
Informing meetings at district level												
Vouchers campaign												
	11/08	12/08	01/09	02/09	03/09	04/09	05/09	06/09	07/09	08/09	09/09	10/09
Needs assessment												
Definition of distributors selection criterion												
Selection of distributors												
Contrôle des détaillants des distributeurs												
OdPs selection												
MFIs selection												
Meeting 1 : informing all partners												
Training of distributors and retailers												
Training OdPs and MFIs												
Meeting 2 : partners validation												
Setting up of vouchers' management system												
Info campaign for producers and coops*												
Monitoring, evaluation, audit et national workshops **												
TECHNICAL ACTIVITIES												

*: Information and sensitization campaign for producers, cooperatives and FAs:

Brochures; local meetings; radio messages; TV messages; newspapers, etc.

** At the end of the program

The proposed calendar is first of all the organizational basis for setting up input and seeds auction sales and vouchers under the supervision of the MINAGRI/RADA. It is agreed that for each activity, other stakeholders play their role as defined in the logical intervention framework.

4. APPENDIX: Examples from Past Experience

4.1. Malawi:

The project "Sustaining Productive Livelihoods Through Inputs for Assets (SPLIFA)" had three objectives:

- To allow marginal farmers to create food security within their households by providing 50 kg of urea spreading (on surface) and 10 kg of hybrid corn seeds in exchange of a contribution as labour on public-works programs (roads).
- To improve rural transportation infrastructures by building or by renovating access roads.
- To engage agro input distributors on a small scale in the distribution of inputs to ensure the movements of treasury in the local economy and to give the distributors the ability to deliver deployment messages on the correct use of inputs.

SPLIFA was funded by the DFID and the World Bank and implemented by Africare, CARE, Emmanuel International, Save the Children and IFDC in nine districts in Malawi. The program targeted 100,000 households and 200 distributors over 2 years. Over this two years period, the 200 distributors taking part in the program divided up 100,000\$ of commissions. The commissions were reinvested in agricultural inputs to be resold, in the improvement of premises, and in certain cases, in the opening of additional selling points. No incident or fraud was reported, and only 0.37% of the inputs disappeared from the premises of distributors (replacements were purchased using the commissions of the concerned distributors).

When distributors themselves animated field demonstration sessions, beneficiaries reported high levels of satisfaction towards them; unfortunately, the number of distributors who organized such sessions was rather weak. The transfer of messages on the use of the inputs on selling points did not, on the other hand, function well because beneficiaries tended to arrive in mass at the premises of a distributor and set out again then for their villages very quickly once they had exchanged their vouchers, without taking the time to listen to technical advice. Illustrated guides showing how the inputs should be used were distributed and encountered a certain success. The main obstacles that dissuaded the distributors to animate field demonstration sessions were the distance separating them from the communities of beneficiaries and the late delivery of inputs intended to be used on sites.

There is a general mistrust towards suppliers in Malawi. The SPLIFA program gave the opportunity to distributors to act as honest agents; this somewhat succeeded in building bridges between the growing entrepreneurial class and their basis of prospective customers. (I. Gregory, 2006, IFDC).

4.2. Nigeria:

The National Special Program for Food Security (NSPFS) and the IFDC project Developing Agricultural Markets Inputs in Nigeria (DAIMINA) implemented a pilot scheme on the use of fertilizer vouchers in three countries in 2004. The objective of the project was to make it possible for farmers to have fertilizers thanks to a subsidy of 25% to private distributors, in combination with the governmental distribution channel and by enlarging the network of selling points. The purpose of the pilot project was to show the potential of a management system by the more effective private sector of fertilizer subsidy of the States and the federal government to the profit of the targeted beneficiary farmers.

Distributors were generally favorable to the sale of fertilizers through the vouchers system but indicated certain early implementation problems regarding the process of countersignature and of voucher endorsing which considerably delayed their payment.

Distributors paid fertilizers using their capital stocks own with no credit, although some received a prepayment on behalf of farmers or of central farmers associations. No farmer resorted to formal credit facility to finance the purchase of fertilizer.

The 50% of the value of the not financed vouchers, in general, were paid cash by the farmers.

The maintenance of registers was satisfactory, but many distributors sought upon external support to hold them because of their lack of capacities in terms of reading and writing, and certain registers were filled after the transactions.

The government received the complete payment for all the provided fertilizers and the distributors expressed their satisfaction for the 5% margin received.

Few distributors noted an increase in the sale of other inputs from the participating farmers. A number of them being new tradesmen of inputs at the time, it may be that the continuation of the project would have produced a more positive result in this field.

The distributors generally expressed their satisfaction with the vouchers system and expressed their wish to see it continue. The advantages of the system were perceived as follows: facility to build-up stocks, better safety provided by the stock delivery method, market facilitated for the provided fertilizers. Several of the pilot program's recipients were critical of the heavy administrative procedures concerning the endorsing and countersignature of the vouchers. The risks of leakage and of fraud were the main concern when designing project. Experience offers ideas of improvement of this aspect and the system can be improved without compromising safety today. The pilot project illustrated how the targeted attribution of directly subsidized fertilizers can be carried out in a transparent and equitable way to the profit of the targeted beneficiary farmers. A proportional increase in the system should include the facilitation of access to the commercial credit and, for the poorest farmers, access to credit via distributors after training. Documentation related to the vouchers could be improved while making it available in local languages for small illiterate distributors. (I. Gregory, IFDC, 2006)

4.3. Afghanistan:

The USAID funded Emergency Fertilizer Distribution Project (EFDP) was implemented between March 21, 2002 and September 30, 2003; in order to carry out the objective of increasing the food production, food security and the stability of the rural areas. The goal was to be achieved by means of two main objectives:

- To organize an emergency fertilizer supply for farmers in need.
- To develop agricultural input markets.

After an initial assessment of the situation, several strategies were developed; such as working with NGO services with organizations established on the field, the coordination of activities on the ground with local "shuras" (city committees) and the use of vouchers to allow farmers to easily access the market thanks to this intervention. Additional strategies used currency exchangers in the absence of banks, training distributors to develop agricultural input markets, judiciously using the media to communicate with several types of "audiences", and employing short-term consultants.

The emergency fertilizer distribution, one of the main activities of the project, was undertaken immediately after the launching of the project. During the period of the project, 16,600 tons of fertilizers were distributed to approximately 200,000 agricultural households in Afghanistan. This distribution was carried out using the vouchers system to accomplish the two objectives consisting in carrying out an intervention on the market, with fertilizers for farmers in need, while involving private sector distributors and helping develop the market. Within the framework of this system, instead of receiving fertilizers in kind, a farmer received a voucher giving them the right to a specific quantity of fertilizer obtained from local distributors, which is paid with a voucher. The distributors were refunded by the project, an amount corresponding to the value of the collected vouchers. The farmers were to pay the local shura in cash or in kind at the time of harvest. The shuras used the funds thus generated for local development projects.

The vouchers were distributed to the farmers via partner NGOs. The voucher system used in Afghanistan proved very useful for the realization of interventions adapted to the market. This represented a win-win situation for all - farmers, distributors and local shuras.

Approximately 800 agricultural input distributors were trained to acquire basic knowledge on products, cropping technologies, as well as marketing and commercial principles in 32 training workshops which took place in 22 provinces out of 32. (I Gregory, IFDC, 2006).

4.4. Rwanda:

The "Fertilizer Distribution Program" (FDP) was implemented by the MINAGRI and partly funded by the World Bank, in order to ensure the increase in fertilizer and improved seeds demand, and thus agricultural intensification, for crops such as corn, wheat and potatoes; while involving the private sector in the distribution of inputs and while granting subsidies on fertilizers so that the latter are accessible to farmers. (For more details, cf. : *"Agricultural intensification program/Auction and voucher system for inputs"* F. Beig, IFDC, 2008 and *"Fertilizer development program/Monitoring and evaluation"* J. Turioner, IFDC, 2008).

The FDP was set up for season 2009 A. It concerns two distinct but complementary branches: i) the auction sale of fertilizers for the three crops, for which the price of fertilizers is 25%subsidized; and II) the vouchers for the purchase of fertilizers only intended for corn and wheat which had an additional 50% subsidy, thus adding up to a total value of 75% subsidy.

The results met the expectations (7,115 T of fertilizer were sold at the auction; transparent bidding; 34,500 ha of fertilized wheat and corn; 65,000 farmers who benefited the vouchers; very many farmers using fertilizers for the first time; etc.)

The proposed intervention logical framework in the above pages (appendix) is a guide which, we hope, will make it possible for various actors to integrate the lessons learned during the FDP of season 2009 A in Rwanda and, in a recent past, in Malawi, Nigeria and Afghanistan, while identifying actions to be implemented to improve a sustainable involvement of the private sector in the distribution of agricultural inputs in Rwanda.