

MINISTRY OF AGRICULTURE AND ANIMAL RESOURCES

FORWARD LOOKING JOINT SECTOR REVIEW 2014-2015

REPORT

I. Introduction

On June 18th 2014 the Ministry of Agriculture and Animal Resources (MINAGRI) conducted the forward looking Joint Sector Review (JSR) for 2014/2015 at Lemigo Hotel, Kigali. The Hon. Minister chaired the meeting, and the European Union (EU) was co-chair. The JSR addressed four objectives:

1. Assess progress in 2013/2014 policy action implementation for key EDPRS II indicators
2. Define new outcome indicators, target and policy actions for 2014/2015 aligned to EDPRS II
3. Outline the budget requirements for the above outputs and actions
4. Identify analytical studies to support achievement of priority outcomes

II. 2013/2014 Policy Action Implementation

The first session discussed progress in achieving EDPRS II and PSTA III outcomes and the 2013/2014 policy actions, and other highlights of the 2014/2014 financial year (Annex I and II). DG Rurangwa from Planning presented progress on EDPRS II priority areas of irrigation and post harvest handling and storage. He also presented the achievements of the sub-working groups working on six policy actions: soil fertility, soil erosion, irrigation, market oriented infrastructure, extension and livestock.

III. JSR Participant Comments and Responses Provided by Hon. Minister Kalibata

Participants congratulated MINAGRI for the progress achieved and raised various comments:

USAID: There have been tremendous efforts in developing irrigation infrastructure, what are the plans in place to protect and maintain the fragile land with these facilities? Malnutrition must also be considered within the context of increased production.

Response: MINAGRI rehabilitates marshlands used by farmers to ensure their sustainability and effective use. Farmers are trained in good agricultural practices including proper land use to maintain soil fertility in a sustainable manner, both within marshlands, and other areas, with plans to expand. It is important to link food security and increased production with efforts to address malnutrition and MINAGRI is strengthening interventions in this area, including building knowledge on nutrition within communities.

Netherlands Embassy: What is the major purpose of the strategic reserves?

Response: Strategic reserves are mainly for food security purposes in case of crisis. It is important to capture the quantities of household strategic stock also..

Civil society: Could the strategic stock be a threat to farmers because it distorts the grain market?

Response: The strategic reserve provides a market for farmers and its volumes are too insignificant to distort the grain market. DG RAB Mbonigaba added that strategic stocks are revolving and not static.

MINAGRI agri-business consultant: Agro investment involvement is critical for the sector, therefore it is important to capture this information in the future.

Response: Permanent Secretary Nsanganira noted MINAGRI is going to be more aggressive in building stronger partnerships with the private sector. The ministry is trying to ensure that all private sector commitments are converted to actual investments, and improve tracking and reporting.

DFID: It is good that all policy actions are linked and going forward it is necessary to mainstream gender, youth, nutrition and private sector investment in policy actions.

Response: MINAGRI will continue to work to mainstream cross-cutting issues and integrated policies.

World Bank: Considering the ongoing restructuring how is the sector ready to deliver on the targets set and triple the productivity achieved? It is necessary to take into consideration issues that cannot be controlled easily and affect our targets, eg. climate change.

Response: Productivity is a focus areas because substantial progress has been achieved and there is potential to do more. The Government is working to develop what has worked well before in a cost effective way. MINAGRI has confidence that the ongoing institutional changes will be more cost eeffective. Threats such as climate change and malnutrition are now increasingly mainstreamed.

EU: Irrigation is one of the most resource-intensive PSTA III Sub-Programmes. Therefore both the Policy and Strategy document need to establish how irrigation will deliver cost-efficient contributions to the agricultural growth, poverty reduction, and food and nutrition security targets. The 2010 Irrigation Master Plan contains information on physical irrigation potential but not a national strategy.

Response: We can review the policy and strategy document and ensure policy actions reflect the importance of irrigation for productivity growth.

III. 2014/2015 Outcome Indicators, Budget Requirements and Analytical Studies

The second session discussed action planning for 2104-215. Lucia Zigiriza, from the Post Harvest Handling and Storage taskforce presented outcome indicators, policy actions and priorities for the next fiscal year, with budget (presentation in Annex III and IV). There are also a number of planned analytical studies to improve evidence-based policy making. Plans are aligned with seven key sector outcomes to achieve through PSTA III:

- 1. Increased sustainably agricultural productivity***
- 2. Increased sustainably animal resources productivity***
- 3. Increased household food security and nutrition***
- 4. Transformed agriculture through research and extension services***
- 5. Export and value-added promotion for traditional and non-traditional products***
- 6. Improved post harvest management and agro processing promotion***
- 7. Developed institutional capacity and mainstreamed crosscutting issues***

VI. JSR Participant Comments and MINAGRI Responses

USAID: USAID requested a clear understanding on how the result framework is linked with the planned policy actions for the coming fiscal year. Also, considering the heavy investments that the government has put in place to transform the sector, what are the efforts put to attract more private investors in the sector and make sure that we are able to sustain their presence?

Response: private sector issues are among the key areas that the ministry will focus on addressing in the coming fiscal year. Strengthening after care for private investors remains critical for the sector. The roles of MINAGRI and RDB are increasingly differentiated but we need to strengthen the capacity of personnel handling private sector issues. More efforts are needed to strengthen our capacity on how we deal with foreign and local private sector actors.

BTC: The new extension model that is planned to be implemented in the new fiscal year is commendable, however, since it is a decentralized model and MINALOC is expected to take a lead in its implementation and MINAGRI's role is advice and technical support, there is need to bring MINALOC on board and ensure their full ownership.

Response: There is a good will for ownership from MINALOC, for the extension program and others.

DG NAEB Amb. Kayonga: To ensure full engagement of the private sector, a representative of the PSF should be included in the sector sub working group.

Response: The PSF will be active members of the group.

Land O' lakes: The private sector sub working group can learn from the experience of the dairy board in involving the private sector.

Response: Learning best practice is important and an integrated approach is vital.

FAO: It is important to take into consideration the climate change mainstreaming action in all other policy actions since it is a major factor affecting development of the sector.

Response: This is essential. It is necessary to develop more indicators to address the issue in a more effective way.

EU: The EU welcomes MINAGRI's efforts to further decentralize (one of the main objectives of sector budget support) and privatize PSTA III implementation. However, decentralization (6% of MINAGRI funds in 2012/13) and private sector engagement are still fairly incipient processes in Rwanda's agriculture sector. It is necessary to downscale recurrent budgets of MINAGRI and agencies carefully and progressively as capacities and commitments of Districts and the private sector become more evident. The future recurrent budget of MINAGRI and its agencies needs to be commensurate vis-à-vis a dramatic increase (WB, EU but probably also DFID and IFAD) of the sector's budget during PSTA III.

Response: It is necessary to strengthen the policy analytical unit to enhance the capacity to make informed decisions. More mentoring and on the job training was recommended as an effecting way of capacity building. Decentralisation will progress according to available capacity.

Further Comments on Cross-Cutting Themes:

The Permanent Secretary added that, MINAGRI is trying to sustain efforts already in place. It is critical to look on how these efforts can be strengthened effectively. Private sector after care is critical, and MINAGRI appreciates USAID support in strengthening engagement with the private sector. Sector wide issues including gender, youth and climate change will be better prioritised in the coming fiscal year.

A climate change sub working group will be formed, focused on how agriculture can contribute to addressing climate change causing factors and adaptation to reduce the variations in production and income associated with changing climate. Representatives from USAID, the Netherlands Embassy, FAO, DFID, and RAB volunteered to join the group, others are welcomed. Bruce Smith, consultant from MINAGRI will coordinate the group with assistance from Telesphore Ndabamenye, DDG in RAB. The sub working group is expected to deliver and present in the ASWG by August, 2014. USAID proposed that the irrigation and extension policy actions also need to better address the climate change issues.

VII. Conclusion

To close the JSR, the Hon. Minister thanked all stakeholders for their contribution especially in the previous fiscal year and assured them that MINAGRI is committed to continue to strive ahead in 2014/2015.



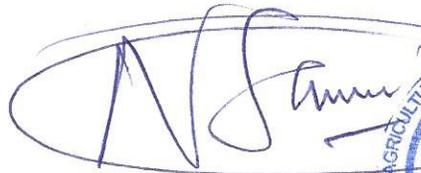
VIII. List of Annexes:

- Annex 1: Session I Presentation
- Annex 2: EDPRS II Core Indicators Monitoring
- Annex 3: Session II Presentation
- Annex 4: 2014/2015 Action Plan

For MINAGRI

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01 JUL 2014



For European Union Delegation in Rwanda

Diego ZURDO
Head of Rural Economy, Food Security,
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No.	EDPRS OUTCOME	INDICATORS	UNIT	BASELINE (2012) VALUE	2013/14 Targets	Policy Actions	Responsibility for Reporting	Progress against Policy Actions (Are fully achieved or partial achieved)
ECONOMIC TRANSFORMATION								
1	Increased electricity generation capacity	1. Electricity generated	Mega Watts	110	86.7 MW	1. Complete Construction of key generation project: - 6 Micro Hydro plants and RUKARARA II (6.2 MW); - Gicye (4MW); - Nyabarongo I & II (28MW); - KIWUWATT (25 MW), GIGAWATT (8.5 MW), Gishoma Peat (15 MW) 2. Develop and approve Market entry sustainability plan of all accessed markets including Congo-Brazza, Gabon and Turkey; 3. Establish Export Councils in identified sectors as a channel through which government and industry interact and collaborate towards the formulation of an export 'vision' for the sector	Energy	
2	Accelerated growth exports	2. Exports to GDP (Value of exports goods and services)	Percent (Value MSUSD)	14.9 (1023.9)	16.2 (\$1,277m)	1. Revise the investment code 2. Establish system for Key Account Managers (KAM) to feed into a structured investor aftercare team and customer relationship management system within RDB 3. Undertake review of business environment and regulations for micro informal enterprises. 4. Continue to develop Kigali SEZ.	Private Sector and Youth Employment	
3	Increased private sector investment and financing	3. FDI/ GDP	Percent (Value MSUS)	2.3 (160)	2.6% (\$204m)	1. Stimulate credit to the private sector through Micro-Economic policy. 2. Develop financial institutional capacity in SME lending.	Private Sector and Youth Employment	
4	Managed increase in urbanization through development of secondary cities and Kigali City	4. Private investment/ GDP	Percent (Value MSUS)	10 (693.5)	11.0% (\$844m)	1. Conduct study to develop a package of strategic investment for secondary cities to trigger growth of urbanization. 2. Thirty (30) Ha of Land acquired and serviced for 2500 affordable housing units	Private Sector and Youth Employment	
5	Increased graduation from extreme poverty	5. Credit to the private sector/ GDP	Percent	15.6	17.6	1. Upgrade 136 km of unpaved National roads into paved roads 2. Periodic maintenance of 334 km of unpaved National roads.	Financial Sector	
6	Increased productivity and sustainability of agriculture	6. Population living in urban areas (Secondary cities, Kigali City)	Percent	To be covered by census	To be informed by census	1. Implement 234 projects and support 85,000 beneficiaries for public works, 57,000 HH for direct support and 58,500 beneficiaries for financial services. 2. Revise the Ubudehe categories to support better targeting, monitoring and graduation	Urbanization and rural settlements	
7	Enhanced rural settlements that facilitate access to basic services	7. National Road (paved and unpaved) in Good condition	Percent	63.20%	66.10%	1. Produce policy paper, training modules and Teaching materials for Water Use Organizations and Cooperatives 2. Develop 3500 Ha of Marshland and 1908 Ha of hillside irrigation schemes.	Agriculture	
8	Increased access to basic infrastructure for households and enterprises	8. Category 1 or 2 beneficiary households who move to Category 3 to 6	Percent	9.8	25%	1. Elaboration of layout plans for all villages, sensitization and mobilization of rural population on rural settlement programs. 2. Scale up 30 IDP new model villages in all Districts.	Urbanization and Rural Settlement	
9	Increased access to basic infrastructure for households and enterprises	9. Area under irrigation (Marshland & Hillside)	Ha	27,796 being baseline as per June 2013	33,204	1. Electricity connections increased by 90,000. 2. Extend the scope of the electrification program to enterprises include connections of small and medium enterprises	Energy	

	12. Households with access to safe and clean drinking water	Percent	74	80	1. Construct 148.5 Km of new pipelines and upgrade 46.40 Km of existing water pipelines in Bureru, Musanze and Nyabihu. 2. Construct 216.6 Km of new pipeline in Rubavu, Bureru, Gakenke, Gisagara, Nyagatare, Kamonyi, Rutundo, Gatsibo, Ngoma, Nyarugenge and Gasabo.	Watsan
	13. Households with access to improved sanitation facilities	Percent	74.5	85	1. Construct 77.03km water drainage systems, 2. Three Solid waste Landfill and Three Faecal Sludge treatment plant completed	Watsan
	14. District earth road Class 2 (Feeder road) upgraded to gravel road	Km	71.6	510	1. Upgrade 510 of unpaved district class 2 Roads into gravel Roads 2. Acquire 6km of Road Reserve for district class (Feeder Roads)	Transport
PRODUCTIVITY AND YOUTH EMPLOYMENT						
9	Availability of critical skills for service and industrial sectors	Percent	75.1 (2011)	>85%	1. Review and validation of the National Qualification Framework (NQF) for Higher Education 2. Establish the new student loan scheme	Education
10	Increased entrepreneurship and business development	No.	9,000	10,500	1. Train 5,600 SME start-ups in business planning, submit business plans to financial institutions and support them to access finance (June 2013-June 2014) 2. 2,878 Hanga Umurimo business plans submitted to financial institutions and 60% access finance	Private Sector and Youth Employment
11	Increased employment in off-farm sector	No.	1.4m (2010/11)	200,000	1. Develop a national employment program and implementation plan encompassing previously scattered initiative across government. 2. 4 community processing centers (CPCs) operationalized (Irish Potatoes, Dairy, banana, and leather CPCs)	Private Sector and Youth Employment
ACCOUNTABLE GOVERNANCE						
12	Increased citizen satisfaction in participation in planning processes and solving their own problems	Percent	76.7	80	1. Organize governance month and resolve 80% of cases received. 2. Gender sensitive citizens' guide for participatory planning and budgeting processes are developed and disseminated	Governance and Decentralization Sector
13	Improved public service delivery	Percent	70.4	72	1. Conduct an inspection on the implementation of Service Charters in LG, identify any potential gaps and formulate proper recommendations 2. Conduct Leadership training for Sectors ESs and Districts Directors	Governance and Decentralization Sector & Districts
FOUNDATIONAL AND CROSSCUTTING ISSUES						
14	Enhanced food security and nutrition	Metric Tons	15,909	15,000 MT	1. Mobilize farmers to establish individual households strategic reserves 2. Support to farmers on postharvest handling technologies	Agriculture
15	Improved education quality and learning outcomes across all levels of education	Ratio	*62:1	*58:1	1. Develop school curriculum regionally harmonized 2. Train 1475 teachers in new curriculum	Education
16	Reduced Maternal Mortality	Ratio	*32:1	*32:1	1. Develop school curriculum regionally harmonized teachers in new curriculum. 2. Train 546 lower secondary and 489 upper secondary teachers in new curriculum.	Education
16	Reduced Maternal Mortality	%	66 (2012)	69	1. Training of ASM in Community Maternal Neonatal Health Package in 30 districts 2. 1st annual confidential survey of maternal, neonatal and child death.	Health

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17	Increased use of modern contraceptives	24. Contraceptive prevalence among married women 15-49 years	Percent	45 (2011)	57	1. To equip all public health facilities with at least two IUCDs kits	Health
18	Enhanced rule of law, accountability and business competitiveness environment	25. Adult population with confidence in the control of corruption, transparency and accountability	Percent	77.1 (2012)	At least 80% of embezzled recoverable microfinance institutions' funds recovered	1. Review legal framework for prosecuting those who cause loss to government and streamline the collaboration mechanism between stakeholders 2. Recover funds and prepare periodic report on state funds recovery	JRLOS
19	Increased use of modern payment systems	26. Payment transactions done electronically	Percent	41.5	50	1. Sensitize and deliver trainings to taxpayers on using e-tax services. 2. Introduce mobile declaration and payment of taxes (using mobile phones).	Financial
20	Improved resource base	27. Tax revenue/GDP (Revenue collected)	Percent (Rwf)	13.6/ Rwf 641.2 bn	Rwf 709.2 bn	1. Expand usage of electronic billing machines (EBM) for efficient administration of VAT. 2. Strengthen enforcement operations of collectable tax arrears.	PFM
21	Increased effectiveness of delivery of District Development Targets	28. Districts achieving a minimum of 80% of their service delivery and sustainable local development targets	Percent	75	77	1. Conduct Leadership training for Sectors ESs and Districts Directors 2. Conduct an inspection on the implementation of Service Charters in LG, identify any potential gaps and formulate proper recommendations	Governance and Decentralization
22	Reduction of capacity gaps across sectors in line with national development priorities	29. Skill requirement levels available within priority sectors to deliver EDPRS 2	Percent	25	13,500	13,500 Critical Skills Training Targets in priority sectors (Infrastructure, Agriculture, Natural Resources, Trade and Industry, ICT, Health, Education)	NCBS

EDPRS II Outcome	Indicators	Unit	Baseline Value 2012/2013	2013/14 Achievement	2013/14 Targets	Policy Actions	Responsibility for Reporting	Progress against Policy Actions
RURAL DEVELOPMENT								
Increased productivity and sustainability of agriculture	Area under irrigation (Marshland & Hillside)	Ha	23,131 in June 2013	26,716 by April 2013/2014	33,204	<ol style="list-style-type: none"> 1. Produce policy paper, training modules and Teaching materials for Water Use Organizations and Cooperatives 2. Develop 3500 Ha of Marshland and 1908 Ha of hillside irrigation schemes. 	Agriculture	<p>The policy paper has been produced and the training materials developed, and the consultant has started work at MINAGRI Task Force Irrigation and Mechanisation.</p> <p>By the end of April 2013/2014, 1,722 Ha were developed for marshland, and 1,863 Ha were developed for hillside irrigation. Targets should be met by the end of June.</p>
FOUNDATIONAL AND CROSSCUTTING ISSUES								
Enhanced food security and nutrition	Maize and beans stored as a strategic food reserve	Metric Tons	15,909	Current stock at 9,694, including 7,784 MT of maize and 1,911 MT of beans *The deficit is due to adverse weather conditions in both Season A and B*	15,000 MT	<ol style="list-style-type: none"> 1. Mobilize farmers to establish individual households strategic reserves 2. Support to farmers on postharvest handling technologies 	Agriculture	<ol style="list-style-type: none"> 1. 12 drying grounds constructed and operational 2. 13 drying grounds under construction 3. 6 selling points under construction 1. 23,281 farmers from over 500 cooperatives trained on maize, rice, beans, soya beans, wheat & Irish potatoes post harvest (PH) best practices 2. 72,095 farmers coached on maize, rice, beans, soya beans, wheat & Irish potatoes post-harvest handling practices 3. Post harvest equipments and materials were distributed to maize, rice and wheat farmers: 21,399 plastic sheets (tarpaulins), 10 hermetic storage bags & 683 manual maize shellers. 10 cooperatives were supported with electrical maize shellers,

EDPRS II/ Sector outcome		2014/15 Sector Indicators and Policy Actions			2014/15 Planned Analytical Works	
EDPRS II/ Sector outcome	Sector outcome indicators (not exceeding 10 including EDPRS II Core indicators)	Baseline	2014/15 Targets	2014/15 Policy Actions' priority outputs (maximum of 2 per each indicator)	Budget Programme	2014/15 Budget (RwF)
1. Increased sustainably agricultural productivity	1. Greater percentage of cultivable land effectively protected against soil erosion 2. Area under irrigation systems (EDPRS II)	78%	80.20%	Evaluate performance and productivity of increased land Update National Soil Conservation and Land Husbandry Strategy. Determine principles for setting water user fee rates Evaluate performance and efficiency of irrigation schemes, with CBA for annual crop production Review the importation, distribution and subsidy approaches implemented by MINAGRI and recommend innovative ways of accelerating privatization Implement interventions to remove consolidated area use Inorganic fertilizer and compost	MINAGRI and project budgets: GFI, RASP, LWH, PAIBB, KWAMP, ETI	3.4 billion
		26,716 Ha (April 2014)	Marshland: 1722 H Ha Hillside: 1853 H Ha	70% of households in consolidated area use inorganic fertilizer and compost	CIP and other projects	
2. Increased sustainably animal resources productivity	3. Increased access to soil fertility related inputs 4. Animal resource production increased	30% of farmers use inorganic fertilizer and compost	30% of farmers use inorganic fertilizer and compost	Intensification of livestock sector according to Meat and Poultry Strategies and Nutrition Action Plan Strengthen dairy sector through implementation of 2012 Dairy Strategy, including enforcing regulation of raw milk, strengthening public-private dialogue and increasing exports. Progress report on implementation (budget, budget execution, achievements) of MINAGRI Nutrition Action Plan. Review with ASWAG.	Girinka, One Cup of Milk per Child, LSP, LP, Aquaculture, RDCP II	CIP: 5 billion
		Meat: 130,49 MT Milk: 501,732 MT	Meat: 139,869 MT Milk: 565,653 MT	Meat: 139,869 MT Milk: 565,653 MT	National Strategic Reserve	7.1 billion
3. Increased household food security and nutrition	5. Maize and beans stored as a strategic food reserve (EDPRS II)	9,694 MT	15,000 MT	Update and validate National Agricultural Extension and Research Strategy to include new model. Develop costed action plan to implement (National Agri-Business Strategy) and implement interventions to improve the business environment and engage private sector investors while building capacity of private sector enterprises across the value chain. Finalise a National Horticulture Strategy and Action Plan (5 years).	SPAT II	1 billion
		1,629 farmer promoters 1,006 animal health workers	2,000 animal health workers	2,000 animal health workers	NEAB projects, USAID Private Sector Driven Ag Growth Program	100 million
5. Export and value-added promotion for traditional and non-traditional products	7. Increased volume of traditional and emerging export crops	21,000 MT coffee exports in total	26,000 MT coffee exports in total	Deliver a consolidated (MINAGRI, LODA, USAID, WB, EU, NU) feeder roads rehabilitation and maintenance progress report with budget execution and achievements. Implement 2014 capacity building plan through training, mentoring and skills development of agricultural sector staff. Report on progress at central and decentralised level. Focus on capacity building for MIS and statistics. Conduct an assessment of the access of women and youth to agricultural support services (fertiliser, improved seeds, extension, processing, mechanization, finance).	USAID Feeder Roads Programme, Netherlands Embassy Programme, EU tranche	3.7 billion
		26,862 MT fruit and veg exports in total	38,714 MT fruit and veg exports in total	372 Km feeder roads rehabilitated and 432 Km maintained	HICD project and DFID TACBF	12.8 billion
6. Improved post harvest management and agro processing promotion	3. Increased kilometers of feeder roads constructed and maintained	100 Km	372 Km	Human Resource Development Plan and Action Plan published September 2014 The Gender Strategy is validated and in the initial stages of implementation Strategic Environmental Assessment validated in 2011	MINAGRI budget and Gender Strategy Financing partly through UN Women, needs further commitment	
		9. Capacity Building Plan fully implemented	10. Cross-cutting issues mainstreamed across programme areas	Review on progress and implementation report published	MINAGRI in collaboration with MINIRENA, MINALOC	105 million
7. Developed institutional capacity and mainstreamed crosscutting issues	7. Developed institutional capacity and mainstreamed crosscutting issues			Conduct joint assessment of progress made in the implementation of the recommendations of the 2011 Strategic Environmental Assessment, identify agriculture contribution to mitigation and adaptation for climate change	MINAGRI Budget and DF support, needs further commitment	TBC