



Kigali, 14 AUG 2019.....

N° 16457/M+SP

To,  
The Permanent Secretary and Secretary to the Treasury  
Ministry of Finance and Economic Planning  
**KIGALI**

Dear PS/ST,

**Re: Submission of MINAGRI Forward Looking Joint Sector Review Report (2019/20 FY)**

This is to officially submit the report of the Forward Looking Agriculture Joint Sector Review for FY 2019/20 held in June 13, 2019. The report contains among other items:

- Areas prioritized during the planning and budgeting process
- The 2019/20 sector targets and related policy actions
- Policy-related studies for 2019/20 Fiscal Year
- Progress towards implementation of 2018/19 Policy Actions
- Targets and Policy Actions for NST 1 Indicators Matrix

Kindly find herewith attached the official full report and the annexes requested in the Terms of Reference issued by your office, for your consideration.

Thank you for your kind collaboration.

  
**Jean Claude MUSABYIMANA**  
Permanent Secretary



**Cc:**

- Hon. Minister of Agriculture and Animal Resources
- Hon. Minister of Finance and Economic Planning



**MINISTRY OF AGRICULTURE AND ANIMAL RESOURCES**

**FORWARD LOOKING JOINT SECTOR REVIEW**

**Fiscal Year 2019-2020**

**REPORT**

**JUNE, 2019**

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## 1. BACKGROUND AND RATIONALE

The Agricultural Joint Sector Review forums bring together all Sector Working Group (SWG) stakeholders to engage in policy dialogue and to ensure ownership, accountability and transparency of the NST 1 implementation and monitoring process, operationalized through the fourth phase of Strategic Plan of Transformation of Agriculture (PSTA 4).

The Joint Sector Review Meeting (JSR), Forward Looking (FL) was organized and held on June 13, 2019 at MINAGRI Conference room. The JSR meeting was chaired by the Permanent Secretary, Mr. Jean Claude MUSABYIMANA on behalf of MINAGRI and co-chaired by Mr. Arnaud DE VANSAAAY, EU Team leader, on behalf of the Development Partners.

The 2019/20 Forward Looking Joint Sector Reviews had four (4) main objectives:

- i. To present and discuss areas prioritized during the planning and budgeting process
- ii. To discuss and validate the 2019/20 sector targets and related policy actions
- iii. To select policy related studies to be conducted in 2019/20 fiscal year
- iv. To assess progress towards implementation of the 2018/19 policy actions.

## 2. OPENING REMARKS

The **Chair** thanked the broader community of Development Partners (DPS), NGOs, Civil Societies, Private Sector and line Ministries for their support to the development of Agriculture Sector in Rwanda.

In his speech, he mentioned that the contribution of all agriculture sector stakeholders is needed for the sector to meet the targets outlined in PSTA 4 and the targets set for the next fiscal year (2019-2020). He also stressed the importance of technology in the agriculture transformation given underlying challenges such as high population growth and small size of agriculture land. Increased use of technology in Agriculture is therefore paramount to increase the agriculture production and productivity. He reminded the audience the significant contribution of the Agriculture sector to the National Economy; Agriculture accounted for 29% of the National Gross Domestic Product. He concluded his speech by noting that Public investments in the sector have increased with the allocation of 149.4 Billion (2019/2020 FY) from 121.6 Billion (2018/2019 FY).

The **Co-Chair (European Union)** in his remarks, on behalf of the Development Partners (DPs), thanked the Ministry of Agriculture and Animal Resources for the progress being made in the agriculture sector. He appreciated the documentation of budget revision and budget priorities which was shared with the development partners. He remarked also that in order to deliver to the expectation of PSTA 4, MINAGRI will have to operate at full staff capacity. Recurrent expenditures remain at a low level compared to international standards. The DPs also commended to the sectoral push for more private sector involvement and the development of strategies leveraging the private engagement such as, '*Risk Sharing and Financing Facility*'. Agriculture MIS was also commended as an important tool to enhance data quality, transparency and easiness of information flow within the sector. The Co-chair closed his speech by emphasizing the need to take into consideration the recommendations from the 15<sup>th</sup> Development Partners Retreat, held in February 2019, in the Forward Looking Joint Sector Review.

He also mentioned that the Private Sector still has a large role to play in the Agriculture sector. The Government also need to continue strengthening the established value chains platforms to bring together all the stakeholders, to being the generator of public knowledge and basic research and to provide adequate rural credit (Agriculture insurance). The co-chair ended his remarks while

pointing out 2 key areas of DPs interest for the new Fiscal Year, namely (a) capacity building of extension agents and, (b) budget allocation to support extension agents' capacity building.

### **3. AREAS PRIORITIZED DURING THE PLANNING AND BUDGETING PROCESS**

The 2017/18 backward looking JSRs held in November 2017 identified broad priority areas for the 2019/20 FY planning and budgeting processes. A presentation was made to show the linkages between the identified priorities, the sectoral plan and the budget allocated for FY 2019/20.

#### **The key areas prioritized in 2019/2020 FY are:**

- Strengthening research and extension activities to boost efficiently and sustainably the production of high quality and nutritive products;
- Increasing farmers' resilience to climate change effects by adopting the use of modern tools and Climate Smart Agriculture Techniques;
- Increase animal production by supporting farmers in organizations and acquiring improved inputs and breeds;
- Increase market access to farmers by setting up the required soft and hard infrastructures;
- Be a more private-led sector with tools, skills and communication channels aimed at attracting investors and capacitating youth and women in agribusiness.

#### **Key Points of Discussion**

- Participants were informed that the budget allocation for FY 2018/2019 were made in order to emphasize the identified sectorial priorities and to focus on the growth drivers that would help the sector to meet NST 1 growth targets. The total budget allocated to the Ministry' plans and investments for FY 2019/2020 is Rwf 149.4 Billion including earmarked transfers (Annex 1).
- A concern was raised on the target of training 754,000 extension agents which seems to be very high. Clarification on the strategy to be used and budget source to carry out that activity was requested. In the response, MINAGRI explained that the number is not very high, given that those extension workers will be trained on good agricultural practices (beans, soybeans, Irish potatoes and wheat) across the county using Earmarked transfers through Twigire Muhinzi.
- Stakeholders raised the concern that considering the productivity targets, it appears that the budget allocated for Extension services (less than 1% of overall budget even if it was multiplied 8 times in this 2019-20 FY from the last year's budget allocation 2018/19) and capacity building for extension workers remains limited. In the response, MINAGRI clarified that the budget allocated to extension services is beyond 1% of the total budget as it comprises budget allocated both at the Central level (807 Mn Frw) and Earmarked funds (Frw 1.1 Bn). In addition, it was clarified that, through MTEF (Medium Term Expenditure Framework), this specific budget is planned to increase over the next 3 years.

### **4. 2019/20 SECTOR TARGETS AND RELATED POLICY ACTIONS**

As highlighted in the Annexes 2 and 3 of this report, during 2019/20 fiscal year, the Ministry will continue to monitor and report the following key areas:

- Productivity of Priority crops (MT/ha) i.e. Maize, beans, cassava, soybean, Irish potatoes, rice, wheat
- Land consolidation
- Irrigation (hillside, marshland, SSIT)
- Mechanization
- Soil protection against erosion through terracing
- Postharvest loss reduction through establishment of adequate infrastructure constructed (drying shelters, storage facilities, cob and mobile dryers)
- Food security through Food storing MT of food commodities stored (maize, rice, beans, wheat and cassava flour) as strategic food reserve and also
- Cash Crop production (Coffee, tea and horticulture)

## 5. POLICY-RELATED STUDIES FOR 2019/20 FISCAL YEAR

- During 2019/2020 fiscal year, the Ministry will conduct the following studies as mentioned in annex 3 of this report. The studies to be conducted are the following:
- District-based map of landscape and land use for agriculture development at 50,000 scale: It will be carried out with the support from TECAN (Technical Assistance to enhance the Government of Rwanda's Capacities in the Agriculture Sector for the sustainable use of land and water resources, value creation and Nutrition security). A pilot phase of the efficiency use of the Agriculture Land (Land unit and suitability) will be conducted in Ngoma district and mapped on 1:50,000 scale.
- Updating the post-harvest handling strategy: The previous strategy designed in 2011 expired in 2016. The new Post-harvest handling strategy will be aligned to the NST1 and PSTA4. The post-harvest strategy is one of the cross-cuttings policy instruments that will assist with strengthening the harvesting, post-harvest handling, trade, storage, and marketing within the agricultural value chains in Rwanda, in an effort to improve markets and linkages for farmers, reduce post-harvest losses and increase climate resilience and market shocks. The Strategy's fundamental vision is to increase food security, food safety, and value creation through an increased role of the private sector. The exercise will be funded by EU.
- Piloting the Customized Agriculture Extension project: The PSTA 4 plans to have inclusive extension services with the participation of other actors apart from the government only in providing extension services. In that regard, a draft feasibility study for the customized agriculture extension project is available. The project shows what the government should do to have on board the private sector, universities, civil society providing quality extension services. In 2019/2020, a pilot will be carried out in Ngoma District with the support of TECAN.
- Profiling of agriculture cooperatives: The objective of the policy action is to profile cooperatives of farmers in order to design customized capacity building interventions. The outcome of the exercise is to have all the cooperatives in an IT system to be able to have their characteristics and then customize various interventions towards increasing income of members.

## 6. PROGRESS TOWARDS IMPLEMENTATION OF 2018/19 POLICY ACTIONS

In the FY 2018/19, 11 policy actions were planned to be implemented. All were studies to be developed. 6 studies were completed while 5 are yet to be fully completed.

Studies that were completed are:

- Revised Gender mainstreaming strategy
- Agricultural biotechnology and biosafety capacity for food security and economic growth
- Enhancing Local Seed Production as an exit strategy from Seed imports for sustainable seed production systems in Rwanda
- Enhancement of safety and value addition of agricultural products (grains, fruits and vegetables, milk and meat) for loss reduction through technology development and scale up
- Western Province hillsides & Kivu belt- riparian land COFFEE & Tea, Macadamia Plantations
- Green house for vegetables production.

The 5 studies that are not yet fully completed are:

- Customized Agriculture Extension Project (CAEP): a draft feasibility study is available and a pilot in Ngoma district will be conducted as prior to an eventual scale up.
- Risk Sharing Facility: a draft of the study is available pending to validation by different stakeholders.
- Private Sector Leveraging Strategy: the drafting of the strategy is still underway and will be carried over to 2019-20
- Multiannual implementation plan for National Soil Conservation & Land Husbandry: the draft report has been presented in the ASWG. The final validation of the study is planned in 2019-20 and a pilot is also planned to be conducted.
- Irrigation Master Plan: the draft report was presented and validated at the technical. The final report is planned to be available in September 2019.

## 7. ISSUES AND RECOMMENDATIONS FROM THE MEETING

During the meeting, a number of issues were raised by various stakeholders and recommendations provided as summarized in table below:

SN	Issues identified	Recommendations/ Clarifications
1	Need for a more comprehensive report on agriculture interventions that capture interventions from donors programs supporting agriculture in order to show how complementary all agriculture programs support achievement of MINAGRI's agriculture production targets.	It is very useful to capture the action plans and reports of all NGOs operating in the sector and support is welcomed to ensure MINAGRI's report include all other donors' supported programs as they align with the PSTA 4 objectives
2	Inconsistencies in agriculture data due to methodologies used.	The Ministry of Agriculture, NISR and other key stakeholders will continue to work together to harmonize methodologies of data collection used in agriculture surveys for better planning
3	Need for clarity on the involvement of the Private sector in key areas in Agriculture such as Post-harvest handling, market access and sale of quality products.	The Private sector will be engaged in the management of Post-harvest infrastructures planned to be constructed in 2019-20.  Recommendation was provided to use available assessment and mapping information of locations, size

SN	Issues identified	Recommendations/ Clarifications
		and other specifications of needed PHH facilities to inform PHH public investments and to avoid any duplication of resources. Precisely, the USAID/PSDAG funded the assessment for the Rwanda Chamber of Agriculture and Livestock leading the Agri-PPDs member.
4	Need to ensure that the increase in sector budget corresponds with the staff capacity building and the hire of new staff	The Ministry took into account the capacity building of staff and increased the staff numbers even in its affiliated agencies (RAB and NAEB).
5	Limited involvement of private sector in local seed multiplication	The Ministry continues to conduct mobilization, capacity building and certification of private local seed multipliers

## 8. CONCLUSION

The meeting was concluded with a renewed emphasis on the role of the Private Sector engagement in Agriculture key areas such as Extension services and local seeds multiplication. The Permanent Secretary of MINAGRI closed the meeting by thanking the participants for their participation and their contribution to the sector development. He invited participants to a continuous collaboration with MINAGRI and regular progress tracking in implementation of PSTA 4.

The Permanent Secretary also took the opportunity to invite stakeholders to the National Agri-show that was held at Mulindi, from June 18 to 25 June, 2019. The theme of the Agri-show was “Promoting the Competitiveness of Rwanda Agriculture”.

## 9. SIGNATURES

  
**Jean Claude MUSABYIMANA**  
 Permanent Secretary  
 Ministry of Agriculture and Animal Resources



  
**Arnaud DE VANSSAY**  
 Team Leader Rural Development  
 European Union



**ANNEX 1: LINKING SECTOR OUTCOMES BUDGET PROGRAMME AND SUB-PROGRAMMES**

No.	Sub-programme	2018/19 Budget allocated
<b>Sector Outcome 1: Farmers and rural value chain actors are engaged in innovative agricultural practices and improved business management</b>		
1	AGRICULTURE RESEARCH AND EXTENSION	1,250,115,187
	1. Research and Innovation	807,854,566
	2. Extension Services and Technology Adaptation and Skills Development	
<b>Sector Outcome 2: Increased productivity, nutritional value and resilience through sustainable, diversified, and integrated crop, livestock, and fish production systems</b>		
2	SUSTAINABLE CROPS AND ANIMAL RESOURCES PRODUCTION AND PRODUCTIVITY	59,312,766,506
	1. Sustainable, Diversified and Climate Smart Crop Production and Productivity	20,449,816,209
	2. Sustainable Animal Resources Production and Productivity	3,229,842,328
	3. Nutrition sensitive agriculture and Resilience Mechanisms	
<b>Sector Outcome 3: Increased competitiveness and value addition of diversified agricultural commodities for more inclusive domestic and international markets</b>		
3	VALUE ADDITION AND COMPETITIVENESS OF CROPS AND ANIMAL RESOURCES	2,780,000,000
	1. Food Systems for domestic market supply	8,780,204,275
	2. Traditional Export Crop Development	7,749,905,885
	3. Export Diversification	37,600,000
	4. Quality Assurance and Regulation	

No.	Sub-programme	2018/19 Budget allocated
	5. Farmers -Market linkages infrastructures	225,000,000
<b>Sector Outcome 4: Effective and efficient public and private sector services delivery in the agriculture sector</b>		
4	ENABLING ENVIRONMENT AND RESPONSIVE INSTITUTIONS	3,124,549,995
	1. Agriculture Sector Planning, Coordination, Financing and Information Systems	120,200,000
	2. Animal Resources Policy, Strategies Development	48,100,000
	3. Crop Policy and Strategies Development	7,404,404,445
	Administrative And Support Services	115,320,359,396
	<b>Total</b>	<b>34,086,635,001</b>
	<b>Earmarked Transfers</b>	<b>149,406,994,397</b>
	<b>Grand Total</b>	

## ANNEX 2: TARGETS AND POLICY ACTIONS FOR THE SECTOR INDICATORS MATRIX

Sector outcome	Sector outcome indicators (not exceeding 10 including NSTI Core indicators)	Baseline (2017/18)	2019/20 Targets	2019/20 Policy Actions/ priority outputs (maximum of 2 per each indicator)
<b>Economic Transformation Pillar</b>				
<b>Priority 6: Modernize and increase productivity of Agriculture and livestock</b>				
Increased productivity, quality and sustainability of crop production	Ha of land under irrigation (hillside and small scale)	H: 8,780 ha SSIT: 9,190	H: 9,439 SSIT: 11,906 (cumulative)	Finalize irrigation master plan
	Ha of land under mechanization	6,050	6,500 (cumulative)	Complete Mechanization Centre of excellence
	Ha of radical terraces constructed	122,465.5	125,175.5 (cumulative)	Strengthen the collaboration between MINAGRI, LODA and Districts in the construction of terraces through community approach
	Number of new drying shelters constructed	366	710 not cumulative	Introduce modern post-harvest infrastructures
Improved post-harvest management	Number of new storage facilities constructed	153	11	
	Number of cob dryers constructed	1	6	
	Number of mobile dryers constructed	4	10	
	MT of green coffee produced	22,058	26,000	Purchase and distribute 7,500 MT of mineral fertilizers and 8,500 liters of pesticides
Increased revenue from coffee, tea and horticulture	MT of made tea produced	30,880	34,500	Resettle 88 families in Rugabano
	MT of fruit and vegetables produced	36,135	43,680	Support acquisition of pack house materials (tables) and upgrading its park yard
<b>Social Transformation Pillar</b>				
<b>Priority Area 2: Eradicating Malnutrition: By promoting nutrition sensitive agriculture and food security</b>				

Sector outcome	Sector outcome indicators (not exceeding 10 including NST1 Core indicators)	Baseline (2017/18)	2019/20 Targets	2019/20 Policy Actions/ priority outputs (maximum of 2 per each indicator)
Enhanced food security and nutrition	MT of food commodities stored as strategic food reserve	Maize: 7,571 Beans: 4,111 Wheat: 210 Rice: 0 Cassava flour: 305	Maize: 6,200 Beans: 2,000 Wheat: 500 Rice: 4,000 Cassava flour: 1,000	Strengthen partnership with Private Sector

### ANNEX. 3. NST 1 MONITORING AND EVALUATION MATRIX

No	NST 1 Outcome	Indicators	Units	Baselines	Targets		Responsibility for reporting	Data Sources
					2019/2020			
14	Increased productivity, quality and sustainability of crop production	A. Ha of irrigation developed within an Integrated Water Resources Management Framework	Ha	52,175	64,740		MINAGRI, Agriculture Sector	MINAGRI Reports
		B. Area of consolidated land	Ha	1,289,648	1,309,012		MINAGRI, Agriculture Sector	MINAGRI Reports
		C. Percentage of farm operations mechanized	Percent	25	30		MINAGRI, Agriculture Sector	MINAGRI Reports
		D. Area of Land under erosion control measures and used optimally	Ha				MINAGRI, Agriculture Sector	MINAGRI Reports
		Radical		122,465.5	125,175.5			
		Progressive		945,094	953,373			

No	NST 1 Outcome	Indicators	Units	Baselines	Targets		Responsibility for reporting	Data Sources
					2019/2020			
		E. Percentage of farmers using quality seeds on consolidated sites <sup>1</sup>	Percent	NA	NA		MINAGRI, Agriculture Sector	MINAGRI Reports
		F. Quantity of fertilizer applied	Kg per ha	32	39		MINAGRI, Agriculture Sector	MINAGRI Reports
		H. Strategic reserves stored at district level	MT	Maize: 7,571 Beans: 4,111 Wheat: 210 Rice: 0 Cassava flour: 305	Maize: 6,200 Beans: 2,000 Wheat: 500 Rice: 4,000 Cassava flour: 1,000		MINAGRI, Agriculture Sector	MINAGRI Reports
		I. Quantity of meat and dairy products produced (Meat, Milk, Eggs)	MT	Milk: 815,074 Meat: 162,470 Eggs: 7,936	Milk: 934,044 Meat: 179,367 Eggs: 9,965		MINAGRI, Agriculture Sector	MINAGRI Reports
		J. Credit to agriculture sector as percentage of total loans	Percent	5.8	6		MINAGRI, Agriculture Sector	BNR

<sup>1</sup> This indicator is no longer applicable, for NISR has changed the indicator.

**ANNEX. 4: SECTOR PRIORITY ANALYTICAL STUDIES FOR 2019/20**

Sector outcome	Planned Analytical Work & Duration	Expected budget for 2019/20	Funding Source (GoR, if otherwise, specify, also state the status i.e. Secured/ Still under mobilization)
<b>Economic Transformation Pillar</b>			
<b>Increased productivity, quality and sustainability of crop production.</b>	1. District-based map of landscape and land use for agriculture development at 50,000 scale	200 million Rwf	TECAN (tbc)
	2. Updating the post-harvest handling strategy	155 Million Rwf	EU (tbc)
	3. Piloting the Customized Agriculture Extension project	200 Million Rwf	TECAN
	4. Profiling of agriculture cooperatives	61 Million Rwf	TECAN

**ANNEX. 5: PROGRESS AGAINST IMPLEMENTATION OF 2018/19 SECTOR ANALYTICAL STUDIES & POLICY ACTIONS**

NST 1 sector outcome	2018/19 Planned Analytical Work	Brief progress	Comment/Challenges and actions to be taken if any
<b>RURAL DEVELOPMENT</b>			
Increased productivity, quality and sustainability of crop production	1. Revise Gender mainstreaming strategy	Completed	To be implemented in 2019/2020 FY
	2. Customized Agriculture Extension Project (CAEP)	Not yet fully completed. The draft report in place	The study is planned to be finalized FY 2019/20 and a pilot in Ngoma district will be conducted as prior to an eventual scale up
	3. Risk Sharing Facility	Draft completed	Awaiting for validation by different stakeholders
	4. Develop and validate multiannual implementation plan for National Soil Conservation & Land Husbandry	Draft report was presented to the ASWG meeting in February 21 2019.	Pilot phase (mapping exercise) in one district to be conducted in 2019/2020 FY

NST 1 sector outcome	2018/19 Planned Analytical Work	Brief progress	Comment/Challenges and actions to be taken if any
	5. Private Sector Leveraging Strategy	The draft document of the strategy is still underway	To be completed in 2019/2020 FY
	6. Irrigation Master Plan	Draft report was presented and validated at the technical level.	Awaiting final report from consultant before the end of FY 2018/19
	7. Agricultural biotechnology and biosafety capacity for food security and economic growth	Completed	Its components were captured under LIP
	8. Enhancing Local Seed Production as an exit strategy from Seed imports for sustainable seed production systems in Rwanda	Completed	Its components were captured under Market Responsive project
	9. Enhancement of safety and value addition of agricultural products (grains, fruits and vegetables, milk and meat) for loss reduction through technology development and scale up	Completed	To be implemented 2019/2020 FY
Increased revenue from coffee, tea and horticulture	10. Western Province hillsides & Kivu belt-riparian land COFFEE & Tea, Macadamia Plantations	Completed	The study is in pipeline
	11. Green House for Vegetables production	Completed	The study is in pipeline