



Final Review Report

**Kigali, Rwanda
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Table of Contents

2	Executive Summary	1
3	CAADP Independent Technical Review Report	1
3.1	Purpose of the Review	1
3.2	Rwanda PSTA4 Process.....	1
3.3	Objectives and Methodology	2
4	Main Findings / Outcomes	5
4.1	Component 1: Alignment with CAADP / Malabo vision, principles, and strategy elements	5
4.2	Component 2: Consistency with long term growth and poverty reduction options	5
4.3	Component 3: Adoption of best practices and inclusion of core program elements.....	6
4.4	Component 4: Coordination capacities and implementation readiness	7
4.4.1	Civil Society Organizations (CSOs)	7
4.4.2	Private sector.....	8
4.4.3	MINAGRI technical arms	8
4.4.4	MINECOFIN	8
4.4.5	Development partners	9
4.5	Component 5: Operational realism of the PSTA4	9
4.6	Component 6: Mutual accountability and Learning Systems	10
4.6.1	Political visioning and orientation	10
4.6.2	Joint Sector Review (JSR)	10
4.6.3	Monitoring and Evaluation (M&E).....	10
4.6.4	Knowledge management and sharing	11
5	Commentary on some key thematic issues assessed in the document	1
5.1	Food Security	1
5.2	Land	1
5.3	Youth in agriculture and Technical Vocational and Education Training (TVET).....	2
5.4	Fisheries and aquaculture.....	2
5.5	Resilience and climate change	3
5.6	Integrated irrigation schemes	4
5.7	Private sector.....	5
5.8	Costing and budget	6
6	Conclusions.....	1
7	Annexes.....	1
7.1	Annex 1: CAADP Post-Compact Guide – Check List of Component Parts.....	1
7.2	Annex 2: PSTA4 – POST BUSINESS MEETING ROAD MAP.....	3
7.3	Annex 3: PSTA4 Writing Roadmap	4
7.4	Annex 4: List of Independent Technical Review Respondents	4

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Disclaimer

This report does not reflect the official opinion of any of the institutions whose representatives were involved in the review exercise. It is rather their expert opinion resulting from collective reflection on the subject that has been captured here to support finalization of the PSTA4 planning.

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2 Executive Summary

This report presents the findings of the AUC/NEPAD Agency led review of the Rwanda Strategic Plan for Agricultural Transformation (PSTA 4 2018 -2024) in its fourth generation. –This summary addresses the methodology mobilized for the exercise, presents key findings, makes relevant recommendations and provide a conclusion.

Methodology wise, the review report focuses on the degree of alignment with CAADP values, principles and frameworks (Malabo Declaration, the New Country Implementation Guidelines, and the Biennial Review Mechanism). The mission travelled to Kigali on 17th and left on 21st after holding consultation with key PSTA4 constituencies and debriefing sessions with the staff of the MINAGRI. The actual mission was the second step in the exercise following a desk work that involved a considerable amount of reading. As such, among the documents revisited to inform the review exercise, the most important ones include the following: (i) National Strategy for Transformation (NST 1); (ii) Strategic Plan for Agricultural Transformation (PSTA 4, 2018 -2024) document; (iii) Memorandum of Understanding between the Government of Rwanda and Development Partners regarding a Sector-Wide Approach in Rwanda's Agricultural Sector (2008), (iv) Memorandum of Understanding on Rwanda CAADP renewed commitment to support the Strategic Plan for Agricultural Transformation through a Sector-Wide Approach (2014), (v) Country Agribusiness Partnership Framework (CAP-F 2017), (vi) Report of the Expert Meeting “Contribution to Nutrition and Food Security mainstreaming in the PSTA IV” (2017), (vii) Public Expenditure Review (PER 2017), (viii) PSTA4 writing roadmap (2017) and (ix) EAC Regional Agriculture Investment Plan (RAIP).

The findings of the review are clustered in three main categories. On the one hand, we have an overview on the form/structure of the document, and the other hand we present our perspectives on the substantive content of the PSTA 4 document along 6 main components as per the Independent Technical Review Guidelines. Furthermore, the review makes very specific commentary and formulates some recommendations under key thematic issues captured in the PSTA4 document.

On the form - At first glance at the document, one important element that is missing is a comprehensive executive summary that should provide an overview of the content of the PSTA 4 draft document. Otherwise, the text is well written, even though some components need deeper analysis. Indeed, some parts of the document are weak whereas some of the elements presented in the text are not in the results framework and the budget, or if they are, their articulation is incomplete.

On the substance - From the findings of the PSTA 3 final review, it emerges that agricultural sector in Rwanda has undergone considerable structural changes (farm size, yield, production, land use, knowledge, etc.) as illustrated in the table below.

Table: PSTA3 performance

Item	Increase (%)
Milk	54
Meat	106
Eggs	16
Irrigation	75
Soybean	22
Wheat	58
Irish Potato	76

In its Theory of Change, the PSTA4 has 4 Impact Areas where changes are to be expected on the ground as follows: (i) Increased contribution to wealth creation; (ii) Economic opportunities and prosperity - jobs and poverty alleviation; (iii) Improved food security and nutrition; and (iv) Increased resilience and sustainability. A set of four Priority Areas has been identified and presented as follows, along with their projected contributions to the four Impact Areas: (i) Innovation and Extension; (ii) Productivity and Resilience; (iii) Inclusive Markets and Value Addition and (iv) Enabling Environment and Responsive Institutions.

The review makes specific recommendations/suggestions on possible avenues to strengthen aspects of the document, with the ultimate goal to increase the likelihood of attainment of the CAADP goals and outcomes in Rwanda. These recommendations/suggestions are presented per below under each of the components against which the review was conducted.

Component 1: Alignment with CAADP / Malabo vision, principles, and strategy elements

1.1. Though the Theory of Change appears to have captured the key elements of the Malabo Declaration, the ITR team may recommend for the PSTA 4 document to present the alignment with a simple matrix, for example: This can also eventually highlight the alignment with the SDGs for more harmonization.

Component 2: Consistency with long term growth and poverty reduction options

None

Component 3: Adoption of best practices and inclusion of core program elements

3.1. Supporting extension services as the first line of information flow to farmers and feedback on the adoption and utilization of best practices, use of improved seeds etc. will be important. Establishment of farmer field schools at community levels to enhance interaction and peer to peer exchange of ideas and results will also greatly assist in upscaling adoption of best practices.

3.2. Under this are, research on market dynamics is crucial. This will enable the country to adapt its fish and fisheries products, given the focus on value addition, to the changes that emerge every day in the market; and b). Institutional capacity development: One of the groups who need special attention is child labour in fisheries. Children have provided labour in the form of cleaning fishing vessels and equipment, and some even go fishing. This needs to be recognized and addressed.

3.3. The implementation of the land master plan should be prioritized, while land consolidation and land re-adjustment should be adopted to allow use of mechanization in agriculture. This will stop land fragmentation and increase optimum use of land. The use of small and medium enterprises (SME's) or Public private partnership (PPP) in land administration can best ease land

transactions. This will encourage investors in land sector but also reduce or stops informal land transactions.

3.3. The Ministry of Agriculture and the Ministry of Finance should ensure alignment of the PSTA4 to NST. The review proposes that Ministry of Agriculture in drafting the Agriculture Chapter of NST ensures more alignment and inform the content of NST in that area for more harmonization in planning and implementation.

Component 4: Coordination capacities and implementation readiness

4.1. Across the board, CSOs have been requesting the government to summarize the PSTA4 document and translate it in Kinyarwanda and further disseminate it to the districts for their ownership.

4.2. It would be very helpful that the MINAGRI initiates dialogue with all key players to ascertain common understanding of the role to be played by every constituency in following up on the planned content of the PSTA4. This is all about building/strengthening ownership of the plan by its constituencies especially after such a speedy process that has probably left some behind.

4.3. More direct and frequent engagements between the Honorable Minister, the Permanent Secretary and the DPs would be a good move to support implementation of the PSTA4.

Component 5: Operational realism of the PSTA4

5.1. In a standalone chapter, the program must highlight expected share and contributions from other non-agricultural national programs/sectors such as from energy, infrastructures, health and education.

5.2. The mission recommends that the investment leg of the PSTA4 be reinforced. This will allow the Ministry to capture the best scenarios of required investments from public and link potentially with the investments from private sector to catalyze the transformation captured in the PSTA4. This will also clarify the gap to be bridged by both public and private sector to secure the funds for the PSTA. The approach will create a good ground for more engagement among government, DPs, private sector and civil society which will culminate during the business meeting with clear intention or pledges for PSTA support.

Component 6: Mutual accountability and Learning Systems

None

As way of conclusion, judging from its Theory of Change, the PSTA 4 is a tool to achieve four the targets of the following Malabo Declaration targets: (i) Increased contribution to wealth creation; (ii) Economic opportunities and prosperity - jobs and poverty alleviation; (iii) Improved food security and nutrition and (iv) Increased resilience and sustainability. This makes the document a one that is well aligned to the new vision encapsulated in the Malabo Declaration. Overall, the Rwanda's PSTA4 is a well written and articulated document. It provides a good account of the strategic direction the country is giving towards transforming its agriculture. The priorities for the government are clear and well detailed. PSTA4 is quite a comprehensive plan, especially in setting up the targets supported by detailed implementation process for achieving the targets. The plan is supported by a robust M&E framework. This is considered as an improvement compared to what guided implementation of the PSTA3. The PSTA4 also includes detailed cost for all programs/projects areas. However, there is a sense that the costing can be much improved.

The review observed that building local capacity to drive implementation should be the preferred arrangement as opposed to the current over reliance on external TA. However, from our engagement with the MINAGRI leadership, the emerging answer was that the TA being referred to in the document is about outsourcing the chunk of implementation to private service providers,

so that the government can keep its main focus on providing the strategic guidance to the respective implementation bodies with mandate to act. How this will be done in practical terms remains somehow unprecised.

An area where the document should provide a more structured narrative on the strategic rationale of investing so heavily on irrigation. As such, some additional effort is needed to make a business case for irrigation infrastructure as the centre piece of PSTA 4. We propose that this component be explicitly linked to value chains development will be at the driving force for wealth creation at the heart of the document. Indeed, irrigation infrastructure should be presented not only as the trigger of selected strategic value chains but also as the enabler of partnerships for development involving private sector, development partners, government, farmers organizations and civil society along the value chains

3 CAADP Independent Technical Review Report

3.1 Purpose of the Review

The Independent Technical Review follows upon completion of the formulation of the National Agriculture Investment Plan (NAIP) and occurs before the Business Meeting as a critical milestone in the operational implementation of the country compact and investment plan. The Independent Technical Review is undertaken as a part of a due diligence process to ascertain that the plan comprehensively addresses agricultural transformation and sustained inclusive agricultural growth for the country or region. Recommendations of the Technical Review are subsequently presented to the Government and are to be considered as input to augment the country Implementation Roadmap which is developed to operationalise the investment plan. The review exercise is conducted by an external review team led and managed by the NEPAD Agency.

Upon completion of the Rwanda's Strategic Plan for the Transformation of Agriculture phase 4 (PSTA 4) under the National Strategy for Transformation (NST 1)¹, the Ministry of Agriculture submitted a request to the NEPAD Agency to dispatch an Independent Technical Review team to visit Kigali and undertake the exercise. The actual field visit of the team was thus undertaken from 18-21 December 2017 in Kigali, Rwanda.

3.2 Rwanda PSTA4 Process

The Strategic Plan for Agriculture Transformation (PSTA) is a mid-term implementation framework to operationalize the National Agriculture Policies. Building on the achievements of the PSTA 3 that ran from 2013 to 2018 under with the aim to: "Transform the Rwanda Agriculture from a subsistence to a market oriented value creating sector", the PSTA is today in its fourth cycle. The PSTA process in Rwanda is what is ordinarily known as the "CAADP Process" in all member states of the African Union that have embarked on the formulation and implementation of their national strategies for agriculture transformation in a manner that is consistent with the spirit and letter of the Malabo Declaration. The process leading towards the formulation of PSTA4 started in March 2017 with local consultations of key stakeholders (including: Farmers, Private sector, Government institutions, Development Partners, Knowledge seminar, ASWG). A literature review within the MINAGRI was conducted in April and led to the basis for a 2-day Knowledge seminar involving key stakeholders was organized. The months of June and July were dedicated to the actual writing of the PSTA 4 document and further consultation with key players. The whole process of the formulation of the PSTA4 culminated in November 2017 with the final draft of the document availed for review.

Logistics-wise, the European Commission funded the PSTA4 formulation process from the onset and Development Partners agreed for FAO to provide the overall technical facilitation of the actual formulation. A Task Force within the Ministry composed of Directors was set up to serve as steering group to the whole PSTA 4 process.

¹ Which itself, follows the Economic Development and Poverty Reduction Strategy 2 (EDPRS 2, ending in June 2018) and will implement the last years of Vision 2020 and the first four years of the Vision 2050.

In our engagement with the CAADP Focal Point in Rwanda, we learned that previously, the review exercise for PSTA had been shared between the NEPAD Agency taking lead on the Independent Technical Review, with more focus on the content of the document and FAO leading on the Financial Review of the document. The present review is offering an overview on

both technical and financial aspects of the PSTA4 document. Upon submission of the present review report and has up to January 2018 to close the cycle by holding a Business Meeting.

Box: A glance at the odyssey of the strategic orientation of PSTA in Rwanda

1. PSTA 1 (2004-2008): Production systems towards regional specialization (leading to CIP)
2. PSTA 2 (2009-2012): To increase rapidly agricultural outputs and incomes for all groups of farmers
3. PSTA 3 (2013-2018): To transform the Rwanda Agriculture from a subsistence to a market oriented value creating sector
4. PSTA 4 (2018-2024): To increase wealth and prosperity

3.3 Objectives and Methodology

Once the National Agriculture Investment Plan is ready, the Government makes available the copy of the NAIP to partners through the REC, AUC and NPCA. This submission of the NAIP to the respective REC, AUC and NPCA formally triggers the technical review exercise.

The NAIP technical review is part of the overall CAADP implementation process, and is informed by other key CAADP-related reviews and analyses, including Agriculture Joint Sector Review (JSR) assessment and JSR reports. In particular, it is important and critical that the review be based on, and make full use of, the thematic reports prepared by experts to guide NAIP design including but not limited to: the country Status Assessment and Profile, the country Goals and Milestones Report, and the country Policy and Program Opportunities Report, etc. the technical review is a critical step in the operational implementation of the NAIP. The primary objective is to collectively evaluate for:

- the likelihood for the investment plan to meet the different goals and commitments called for in the Malabo Declaration as well as country-level goals, as summarized in the country Goals and Milestones Report;
- the use of best practices and other technical guidance in the country Policy and Program Opportunities report in designing the above investment plan;
- the technical realism (alignment of resources with results) and adequacy of institutional arrangements of the programs;
- the integration of CAADP principles of inclusive review and dialogue and the extent and quality of the mutual accountability system;
- adequacy of institutional arrangements for effective and efficient “delivery” including information and knowledge support, M&E and on-going evaluation and learning, as informed by country Institutional Architecture Assessment and action plan to address institutional weaknesses;

- coherence and or consistency between policies, implementation arrangements and delivery mechanisms and investments areas, priorities or programme objectives;
- appropriateness and feasibility of the indicators for impact and system or capacity improvement and accountability; and
- potential to contribute and link to regional integration objectives.

The **purpose of the review is not to approve or grade the investment plans**, rather, it is to ensure that every possible action is being taken to make sure that the objectives and targets laid out in the plan and defined in the CAADP/Malabo agenda will be met. The exercise has to be done by an independent group of experts who have not been involved in the NAIP design and development, as to avoid any conflict of interests. As such, the review should be seen and approached as an exercise to lay the groundwork for successful implementation of the plans reflected in the NAIP. The outcome of the review should therefore be a set of concrete, implementable actions to ensure the following:

- (i). The NAIP reflects a sufficient degree of realism;
- (ii). Policy, process and system requirements are in place to ensure successful implementation;
- (iii). A realistic spending plan is in place to meet the resource needs of the NAIP from budgetary and Development Partner resources;
- (iv). Adequate Mutual Accountability tools and mechanisms are in place, such as a high-quality agricultural JSR, a well-functioning country Biennial Review process, an operational consultation platform, etc.;
- (v). Institutional infrastructure is aligned and adequate for effective policy formulation, implementation and review.
- (vi). Multi stakeholder coordination in place to ensure inclusiveness and ownership of the NAIP.

The basic approach of the review consists of assessing proposed actions and outcomes in the NAIP against CAADP principles and country specific targets, objectives, practices, and approaches defined and agreed by the main national CAADP stakeholders. The criteria are measures of the consistency or lack thereof of the plan with the above indicators. The main components and tools for the review include the following:

- (i) Alignment with the NEPAD-CAADP principles, values and targets: The CAADP Implementation Guide setting out the vision, principles, core strategy elements, and impact expectations;
- (ii) Coherence and consistency with long-term growth and poverty reduction objectives and targets: The roundtable brochures and technical background documents defining the long-term agricultural productivity, growth, and trade performance, and the related poverty outcomes;
- (iii) Embodiment of technical best practices and CAADP priority areas/issues. Key CAADP Framework Documents laying out the key strategic issues, core program elements, and best practices;

- (iv) Operational quality and implementation readiness and alignment with compact commitments: The CAADP compact specifying the policy, budgetary, development assistance, review, and dialogue commitments;
- (v) Detailed investment plan showing inputs, outputs, outcomes, and institutional arrangements;
- (vi) The donor coordination guidelines for CAADP support at a country level outlining modalities for engagement between local development partner agencies, government and other stakeholders

A review team travelled to Kigali from 17th to 21st December 2017 and held talks with a wide range of PSTA4 stakeholders; starting with officials from the Ministry all the way to the various representatives of constituencies (see list in Annex). The open conversations with the above allowed the team to crosscheck some of the initial insights garnered from the deskwork completed ahead of the trip, and indeed collect new elements to help precise some of the emerging recommendations.

As such, this present review provides insights and recommendations that can contribute to meeting Rwanda's agricultural transformation agenda. Building on the above, the key findings and recommendations have been structured around the following components:

- Component 1: Alignment with CAADP / Malabo vision, principles, and strategy elements
- Component 2: Consistency with long term growth and poverty reduction options
- Component 3: Adoption of best practices and inclusion of core program elements
- Component 4: Coordination capacities and implementation readiness
- Component 5: Operational realism of investment programs
- Component 6: Mutual accountability and Learning Systems

However, the review went one step further to provide some observations and indeed recommendations on specific thematic issues that appear to be key in the plan.

Taking these recommendations forward will require a well-coordinated effort between the country and the development community to help advance the plan to create the desired results on the ground. The recommendations herein are therefore aimed to inform elaboration of a PSTA4 implementation road map that is intended to help bring clarity to the next steps including actions, timelines and responsibilities for addressing the key issues for the investment plan.

4 Main Findings / Outcomes

The findings of the review are clustered in two main categories. On the one hand, we have an overview of the form of the document, and the other hand we present our perspectives on the substantive content of the PSTA 4 document along 6 main components.

4.1 Component 1: Alignment with CAADP / Malabo vision, principles, and strategy elements

As it stands, we see the PSTA4 as fully aligned to CAADP/Malabo. Indeed, the Government of Rwanda has espoused its commitments to the CAADP vision towards ensuring that public financing and budgetary allocations are made towards making the agriculture sector a key pillar of socio-economic transformation. Additionally, the strategy's focus on knowledge based, value-creating sector indicates a strong desire to make the agriculture sector more inclusive and opens it up for investment. This is quite in line with the Malabo Declaration.

There is a good timing as the process runs concurrently with the one on the National Strategy for Transformation (NST) being spearheaded by the MINECOFIN. The implementation phase of the both is also covering the same time horizon informed by the 7-year Programme set for the new administration.

One issue though is that there are too many policies that exist on specific value chains (seed, tea, coffee, etc.). But it remained unclear how these policies fit into the PSTA 4.

Recommendations

1.1. Though the Theory of Change appears to have captured the key elements of the Malabo Declaration, the ITR team may recommend for the PSTA 4 document to present the alignment with a simple matrix, for example: This can also eventually highlight the alignment with the SDGs for more harmonization.

PSTA 4 Priority and intervention areas	Malabo Declaration Commitments	Remark
Priority Area 1: Innovation and extension		
IA1.1 Research and innovation development	Commitment III; IV	
IA.1.2		

4.2 Component 2: Consistency with long term growth and poverty reduction options

Under this component, the objective is to evaluate whether: (i) the overall growth targets that are specified or implied in the Rwanda's PSTA 4, in general, and (ii) the changes in individual sub-sectors and related targets, in particular, are consistent with the sector-wide performance and poverty reduction outcomes underlying the long-term strategic scenarios.

Overall, the PSTA 4 aligns with long-term simulations performed using CGE model in terms of growth, job creation (mainly created outside farming agriculture), the poverty reduction outcome, as well as income growth at household level.

Agricultural growth. The implementation of PSTA 4 is expected to generate average agricultural growth of about 10 percent (compared to the CAADP 6 percent target) per year, whereas if the country continues business-as-usual, agricultural growth will be 4.4 percent per year on average.

Job creation. Under PSTA 4, an estimated 178,000 jobs per year will be created in the overall economy, 60,000 of which will be created in the agri-food system. Of these, 38,000 jobs will be created in agriculture, while the remaining 22,000 jobs will be created in the agriculture-linked value chains.

Poverty and income. As per the projection, the implementation of PSTA 4 will lead to an increase in rural household income of 5.8 per cent per year, which will in turn lead to poverty reduction. Overall, national poverty rate will be at 15 percent by 2024 compared to 21.8 percent that it would be under the business-as-usual scenario.

Nutrition and food security. By 2020, crop yield increase under PSTA 4 is expected to increase daily calories intake above the recommended threshold of 2500 kcal per day. Similar improvements are also expected for proteins and iron by 2022.

With respect to “nutrition responsive agriculture” approach, there is a need to clearly map out nutrition deficiencies to be addressed and the proposed food systems. As of now, the focus is on iron fortification whereas protein deficiency seems to be the most prominent.

Each of the growth scenarios is linked to required changes in sub-sector growth rates, trade performance, public expenditure levels, and assumptions about the efficiency of sector policies.

4.3 Component 3: Adoption of best practices and inclusion of core program elements

In order to better respond to emerging issues, PSTA 4 has introduced some new strategic orientation based on lessons learned from its predecessor, PSTA 3, and fosters the adoption of best practices. These new strategic orientation includes, among others, stronger role of private sector (including farmers) with government shifting from market actor to market enabler, focus on farm profitability and commercialization, use ‘food systems approach’ for enhanced household food security, enhance climate smart production, focus on diversified higher value agricultural products, and improve coordination and stakeholder engagement.

However, and despite the above, some clarity is needed though as to how much alignment does it have with the NST that appears not to have followed the same bottom-up approach as PSTA4.

Adoption of best practices in relation to climate resilient farming practices is a concerted and coordinated effort which should be grounded in policy and backed by a strong institutional setup. The Agroforestry Strategy and Action Plan is one such clear policy option that will require the involvement of a broad stakeholder group to facilitate successful implementation.

With regard to land issues, the PSTA 4 proposes an Agriculture Land Information System (ALIS), as a platform for investors on available agricultural land under MINAGRI. The PSTA 4 aims at protecting the agriculture land. Using ALIS, all the plots will be into an IT application and all farmers will be registered. Unlike the most common picture across the continent, the country has put in place a national land use master plan and a land use master plan portal has been designed.

Recommendations:

3.1. This section of the PSTA 4 is clear and well-articulated in terms of how Rwanda intends to support farmers in adopting best practices for its agricultural sector. Supporting extension services as the first line of information flow to farmers and feedback on the adoption and utilization

of best practices, use of improved seeds etc. will be important. Establishment of farmer field schools at community levels to enhance interaction and peer to peer exchange of ideas and results will also greatly assist in upscaling adoption of best practices.

3.2. The PSTA4 proposes programs under three broad priority areas under which fisheries and aquaculture is mentioned. It is suggested that the following be taken into consideration: a). Innovation in research on aquaculture and fisheries (A1.1.7): Under this are, research on market dynamics is crucial. This will enable the country to adapt its fish and fisheries products, given the focus on value addition, to the changes that emerge every day in the market; and b). Institutional capacity development: One of the groups who need special attention is child labour in fisheries. Children have provided labour in the form of cleaning fishing vessels and equipment, and some even go fishing. This needs to be recognized and addressed. Special efforts should be directed towards building capacity of their parents in ensuring that these children are allowed to grow be in school.3.3. The implementation of this master plan should be prioritized, while land consolidation and land re-adjustment should be adopted to allow use of mechanization in agriculture. This will stop land fragmentation and increase optimum use of land. The use of small and medium enterprises (SME's) or Public private partnership (PPP) in land administration can best ease land transactions. This will encourage investors in land sector but also reduce or stops informal land transactions.

3.3. The Ministry of Agriculture and the Ministry of Finance should ensure alignment of the PSTA4 to NST. The review proposes that Ministry of Agriculture in drafting the Agriculture Chapter of NST ensures more alignment and inform the content of NST in that area for more harmonization in planning and implementation.

4.4 Component 4: Coordination capacities and implementation readiness

The Table on pages 71-76 spells out government directorates and ministries as the implementers. From the engagement with the key constituencies of the CAADP in the country, the review team noted that stakeholders are satisfied with their active involvement in the whole process starting from the evaluation of the PSTA3. It is assumed that this involvement will also translate into a better articulation of the roles and responsibilities for each category. However, the PTSA 4 document does not adequately address the role of all the actors (both major and minor) in spearheading agricultural transformation. In the same vein, it remains unclear in the document how the inter-ministerial arrangements are sorted and how often the interactions among the parties involved is governed. As a direct consequence, it looks appropriate to ensure that starting from the content of the document, one gets the whole inter-sector linkages right.

4.4.1 Civil Society Organizations (CSOs)

After meeting Action Aid in its capacity as the co-chair of Rwanda civil society forum, the review team appreciated that the civil society was much involved in the PSTA4, unlike in PSTA3. By their own words, PSTA3 had not given enough room to civil society to play an active role. Looking back at the PSTA3 once invited to participate in its evaluation, some questions CSOs were interested in addressing included the following: What is it that worked well? What did not? Why? What should be priority for PSTA4? CSOs have been involved and have had access to all the drafts of the document and made their comments. They feel that the content of the document has taken into account their suggestions in the latest draft of the PSTA4.

4.4.2 Private sector

The review met the Private Sector Federation (PSF), operating as an umbrella of all businesses in the country. From the engagement with the leadership of the Chamber of Agriculture and Livestock of Rwanda, the team learned that the PSF actively participated in the PSTA3 from formulation to its final evaluation / review concluded this year. At the start of the PSTA4, an awareness creation meeting was convened by the MINAGRI and PSF was invited and got involved since then and even provided written comments and made specific recommendations on the document. The body was also privileged to involve in guiding the consultants tasked with the formulation of the PSTA 4 document. Among other issues, PSF put an emphasis on the need to improve on the Public Private Partnerships (PPP) and Public Private Dialogue (PPD). For instance, they are suggesting for the PPD to convene every year to advance concrete agenda items on the ground and in the context of the PSTA4. What is new is that the PST is trying to bring about Agri-PPD which is an area worth further exploring. One has to expect the MINAGRI to proactively engage them on those.

Private sector operators and civil society groups and farmers' organizations should be identified to play a contributory role to attaining a well-structured and operationalized process.

4.4.3 MINAGRI technical arms

The Rwanda Agriculture Board (RAB) and the National Agriculture Export Board (NAEB) are the two main technical arms of the MINAGRI. Their primary responsibility should be to spearhead implementation of the PSTA on the ground. However, after the review, it somehow remains unclear what is the role of RAB or that of the NAEB. It is understood the option within the MINAGRI is to push as much as possible, implementation to the district level. However, some critical questions remain unanswered: How much accountability and oversight will the MINAGRI continue to have on the whole thing? How much capacity will the Districts require to be effective and efficient driving force behind the implementation? As of now, it is understood that a much stronger role could be given to RAB and NAEB to drive implementation. However, it appears that both never owned the PSTA3 in the past as revealed by the assessment of the same. It is critical that these two institutions be fully involved in the PSTA4 process.

Under Priority Area 1 (Innovation and Extension) in the document, the role of research institutions has by a large been articulated. However, what remains is how effective to link research to farmers and the markets in terms of providing the right data, weather information systems, etc.

Allocating more resources to institutional strengthening, capacity building and analysis and less so on the traditional types of results (quantitative) could help the government drive the implementation successfully.

4.4.4 MINECOFIN

The Ministry of Economy and Finance (MINECOFIN) is a central player in the whole PSTA4 process in Rwanda. Our engagement with the DPs who are part of the Nucleus Group revealed that there is still need for the MINECOFIN to better understand what phase the PSTA 4 is in and what will it take to get the private sector fully on-board. In the same vein, the MINECOFIN, whose preference goes to increasing the role of the private sector by pushing for more effective PPPs, should challenge the MINAGRI on the indicators going beyond the terracing and the irrigation.

As already experienced from our engagement with the MNAGRI leadership, the MINECOFIN confirmed to the review that as a country, Rwanda has a vision of a more commercial /market

driven agriculture. It was interesting to note how MINECOFIN experts articulate the focus on resilient and resistance to climate change, as well as the promotion of integrated irrigation to ensure increased production and productivity.

Because of the vital role it has, the MINECOFIN should see value in supporting the implementation of the findings of the programme for results assessment of the PER. No full buy-in would amount to a sort of failure.

4.4.5 Development partners

Institutional arrangements between the MINAGRI and DPs are suitable for an effective implementation of the PSTA4. An existing SWAP is responsible for setting the agenda of the ASWG, while the DPs' Nucleus offers a platform among partners to prepare for a strong engagement in support of the process. There are good indications of an effective ASWG steering the process, working with the group of Directors within the MINAGRI. Therefore, it is evident that partners are very supportive of the PSTA4, as demonstrated from the onset through their contributions to the evaluation of the PSTA3. A few areas of slight disagreements persist though; including the ambitious nature of the plan. However, a much deeper disagreement revolves around what the partners in their majority perceive as important imbalance in the budget repartition across the four components as we saw in the PSTA3.

One question the review team asked was related to the driving forces behind so effective donor coordination in the country. It merges that not only the government sets the scene and frames the boundary for action, DPs themselves endeavor to coordinate their actions through constant information and knowledge sharing.

Recommendations:

4.1. Across the board, CSOs have been requesting the government to summarize the PSTA4 document and translate it in Kinyarwanda and further disseminate it to the districts for their ownership.

4.2. It would be very helpful that the MINAGRI initiates dialogue with all key players to ascertain common understanding of the role to be played by every constituency in following up on the planned content of the PSTA4. This is all about building/strengthening ownership of the plan by its constituencies especially after such a speedy process that has probably left some behind.

4.3. More direct and frequent engagements between the Honorable Minister, the Permanent Secretary and the DPs would be a good move to support implementation of the PSTA4.

4.5 Component 5: Operational realism of the PSTA4

Overall, the PSTA4 is a very well formulated strategy but extremely ambitious. One would expect to have a strategy separated from the actual investment plan. As of now both are combined in one single document.

Even then, the investment leg of the document is over compressed; making it difficult to apprehend important aspects of the "HOW" and the "TIMING" of the financing.

Participation of the private sector in the process also varies, however almost all the stakeholders acknowledge the need for stronger private sector engagement in order to bring about the needed quantity and quality of investments into the sector.

A Malabo-aligned NAIP is more than an agricultural and agriculture productivity issue. Sectoral collaborators in health, education, environment, water, land and finance amongst many others will be required to play important roles in ensuring that the approach to sustainability and resilience is wide ranging and all encompassing. This is not clear in the document, even though interviews have revealed that the matter is properly addressed through the various platforms put in place by the MINECOFIN.

It will most probably take a new institutional set up to drive the implementation of such an ambitious plan. Looking at what we have at hand, this suggests that there are still some unfinished bits that only the Government can fix.

Recommendations:

5.1. In a standalone chapter, the program must highlight expected share and contributions from other non-agricultural national programs/sectors such as from energy, infrastructures, health and education.

5.2. The mission recommends that the investment leg of the PSTA4 be reinforced. This will allow the Ministry to capture the best scenarios of required investments from public and link potentially with the investments from private sector to catalyze the transformation captured in the PSTA4. This will also clarify the gap to be bridged by both public and private sector to secure the funds for the PSTA. The approach will create a good ground for more engagement among government, DPs, private sector and civil society which will culminate during the business meeting with clear intention or pledges for PSTA support.

4.6 Component 6: Mutual accountability and Learning Systems

4.6.1 Political visioning and orientation

The political direction is well grounded in the country.

The review team assessed that a political level demand on more inclusivity (right from the top office on the land) has improved the role various constituencies played in the PSTA4 process.

4.6.2 Joint Sector Review (JSR)

Rwanda is a country with a string culture of accountability where Performance contracts (Imihigo) have been generalized in all sectors activities. During the mission, the team was not able to meet any officials from the MINAGRI because the “National Dialogue Day” otherwise known as “Accountability Day” was taking place in Kigali, with all ministers and high office holders expected to respond to questions they receive from various constituencies in connection with their sectors. In the agriculture sector, the Joint Sector Review (JSR) has been fully institutionalized and reflected well in the document. The last exercise of the JSR was concluded a week before the review mission.

4.6.3 Monitoring and Evaluation (M&E)

Clearly articulated M&E system and arrangements are included in the PSTA4 document and we see them as robust enough given the ambitious plan and what is at stake. From the various views that the review received, this is an improvement from the PSTA3 that has just gone through a participatory evaluation by the main PSTA constituencies. However, the M&E system in the

document uses the conventional structures in reporting on progress being made on outputs and outcomes. It does not include partners like farmers, women and youth who are the real beneficiaries of a transformation program like this one. By the way, the CSOs forum met by the review team has an M&E platform through which they are already doing tracking of progress on the ground. However, they feel that one important element still missing in the M&E and policy dialogue landscape in Rwanda is a dedicated platform for government to engage them on a regular basis.

4.6.4 Knowledge management and sharing

On knowledge sharing, CSOs are involved in information exchange with farmers and actually run that quarterly. Once the PSTA4 is validated, CSOs are committing to ensure a broad awareness raising towards their target public and debate on the content of the document and its implementation as required. The government can proactively also assist in this regard by offering the platform referred to earlier on. Indeed, apart from the DPs, almost all the players the review team met indicated to have provided written comments to the MINAGRI on the initial draft of the PSTA4, but up until now, have not received formal communication acknowledging receipt of and engaging them on their recommendations, even though quite a few of the latter had been considered in the new versions of the document. Obviously, things shouldn't be like this. No matter how minor the change, this should be engaged on this.

5 Commentary on some key thematic issues assessed in the document

5.1 Food Security

From the PSTA4 document, one does not get a clear picture on the food security status in the country as data has not been made available for the time being. The team has learned that on nutrition, the last set of data validated by the government is 2 years old. This suggests that food security definitely is an area where more efforts, leadership and transparency are needed in the country. From an expert reported dated (Sept. 2017) shared by the DP group who were part of the team that independently analyzed and made contribution into mainstreaming food security in the PSTA4, three key messages emerged. These are respectively related to (i) the understanding of the food system and its functioning, (ii) the diversification of the food produced at the household level beyond the mere availability of food, (iii) the resilience and risk mitigation strategies for food production systems, and (iv) the coordination of knowledge/attitude and gender-related activities needing prioritization. After assessing these messages, the review team found that them worth considering, especially in the final arrangements for a successful implementation of the investment plan.

Recommendations

- The mission proposes to strengthen country data system for food security observatory through different exercises already undertaken by the Country such as seasonal crop assessment and vulnerability assessment. The use of the report to document the food security status and take necessary action to improve this area is highly recommended.
- On the other side, it seems very important to think about how the planning unit of the Ministry can be strengthened with an Agriculture statistics desk to work closely with the institute of statistics and make use of the data for evidence based planning and implementation.

5.2 Land

Long term growth and wealth creation in land sector requires land tenure security. Land in Rwanda is formalized after systematic land registration and titling. Land is held in Rwanda under leasehold, freehold or condominium. Agricultural land is under leasehold. Rwanda used Torrens system of land registration. This ensures security as the government is the insurer of the title holder. Consistency in land registration and ease of land transaction will reduce informal transactions. This would require strengthening land governance institutions like sector and district by building the capacity of the institutional staffs to ease registration processes and do away with informal transactions in some rural areas.

CSOs have reported to have been approached to give their views on land and farmers' rights for which they have provided a response. They now consider their submissions as fully captured into the PSTA4. In their own assessment of the current arrangements on land use consolidation, the CSOs posit that some important bylaws are still missing to guide how the whole thing must be governed. Their take is that jointly with the government, local communities will need to work on address this important matter.

Recommendations

- Conclusively, though land sector is institutionally structured, its management still needs much areas of improvement. Land fragmentation is still common especially agricultural land. Land acquisition procedures not clear and unfavourable to an investor (newcomer), a database accommodating agricultural land ready for leasing should be created by MINAGRI and procedures for leasing state land softened. Since it now requires cabinet decisions; at least Ministers decision should be enough for one to lease public land for agriculture.

5.3 Youth in agriculture and Technical Vocational and Education Training (TVET)

By its own admission, the PSTA4 document sees skills gap as a hindering factor that “limits productivity and profitability” (p.19). In the same vein the document argues that “the agriculture sector fails to maximize the contribution of, and benefits to, women and youth”. These acknowledgements are very genuine illustration of the some of the areas where some more decisive actions will be required for the PSTA4 to remain true to its ambition to create and distribute wealth equitably. However, how this is this will be address throughout the actually implementation could be better articulated.

The incubation of youth projects (page 39) is not referenced on policy or existing strategy which are necessary for investment. Furthermore, incentives for youth and women are lacking in the document, whereas there should be a policy on financing agribusiness for women and youth–(affirmative action) e.g. preferential export quotas for youth/women (under priority area 3 inclusive markets and value addition). Skills development for agriculture value chains should embed ATVET approach. The document only mentions research, extension and innovation but excludes vocational education and training as a vehicle for development and promotion of employment and basis of startup and management of agri-businesses

Recommendations:

- PSTA4 should clarify the strategy that GoR proposes to bridge the capacity gap that is hindering implementation. A number of areas including ATVET, incubation centres should help to move the priorities highlighted in PSTA4.

5.4 Fisheries and aquaculture

Rwanda appears to be making steady progress in its fisheries development. Although a landlocked country with sizeable fishery water bodies, Rwanda proposes to focus on aquaculture and restock its water bodies, which are currently showing low fish stocks. This review arrived at a technical opinion on areas in which the PSTA4 has missed or not clearly spelt out. Indeed, fisheries and aquaculture issues are currently lumped under animal resources; thus losing its overall value and not being able to capture its potential contribution. Yet, wealth creation in fisheries requires boosting fisheries production both in capture and aquaculture. Given the level of production from capture fisheries, it could be useful to venture into value addition so as to boost local production. The more value added products from fish fetches higher prices this is expected to drive production. It is also worth noting that restocking of the fishing water bodies proposed in the strategy is a positive move. This would however require either establishing a strong monitoring

and surveillance on fish breeding areas or having a functional hatchery where fingerlings of fish are produced and then taken to the fishing water bodies.

Boosting local production would also require availability of micro-credit schemes, stable infrastructure of sustained power supply (for cold storage), potable water and good access roads. Besides, there should be mass public enlightenment, short-term training programmes; seminars and workshops for those interested in going into the business. Government should also explore how to use subsidies on input of feed making and or feed imports.

Recommendations:

- Fisheries and aquaculture are going to be a major source of animal protein and as such should be given a fair focus, especially in the face of food and nutrition security challenges.
- FAO member countries (Committee on Fisheries COFI), and AU have produced a Voluntary Guidelines for Securing Sustainable Small-scale Fisheries and Ten year Action Plan for Small-scale Fisheries Development in Africa respectively. These documents provide a sound framework that aligns with the Malabo and Maputo declarations. The PSTA 4 should take cognizance of the governance envisioned in these documents, in addition the disaster risk, social development, employment and decent work among others.

5.5 Resilience and climate change

Throughout the document, one gets clear sense that there is very strong commitment to building resilience both in terms of policy development and practical actions. Rwanda has made giant strides in areas such as improving resilience of farmers especially small holders in combating and adapting to a changing climate which is clearly articulated in this Strategy. The strategy speaks elaborately on enhancing climate smart production systems and building resilience through on-farm measures and enabling actions to increase productivity. A number of important components of PSTA4 address resilience and adaptation to climate variability such as early warning systems and provision of climate information services, sustainable land husbandry and climate smart practices, and irrigation development have been adequately reflected in this strategy. The strategy is also well aligned to the Rwanda's Green Growth and Climate Resilient Strategy (2011), of course with a focus on the agricultural sector. This is, of course, a significant improvement vis-à-vis the PSTA3.

It is not indicated or clear whether policy guidelines do exist to encourage women take social protection /safeguards like insurance, subsidies. They should be clear in the investment plan. What is elaborated is the fear for taking social protection instruments.

Recommendations

- The PSTA4 document clearly articulates the need for climate resilient and smart agricultural practices. Identifying the best practices and documenting them for scaling up based on socio-economic, geophysical and hydrological characteristics of various locations can ease the implementation of the desired activities.

- Within the framework of the Paris Agreement and the Nationally Determined Contribution (NDCs), unless this has been done elsewhere in a different national framework, the strategy needs to articulate how government and its various actors relate this to Rwanda's nationally determined contributions. How is the strategy articulated in the NDCs and how does the country intend to use the NDC process to leverage support for local farmers towards increased productivity and managing climate and market risks. Making this strategy the centre piece and main reference document of the implementation of Rwanda's Agriculture component of the NDCs will ensure coherence and coordination in gov'ts response to agricultural resilience.

5.6 Integrated irrigation schemes

Unlike PSTA3, the current Strategy gives strong emphasis to the development of irrigation schemes with the objective of developing water resources to enhance the sustainable and resilient productivity of agriculture, and enable development of new value chains. Indeed, more than 50% of the resources are expected to be allocated to development of efficient and effective irrigation and its related intervention area. Of course, this imbalance has an issue raised by DP as well as CSOs. The Review team has also raised this issue with MINAGRI and MINCONFIN and noted the case for irrigation made during the discussions is not fully and explicitly articulated in the PSTA4 document.

Recommendations

PSTA4 document may incorporate the following justification systematically:

- The previous PSTAs have tried to increase production and productivity and have partly attained their goals. But the achievements are frequently derailed by the changing climate and its variability which exposed the farming community to draught that often trigger food insecurity. Therefore, the Government of Rwanda has taken a stand to enhance the resilience of smallholder through irrigation and various SLM practices including climate smart agriculture,
- Rwanda is a very small country with an average land holding of 0.60 ha for a family of six persons. In order to make a living from such small farm land, farmers need to intensify production and irrigation gives them an opportunity to produce twice or triple times instead of only once on rainfed agriculture,
- This is one-time investment which can serve for 30-40 years with some maintenance cost which will be taken over by the private sector including farmers. This investment, therefore, should be considered in terms of the longevity of its returns,
- As noted earlier, one of the new strategic orientation of the PSTA IV is market oriented agricultural production system based on smallholder farming. The objectives of this strategic orientation can be attained if the smallholder farmer can produce high value crops such as vegetables and maintain the supply for year long. This is only possible through investment in irrigation schemes, whether small or large scale based on local geophysical and hydraulic circumstances.
- Irrigation infrastructure should be presented not only as the trigger of selected value chains but also as the enabler of partnerships for development involving private sector, development partners, government, farmers organizations and civil society along selected value chains

5.7 Private sector

The transformation of the agricultural sector to create and share wealth as envisaged in the PSTA4 should be underpinned by competitive value chains, which respond to specific market demand. This calls for a stronger role for the private sector to make the investment decisions, within a conducive business environment created by the public sector, which will bring about increased productivity, value addition and increased profitability for the different actors along the value chains.

Towards this end, the following five key areas of focus are critical: (i) Clarification of public and private sector roles; (ii) Prioritization of value chains in different commodity categories; (iii) Market segmentation; (iv) Development of inclusive public private partnerships; and (v) Capacity building of agribusiness SMEs and apex bodies.

1. Clarification of public and private sector roles: PSTA4 correctly clarifies the public and private sector roles, with the former acting as a “market enabler”, whilst the latter drives the investments required to take advantage of opportunities in different markets.

This clarification of roles also calls for deeper and structured dialogue processes between the public and private sector to ensure that public sector investment elicit the right volumes and types of private sector investments. Therefore PSTA4 could consider the launch and/or strengthening of platforms and other mechanisms for engagement between the two parties (e.g. the **Country Agribusiness Partnership Framework - CAP-F**).

2. Prioritization of value chains in different commodity categories: Appropriate categorization of value chains is important because value chains in the same category tend to have similar fields of interventions or areas of investment. Therefore prioritizing one or two value chains in each of the different categories provides a focused approach to kick-starting the necessary reforms and investment needed across the different categories of value chains.

PSTA4 identifies three broad categories of value chains as follows: food crops, traditional export commodities, and high impact commodities (animal resources and horticulture). The document places a special focus on the “High impact commodities” category. It may be useful to identify the specific value chains within the animal resources and horticulture sub-categories that will be prioritized to kick-start the required public-private investments in these value chains.

3. Market segmentation: Value chain commodities serve different markets. Different markets have different requirements for participants. An understanding of these requirements informs the support measures for value chain actors to be able to participate effectively in these markets.

PSTA4 appropriately identifies 3 market categories: Domestic market, Regional markets and International markets. Such market segmentation allows for targeted product development and market penetration. In this regard it may be worthwhile for PSTA4 to take cognizance of the ongoing negotiations on the Continental Free Trade Area (CFTA), which was expected to be concluded by the end of 2017. The three draft protocols in the CFTA agreement, including the Protocol on Trade in Goods, with its 9 annexes, provide directions on the issues which need attention in order for countries to become active participants in the envisaged common market for Africa.

4. Development of inclusive Public Private Partnerships: The promotion of effective dialogue processes between the public and private sector, and the prioritization of value chains, should facilitate private sector investments, including through inclusive public private partnership arrangements.

PSTA4 states that the government may opt to engage private sector in PPP arrangements where relevant. Towards this end it may be useful to identify different models of PPP arrangements, which provide opportunities for smallholders' participation, including as gainful suppliers of raw materials and/or co-ownership arrangements, among others.

5. Capacity building of agribusiness SMEs and private sector apex bodies: Capacity development for the private sector in agribusiness has been highlighted as a cross cutting issue in the Continental Agribusiness Strategy Framework.

PSTA4 outlines a comprehensive set of measures to address skills gaps of different value chain actors including farmer organizations and cooperatives, women and youth, as well as agribusiness SMEs. Perhaps an additional category could be the strengthening of commodity associations at national level, which could then feed into the establishment and strengthening of a national agribusiness private sector apex body, which will help to better articulate the private sector needs as elaborated above, as well as providing linkages with regional and continental private sector platforms.

Overall, PSTA4 appears to address the key issues for engaging the private sector and responding to market opportunities through competitive value chains.

Recommendations

- The PSTA4 should institutionalize multi-stakeholder/value chain consultations to discuss and take action on required investments and policy reforms needed to invest in the sector.
- The team propose that a policy matrix highlighting key policy to be formulated or reformed to improve and enable more doing business in Agriculture is captured together with clear indicators and milestones allowing joint accountability between GoR and Private sector.
- A clear coordination mechanism of all institutions involved in dealing with private sector will be required for more efficiency. The Ministry of Agriculture, Ministry of Trade, RDB, RAB, NAEB, PSF, etc. will need to be better coordinated to facilitate private sector investments. The team believes that Rwanda has a unique model that can quickly fix this issue either by strengthening the Agriculture department of RDB to coordinate all the players or by introducing a new delivery unit in the MINAGRI or MINECOFIN to facilitate the linkage and ensure coordination and information sharing to the investors.

5.8 Costing and budget

It was only during our engagement with the MINAGRI staff that it emerged that the consisting as it stands includes the fraction to be funded by the private sector. This could be better articulated for instance is a spending plan yet to be developed to accompany the PSTA4 document. One of the major conclusions of the Public Expenditure Review (PER) is that the overreliance on donor interventions cannot continue as it is at the moment.

Recommendations

- The mission proposes that the costing and the strategic activities captured in the text should be harmonized. As it is at the moment, there appears to be some inconsistency with some activities captured in the budget and not in the results framework and vice versa

- The costing should clarify the actual investments and recurrent costs required to support the investments. The document highlights that the cost highlighted is only on public funds required for PSTA4 implementation. The investments should clarify public and private expenditures. Furthermore, it should clarify how it intends to unlock private investments in the sector.
- It being suspected that a much detailed spending plan to accompany the PSTA4 document is required. The plan should specify the budget structure that the Ministry is proposing and how it is fitting into the national budget administered by the MINECOFIN.

6 Conclusions

As framed in its Theory of Change, the PSTA 4 is a tool to achieve four the targets of the following Malabo Declaration targets: (i) Increased contribution to wealth creation; (ii) Economic opportunities and prosperity - jobs and poverty alleviation; (iii) Improved food security and nutrition and (iv) Increased resilience and sustainability. This makes the document a one that is well aligned to the new vision encapsulated in the Malabo Declaration.

Overall, the Rwanda's PSTA4 is a well written and articulated document. It provides a good account of the strategic direction the country is giving towards transforming its agriculture. The priorities for the government are clear and well detailed. PSTA4 is quite a comprehensive plan, especially in setting up the targets supported by detailed implementation process for achieving the targets.

As currently presented, the plan is supported by a robust M&E framework. This is considered as an improvement compared to what guided implementation of the PSTA3.

The PSTA4 also includes detailed cost for all programs/projects areas. However, there is a sense that the costing can be much improved.

We observed that building local capacity to drive implementation should be the preferred arrangement as opposed to the current over reliance on external TA. However, from our engagement with the MINAGRI leadership, the emerging answer was that the TA being referred to in the document is about outsourcing the chunk of implementation to private service providers, so that the government can keep its main focus on providing the strategic guidance to the respective implementation bodies with mandate to act. How this will be done in practical terms remains somehow unprecised.

An area where the document should provide a more structured narrative on the strategic rationale of investing so heavily on irrigation. As such, some additional effort is needed to make a business case for irrigation infrastructure as the center piece of PSTA 4. We propose that this component be explicitly linked to value chains development will be at the driving force for wealth creation at the heart of the document. Indeed, irrigation infrastructure should be presented not only as the trigger of selected strategic value chains but also as the enabler of partnerships for development involving private sector, development partners, government, farmers organizations and civil society along the value chains.

7 Annexes

7.1 Annex 1: CAADP Post-Compact Guide – Check List of Component Parts

Component 1: Alignment with CAADP vision, principles and strategy elements	
C1.1	Alignment with CAADP vision, principles and strategy
C1.2	
C1.3	Alignment with National development plan goals and objectives and compact commitments
C1.4	Programme balance and alignment of programmes with the CAADP Results Framework
C1.5	Inter-ministerial collaboration and coordination
C1.6	Stakeholder consultation
C1.7	Partnerships and alliances, including private sector
C1.8	DWG coordination measures
C1.9	Status of donor harmonization

Component 2: Consistency with long terms growth and poverty reduction options	
C2.1	Agriculture within socio-economic growth and inclusive development goals
C2.2	Consistency with long term growth and poverty reduction goals
C2.3	Effectiveness of existing programmes
C2.4	Dimensions of incremental financing
	Cost; benefit analysis
	Sensitivity analysis
C2.5	Beneficiary analysis
	Agricultural contribution (multiplier effects) to expansion of economic opportunities in rural economies)
C2.6	Links to regional agriculture sector development plans
C2.7	Links to developing domestic private sector and entrepreneurship development??
C2.8	Articulation of impact and opportunities with respect to cross-cutting issues

Component 3: Adoption of best practices and inclusion of core programme elements	
C3.1	Technical viability of major programmes
C3.2	Environmental and social safeguard processes
C3.3	Cross-cutting issues ((climate change; gender , youth)
C3.4	Monitoring and evaluation framework

Component 4: Alignment with country commitments	
C4.1	Prioritization within the investment plan
C4.2	Links with national vision and goals ; and existing sector programmes/projects

	Prioritisation of key commodity value chains (diversification, competitiveness)	
C4.3	Links to regional agriculture sector development plans (intra/inter-regional markets and trade)	
C4.4	Policy coherence and consistency (implementation arrangements; delivery mechanisms; programme objectives)	
C4.5	Identification of policy issues and steps required to resolve them	

Component 5: Operational realism		
C5.1	Viability of implementation arrangements	
C5.2	Institutional assessment (public, cross-sectorial and private sector)	
C5.3	Costing including development and recurrent costs of (a) existing sector programmes and (b) incremental programmes	
C5.4	Indicative financing plan	
C5.5	Investment plan scale	
C5.6	Agriculture Sector Public Expenditure Review	
C5.7	Public financial management capacity	
C5.8	Risk assessment	
C5.9	Financial and economic assessment (including cost-benefit analysis)	
C5.10	Estimate of the investment to be provided by the private sector	

Component 6: Mutual Accountability and learning systems		
C6.1	Alignment, benchmarking of national RF with CAADP Result Framework	
	Data, statistics, institutional arrangements for regular reporting including Biennial reporting	
C6.2	Reporting tools and mechanisms (alignment with existing reporting architecture on NDPs; other; application of JSRs, use of AgPERs, other tools)	
C6.3	Multi-stakeholder policy dialogue and learning platforms (incl. Parliamentary agriculture committees; national policy dialogue platforms)	

7.2 Annex 2: PSTA4 – POST BUSINESS MEETING ROAD MAP

PSTA 4 Business Meeting planned for February 2018 (to be revised subject to adjustment of planning by the GoR following the recommendations of the ITR report)

No	Action	Timing	Responsibility
1	Business Meeting De-Brief and Up-Date of Road Map and prepare action Plan	February xxx 2018	PS Agric
2	Up-Date PSTA to reflect i) programmes/projects for which funding identified ii) programmes/projects unfunded	By xxx Jan 2018	PSTA MINAGRI Team
3	Prepare PSTA Spending Plan and with a budget structure for consideration by MINECOFIN	TBD	PSTA MINAGRI Team
4	Preparation of PSTA Cabinet Memo) delineating roles and responsibilities of the implementation along with the xxxyyzzz	TBD	PS MINAGRI
5	Finalise PSTA Implementation Plan including its implementation Guidelines	TBD	PSTA MINAGRI Team
6	Programme/project teams prepare detailed feasibility study for projects with identified funding including schedule for approval of financing plans	TBD	PSTA MINAGRI Team/Agri-TAF?
7	First PSTA4 Steering Committee meeting	TBD	PS Agric
8	First biannual PSTA 4 Inter-minsterial Council (agriculture cluster meeting)	TBD	Minister of Agric
9	Include projects with identified funding in 2016/17 GoS budget	According to budget schedule	MoF and MoA
10	Formal Launch of PSTA 4	July 2018	Cabinet

7.3 Annex 3: PSTA4 Writing Roadmap

PSTA4 WRITING ROADMAP					
	Activities	Days	Start date	End date	Responsible
1	Overview of Agriculture Sector	10	20 June	30-Jun	
2	Institutional Set-Up	15	20 June	12-Jul	
3	Programs & Sub-programs	10	20 June	30-Jul	
	Costing Methodology and discussion	10	20 June	30 June	
4	Consolidation and discussion of PSTA4 FIRST Draft	12	01 July	14-Jul	
5	M&E development and discussion	15	15 July	29-Jul	
7	Costing of programs and discussion	15	30 August	14-Aug	
8	Consolidation of PSTA4 and discussions SECOND Draft	17	14 Aug	31-Aug	

7.4 Annex 4: List of Independent Technical Review Respondents

Institution /Stakeholder Category	Name	Designation
Government Ministries		
Ministry of Agriculture and Animal Resources	Hon. Dr Geraldine Mukeshimana	Minister
	Mr. Jean-Claude Ndorimana	Advisor to the Minister
	Mr. Jean-Claude N	Permanent Secretary
	Dr Octave Semwaga	DG Planning
	Mr. Claude Bizimana	SAKSS Coordinator and CAADP Focal Point
Ministry of Economy and Finance	Mr. Godfrey Kabera	DG Planning
	Mr. xxxyyzz	Acting DG Budget
	Mr. xxxyyzz	Research Officer
ActionAid International (international NGO)	Mr. James Butare (absent)	Head of Programmes and Policy
	Mr. Emmanuel	Programme Manager
Private Sector Federation	Mrs. Christine Murebwayire	Lead, Chamber of Agriculture and Livestock
	Mr. Narcisse yuuuuu	Director
Umbaraga (farmers' group)	Mr. Joseph Gafaranga	Secretary General
Conseil de Concentration des Organisations d'Appui aux	Mr. Claude Ngendandumwe	Executive Secretary
	Ms Aloysie Wihogora	Admin assistant
	Mr. Christophe Bigirimana	Expert
	Mr. Benoit Ndirikiye	Expert

Initiatives de Base (CCOAI B) (national NGO)		
Development Partners		
European Union	Mr. Arnaud de Vanssay	Team Leader Rural Development
DFID	Mr Mark Davies	Agriculture Sector Manager
JICA	Ms Etsuyo Nishiyama,	Project Formulation Advisor
JICA	Mr. Pascal xxxyyyss	Irrigation Expert