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DEVELOPING A COMPREHENSIVE LIVESTOCK MASTER PLAN (LMP) FOR RWANDA

January 2019

SDGs:



Country:	Rwanda
Project Symbol:	TCP/RWA/3605
FAO Contribution:	220 000 USD
Duration:	19 January 2017 – 31 December 2018
Contact Info:	FAO Representation in Rwanda FAO-RW@fao.org



Implementing Partner

Ministry of Agriculture and Animal Resources (MINAGRI).

Beneficiaries

Livestock sector.

Country Programming Framework (CPF)

CPF Outcome 1; CPF Output 1.



BACKGROUND

The Government of Rwanda is in the process of revising a number of its agriculture-related policies in order to ensure that it achieves its objectives, which focus on poverty eradication, reduced malnutrition and economic growth. The livestock sector in Rwanda includes cattle, sheep, goats, pigs, rabbits and poultry, and is a source of many products and by-products (meat, milk, eggs, leather, etc.) that have the potential to contribute to agriculture-led growth and the socio-economic transformation of the population. However, the sector is faced by challenges that prevent it from meeting the rising demand for livestock and livestock products to ensure food security and contribute to economic growth. Investments in the sector that should drive growth and support socio-economic transformation have had little impact because of the lack of a supportive policy environment, the absence of appropriate infrastructures and the non-availability of reliable supplies of essential services and inputs; these factors have made the sector uncompetitive and unattractive to investors.

In order to make the Rwandan livestock sector a key driver in ensuring food security and economic transformation and considering the numerous existing guiding documents for the livestock sector (ranging from an investment plan on animal genetic resources to a master plan for fisheries and aquaculture), FAO was approached by MINAGRI to provide assistance in developing a comprehensive livestock master plan that would pull together all the documents regarding the sector into a single focused plan. Such a plan would make it possible to establish a competitive and more efficient livestock industry capable of contributing significantly to food security as well as to improving the wellbeing of the population.

IMPACT

By creating an appropriate policy environment, the LMP will help to establish a competitive and more efficient livestock industry that will significantly contribute to food security, as well as to the improved wellbeing of the people.

ACHIEVEMENT OF RESULTS

A team of consultants from the International Livestock Research Institute (ILRI) was hired by FAO to carry out the project under the direct supervision of the FAO Representative in Rwanda and the overall technical guidance of the FAO Sub-regional Office. The consultants worked in close collaboration with FAO, a technical team from MINAGRI and the Rwanda Agricultural Board (RAB). Consultation meetings on data, parameters, interventions and analytical results were held with key livestock-sector stakeholders (including government policy-makers, donors, livestock experts, farmers, farmers' groups, value chain actors, industry groups, private investors, non-governmental organizations [NGOs] and civil society organizations [CSOs]) in order to ensure buy-in and ownership. As a result of these meetings, in collaboration with FAO, MINAGRI and RAB staff assigned by the Minister, the following deliverables were produced: a Livestock Sector Development Framework (LSDF), a long-term (15-year) Livestock Sector Analysis (LSA) or livestock modernization strategy, and a five-year LMP, with commodity value chains for poultry, pork, dairy and red meat.

After the validation of the Rwanda LMP, a series of knowledge-sharing events to disseminate and popularize the policy documents was undertaken to inform government policy-makers, key livestock-sector stakeholders and the community in general on the current status and future potential for poverty reduction and the economic growth of the livestock sector.

IMPLEMENTATION OF WORK PLAN

The project was financially supported by FAO. Consultations were held with the Government and other key livestock-sector stakeholders to identify and agree on the major development objectives of the country, a long-term vision and targets for the sector, and the production systems, strategic value chains and development interventions to be focused on in order to achieve the modernization of the sector.

The validation of the LMP was followed by a series of knowledge-sharing events to inform the Government, livestock-sector stakeholders and the community in general of the current status and future potential for poverty reduction and the economic growth of the livestock sector.

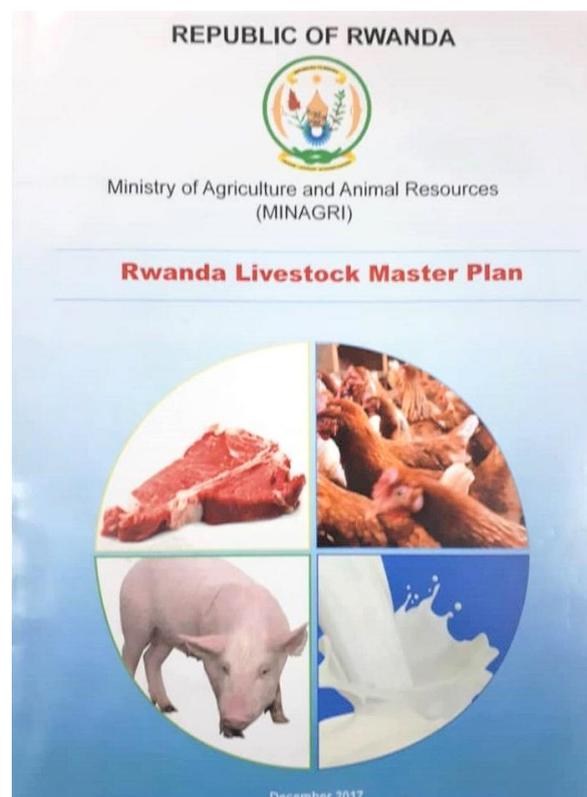


FOLLOW-UP FOR GOVERNMENT ATTENTION

It is recommended that consultation meetings with all concerned stakeholders be continued.

DOCUMENTS AND OUTREACH PRODUCTS

- ❑ Rwanda Livestock Sector Development Framework. MINAGRI, 2017.
- ❑ Rwanda Livestock Sector Analysis. MINAGRI, 2017.
- ❑ Rwanda Livestock Master Plan (2018-2023). MINAGRI, 2017. 102 pp.



ACHIEVEMENT OF RESULTS - LOGICAL FRAMEWORK

Expected Impact	Impact Statement The livestock sector is a commercially oriented industry, promoting sustainable growth, an equitable increase in incomes and a reduction in the levels of poverty and malnutrition		
Outcome	Outcome Statement A comprehensive Livestock Master Plan adopted and effectively implemented in Rwanda		
	Indicator	A clear hierarchy of legislative and legal documents in the livestock sector	
	Baseline	Multiple documents that do not contribute to a specific goal or vision	
	End Target	One validated and published Livestock Master Plan document	
Comments and follow-up action to be taken	<p>After a series of consultation meetings during the process on data, parameters, interventions and analytical results with key livestock-sector stakeholders (government policy-makers, donors, livestock experts, farmers, farmers groups, value chain actors, industry groups, private investors, NGOs, CSOs), the project produced:</p> <ul style="list-style-type: none"> - an LSDF - a long-term (15-year) LSA or livestock modernization strategy and - a five-year LMP or investment plan with commodity value chain road maps for poultry, pork, dairy and red meat 		
Output 1	Output Statement A report on a livestock sector analysis, reviewing previous situation analyses and policies, identifying and addressing existing gaps		
	Indicators	Target	Achieved
	Inception report detailing the current legislative and legal framework and identifying critical gaps	Long-term (15-year) LSA or livestock modernization strategy developed	Yes
Baseline	Limited coherence between legislative and legal documents		
Comments	<p>The process of developing an LSA and LMP for Rwanda involved the following:</p> <ul style="list-style-type: none"> • A baseline understanding of the current situation of the productivity of the national herd (for 2017) created • Three livestock zones, systems, and value chains with the most potential for sector modernization identified • Data and parameters for animal productivity, and cross-cutting issues (feed, genetics, health), functioning of value chains, demand for animal source food collected from secondary sources • Technical parameters • Demographic aspects (reproduction, mortality, offtake, etc.) • Production (live weight, dressing percentage, milk production, hides and skin, organic matter, etc.) • Feed requirements • Financial parameters • Prices of products, cost of feeds, veterinary drugs and services, cost of labour, etc.) • Data on demand and consumption of animal source food • The information is needed to assess the technical and financial performance of the farming system • Potential intervention impacts assessed against national development objectives -- measured by livestock development indicators • Potential livestock interventions assessed by their ability to help reach national development goals • Potential interventions identified – combined policy and technology – and tested ex-ante • LMP roadmaps created using five-year targets for 2018-2023, with LSA 2018-2033 interventions and results 		
Activity 1.1	Activity Title Development of architecture for the LMP		
	Achieved	Yes	
Comments	Stakeholder meetings set up and agreed on architecture for development process of the LMP in three steps or deliverables: an LSDF, a long-term (15-year) LSA or livestock modernization strategy and a five-year LMP or investment plan		

Output 2	Output Statement MINAGRI has the capacity to develop an evidence-based LMP		
	Indicators	Target	Achieved
	At least ten staff from MINAGRI and RAB involved in Livestock Master Plan development	Ten staff involved and leading activities of LMP development process	Yes
Baseline	Significant capacity exists in MINAGRI but not in the development of an LMP		
Comments	Together with FAO, MINAGRI and RAB staff assigned by the Minister, the ILRI team prepared the LSDF, LSA and LMP		
Activity 2.1	Activity Title Provide basic knowledge in LSIPT use to identified individuals within MINAGRI and to stakeholders		
	Achieved	Yes	
	Comments	A team of consultants from ILRI was hired by FAO to carry out the LMP project in Rwanda using LSIPT software and this, in close collaboration with FAO, MINAGRI technical team and RAB	
Activity 2.2	Activity Title Establish technical review committee		
	Achieved	Yes	
	Comments	Technical Advisory Committee was formed and guided the process, made technical input interventions and helped to ensure that results were useful, realistic and relevant	
Activity 2.3	Activity Title Establish international and national technical expertise		
	Achieved	Yes	
	Comments	A team of consultants from ILRI was hired by FAO to carry out the LMP project in Rwanda under direct supervision of the FAO Representative in Rwanda and the overall technical guidance of FAO Sub-regional office. The consultants worked in close collaboration with FAO, MINAGRI technical team and RAB, holding consultations with government and other key livestock-sector stakeholders to identify and agree on the major development objectives of the country, a long-term vision and targets for the sector, and the production systems, strategic value chains and development interventions to be focused on to achieve the modernization of the sector	
Output 3	Output Statement Peer-reviewed, comprehensive LMP developed and submitted for approval		
	Indicators	Target	Achieved
	LMP that incorporates gender, land access, nutrition and private sector as critical cross-cutting issues and ties together existing policies, plans and strategies	One LMP developed	Yes
Baseline	Numerous existing plans, strategies and polices but lack of coherence across them		
Comments			
Activity 3.1	Activity Title Stakeholder validation/revision of the plan		
	Achieved	Yes	
	Comments	A validation workshop was convened in October 2017. Three ministries (MINAGRI, Ministry of Economic Development and Finance, Ministry of Trade) and Rwanda Development Board were represented	
Activity 3.2	Activity Title Design, printing endorsement and publication of LMP document for visibility of project		
	Achieved	Yes	
	Comments	One LMP, which incorporates gender, land access, nutrition and the private sector as critical cross-cutting issues and ties together existing policies, plans and strategies, is published and accessible	
Activity 3.3	Activity Title		
	Achieved	Yes	
	Comments	After validation of the Rwanda LMP by MINAGRI, a series of knowledge-sharing events to disseminate and popularize the LMP was held to inform government policy-makers, donors, livestock experts, farmers, farmers' groups, value chain actors, industry groups, private investors, NGOs, CSOs and the community in general on the current status and future potential for poverty reduction and economic growth of the livestock sector	

Output 4	Output Statement Priority areas and value chains identified and pilot projects for implementation of LMP formulated and validated		
	Indicators	Target	Achieved
	At least four livestock priority areas/value chains identified and related extension materials produced and disseminated	Extension materials on small livestock (poultry and pork value chains) produced and made available and accessible to farmers	Yes
Baseline	No specific extension materials currently produced		
Comments	Comprehensive and friendly-user booklets on poultry and pork value chains designed to facilitate and attract investors Ongoing consultation meetings to be held with all concerned stakeholders		
Activity 4.1	Activity Title Bringing Songhai Centre experts to Rwanda to support FAO Rwanda to develop a new model integrating poultry, fisheries and crop production		
	Achieved	Yes	
	Comments	Model promoting integration of livestock and fisheries value chains by supporting improvement of household nutrition and livelihood diversification is taken into consideration in the formulation of the new CPF (2019-2023)	

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