



**BTC RWANDA**

**BELGIAN  
DEVELOPMENT AGENCY**

**FINAL REPORT**

**PASNVA  
(Projet d'Appui au Système National  
de Vulgarisation Agricole)  
RWA 0503511**

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**November 2010**

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### BASIC INFORMATION ON THE PROJECT

Country:	<b>RWANDA</b>
DAC Sector and subsector:	
National or regional institution in charge of the execution:	<b>MINAGRI Ministry of Agriculture and Animal Resources</b>
Agencies in charge of the execution:	<b>None</b>
Number of BTC international cooperation experts:	<b>1 (ONE)</b>
Duration of the project (according to SA/SC):	<b>4 years</b>
Start date of the project:	
according to SA/SC	: <b>27<sup>th</sup> November, 2005</b>
effective	: <b>15<sup>th</sup> August, 2007</b>
End date of the project:	
according to SA/SC	: <b>26<sup>th</sup> November, 2009</b>
effective	: <b>26 November, 2010</b>
Project management methods	: <b>CO MANAGEMENT</b>
Total budget for the project	: <b>4 670 000 EURO (with 4 500 000 Belgian contribution)</b>
Period covered by the report:	: <b>3 years</b>

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## Abbreviations

APO	Agricultural Producers Organisation
BTC	Belgian Technical Cooperation (Belgian Cooperation Agency)
CICA	Centre d'Information et de Communication Agricole
FE	Final Evaluation
ICT	Information Communication Technologies
ISAR	Institut des Sciences Agronomiques du Rwanda
JADF	Joint Action Development Forum
MINAGRI	Ministère de l'Agriculture – Ministry of Agriculture and Animal Resources
MTR	Mid Term Review
NdAES	National decentralised Agricultural Extension System
OCIR	Office des Cultures Industrielles au Rwanda
PSTA	Plan Stratégique de Transformation de l'Agriculture
RADA	Rwanda Agricultural Development Authority
RARDA	Rwanda Animal Resources Development Authority
RHODA	Rwanda Horticulture development Authority

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Annexes		Yes	No
1.	Results summary	✓	
2.	Situation of receipts and expenses for the year considered	✓	
3.	Disbursement rate of the project	✓	
4.	Personnel of the project	✓	
5.	Subcontracting activities and invitations to tender	✓	
6.	Equipments	✓	
7.	Trainings	✓	
8.	Backers		✓

## PART ONE : APPRAISAL

**Evaluation of the relevance and the performance of the project by means of the following assessments:**

- 1.** - *Very satisfactory*  
**2.** - *Satisfactory*  
**3.** - *Non satisfactory, in spite of some positive elements*  
**4.** - *Non satisfactory*  
**X.** - *Unfounded*

	<b>National execution official</b>	<b>BTC execution official</b>
<b>RELEVANCE<sup>1</sup></b> (cf. PRIMA, §70, p.19)		
1. Is the project relevant compared to the national development priorities?	<b>1</b>	<b>1</b>
2. Is the project relevant compared to the Belgian development policy?	<b>2</b>	<b>1</b>
Indicate your result according to the three themes below:		
a) Gender	<b>2</b>	<b>1</b>
b) Environment	<b>2</b>	<b>3</b>
c) Social economy	<b>2</b>	<b>1</b>
3. Were the objectives of the project always relevant?	<b>3</b>	<b>2</b>
4. Did the project meet the needs of the target groups?	<b>2</b>	<b>3</b>
5. According to its objectives, did the project rely on the appropriate local execution organs?	<b>1</b>	<b>3</b>

<sup>1</sup> According to PRIMA, §70, p.19, it is a matter "of appreciating if the choices regarding to the objectives, the target groups and the local execution organs remain relevant and consistent according to the general principles of a useful and efficient aid, and according to the execution of the local, regional, international and Belgian development policies and strategies".

	<b>National execution official</b>	<b>BTC execution official</b>
<b>RELEVANCE<sup>2</sup></b> (PRIMA, §71, pp.19-20)		
1. Did the results of the project contribute to the carrying out of its objectives <sup>3</sup> ? (efficiency)	<b>2</b>	<b>2</b>
2. Evaluate the intermediate results (efficiency)	<b>3</b>	<b>3</b>
3. Are the management methods of the project appropriated? (efficiency)	<b>2</b>	<b>2</b>
4. Were the following resources appropriated (efficiency) :		
a. Financial means?	<b>2</b>	<b>2</b>
b. Human resources ?	<b>4</b>	<b>4</b>
c. Material and equipments?	<b>2</b>	<b>2</b>
5. Were the project resources effectively used and optimized in order to reach the foreseen results? (efficiency)	<b>1</b>	<b>3</b>
6. Was the project satisfactory on a cost-efficiency approach in comparison to similar interventions? (efficiency)	<b>2</b>	<b>2</b>
7. According to the execution planning, assess the speed of the execution. (respect of deadlines)	<b>2</b>	<b>3</b>

<sup>2</sup> According to PRIMA, §71, pp. 19-20, it is a matter of "appreciate and measure the foreseen performances agreed during the preparation traineeships according to the 4 criteria and the indicators established during the formulation. (The 4 criteria are efficiency, suitability, respect of deadlines and quality of the personnel)".

<sup>3</sup> See annex 1 for further information

- 1 - Very satisfactory  
 2 - Satisfactory  
 3 - Non satisfactory, in spite of some positive elements  
 4 - Non satisfactory  
 X - Unfounded

	<b>National execution official</b>	<b>BTC execution official</b>
<b>Global evaluation of the project</b>	<b>2</b>	<b>2</b>

*Comment on the above evaluation:*

The main achievement of the project has been the establishment of CICA as a tool to manage information on Agriculture sector. Previous information were scattered among different institutions (MINAGRI agencies, projects and programs), not accessible or even lost after termination of a program/project. Today CICA offers a possibility to gather, store, process and make accessible information needed to transform Agricultural sector.

Another important achievement has been creating awareness on unused principles of extension like demand driven, multi approach, multi actors, participatory, proximity etc. Those are not yet internalized but it creates debate and questioning on the relevance of the current and deeply rooted top down system of extension. In addition the experience of PASNVA has shown the necessity of establishing platforms at district level to fill the gaps in terms of specific coordination and management of agricultural issues at District level (not covered by current JADF structures).

However all results have not been achieved to the level of expectations as per initial project document due to the following reasons:

The project implementation at first was too ambitious regarding coverage. The fact that the project operated in 11 Districts instead of four (4), with the same resources (mainly human) contributed to difficulties experienced in timely execution, monitoring, evaluation and documentation of the intervention;

The institutional set up of MINAGRI agencies and projects, and the overall delays in restructuring constrained the philosophy of developing and testing the decentralized extension system. While the project previously aimed to support the agencies to develop and test, the project sometimes find itself in total implementation as for the time being the agencies are not decentralized;

The idea of pilot and National was by itself confusing; talking about national and decentralized extension system, but in the other hand working in some few Districts of the country constrained the idea of bringing the other stakeholders on board while developing and testing the National Agricultural Extension System. The reason behind being that some partners claim to have difficulties to adjust to the system of the project in the pilot zones while behaving differently in

other Districts in the country. This was the reality for MINAGRI agencies, projects and other partners having national or other Districts coverage;

Project personnel and members of platforms engaged themselves more in micro project activities rather than concentrating in testing and documenting the process of system building.

<b>Mary RUCIBIGANGO</b> , PASNVA Manager (DI) National execution official	<b>Bertrand DAYOT</b> , PASNVA Co manager (DelCo) BTC execution official

## PART TWO : SUMMARY OF THE PROJECT IMPLEMENTATION.

**Specific objectives and intermediate results of the project**

The PASNVA specific objective was “to contribute to the delivery of quality proximity agricultural extension services, enabling producers (males and females) to improve on the efficient use of the available resources”. As such the project was well aligned with the program 2 of the “Plan national Stratégique de Transformation de l’Agriculture” (PSTAI) of Rwanda, contributing to the support to the professionalization of producers.

**The PASNVA had two main components:**

- Establishment of an Agricultural Communication and Information Centre (CICA)
- Support to the Decentralized Agricultural Extension

**Expected result under component 1:**

Result 1: Agricultural general information is collected, managed, enriched, and made available to all agricultural development actors of the country.

Result 2: Extension related educational and technical tools are developed and disseminated to the various operators in extension.

**Expected result under component 2:**

Result3: The services of the districts and the sectors have the capacity of ensuring their role in agricultural extension.

Result 4: The capacities of the new actors in extension (APOs, professional agricultural advisory staff and farmer-advisors) are reinforced.

Result 5: Specific operations of extension suggested by new actors of extension are realized.

Result6. Through a national process of consultation, a National System of Decentralized Agricultural Extension is adopted.

The project was seen as a pilot project for the national extension program and it was implemented in 11 districts: Huye and Gisagara (Southern Province); Kirehe and Ngoma (Eastern Province), Nyamasheke and Karongi (Western Province), Burera, Musanze, Gakenke, Gicumbi and Rulindo (Northern Province). The MINAGRI is now determined to extend the Agricultural extension program in the remaining 19 districts.

**To which extent was the specific objective of the project reached, according to the accepted indicators?**

The specific objective of the project is broad and it is impossible to measure the contribution of PASNVA to achieve it. Evolution of indicators such as the number of innovations developed, the number of innovation adopted, the use of input, the productivity, the number of producers' organizations structured and the number new actors in extension (NGO, privates etc) cannot be attributed to PASNVA and need heavy survey to be apprehended. In addition there was no baseline study conducted in order to assess the starting situation of the project: this limits possibility to precisely assess at end of the intervention the progress that has been made.

However it is clear that through micro-projects (245 funded) and dissemination of extension materials (printed and audio/visual) the provision of advisory services has improved, and innovations have been introduced and developed: unfortunately this has not been quantified.

**To which extent were the intermediate results of the project reached, according to the accepted indicators?**

***A- Looking at each CICA service (component 1, results 1 & 2):***

Indicators: Ease of access to information; Availability and reliability of information ; Level of satisfaction to information needs; Improvement of information exchange among actors of agricultural extension; General improvement in educational methods of extension ;Level of use of educational methods by the agricultural extension actors.

**Result 1 and 2** are partly reached as the **CICA** has got a physical home and its 5 services are now operational, collecting, processing and making available agricultural related information. Apart from audio/visual production that can easily reach a large and diversified audience, the rest of the services remains accessible to limited public. Due to lack of monitoring and evaluation framework, there is a lot of information processed by CICA services but less feed back from users (impact and client satisfaction appraisal): as such the audience of all extension/information materials developed is not yet well known, there is no assurance to which extent farmers can get access to them, are using them and feel satisfied from the service.

The **library** environment has changed positively; its space is large with enough light, good arrangement of shelves and comfortable reading places for the visitors. It has very much improved the visibility of the centre and its accessibility to non minagri clients. Collection has been sorted, indexed in AGRIS (classification system) and entered into a database. The automation makes easy search and retrieval to information materials. The library has increased its number of references available and its quality (5681 available automated publications, broader diversity of topics). The number of the library users has increased by 150% in 2010 (133 clients in average per month). The library has got

additional support from the MINAGRI to buy new books (33 millions frw) and it represents a good sign of integration within the Ministry. It has also established partnership with other libraries and international organizations to be feed.

The **Cartography** service contributes to the data collection and their dissemination in map format and or digital format with explanation notes depending on the client needs. The Cartography unit has produced more than 82 maps for its clients during the last 3 years. It is well qualified to provide mapping and land-use planning services to specialized institutions (private, NGOs,..); however it remains clear that the available information is not efficiently accessible and utilized by the potential clients.

The two systems **Agricultural Management Information system (AMIS)** and the **MINAGRI website** (Agricultural data and information website) have been developed and are functional. In addition to documents all information managed by CICA is posted (video, extension printed materials, library catalogue, maps). AMIS offer also other components like yellow pages, white pages and discussion platforms. The service has built a partnership with different Agricultural sector players such as ICT and Monitoring and Evaluation employees from MINAGRI agencies (RADA, RARDA, RHODA, ISAR, and OCIR Café), There are links to websites on international organizations and of Rwandan stakeholders in the rural sector. The access to the AMIS information is yet judged to be difficult by many clients. Another challenge faced is the capacity to capture the latest information on time and assure good moderation of the system being client oriented.

The **Extension Printed Materials** service has produced important extension information in very short time and the information covered the important crops cultivated, livestock and specific productions (mushroom, bee keeping...) produced in Rwanda. The information to be printed is formulated mainly by the MINAGRI agencies with less participation of farmer's organizations and farmers. The question on how the farmer's needs are considered in the message formulation process remains posed. No systematic data have been gathered related to client's information needs and satisfaction. The service is not yet aligned with other extension initiatives. The distribution mechanisms of the extension materials are not yet well established or institutionalized. All the printed materials are posted to the AMIS website and can easily be accessible to clients who can access to the AMIS website.

**Table 1: List of extension materials developed by PASNVA.**

Type of publication	Number of Subjects	Quantity of printed documents
Booklets	15	86 000
Leaflets	127	110 000
Posters	12	15 000
Trainings manuals	3(banana, Passion fruit& Pineapple)	3 000
Brochures	2	20 000
Diary	1	15 000

The service of **Audio- Visual production** is very important in the agricultural extension particularly considering the culture of Rwandan who don't have the culture of reading but who like to listen to the radios and watch televisions. The service therefore needs to have much importance in the CICA. The audio-Visual messages are dominated by the national policy and innovations package prepared by the MINAGRI agencies and there's not enough focus or channel to get feedback from farmers or voice their needs and concerns or share their experiences in the agricultural extension. The service is not enough clients oriented in that concern and products not yet aligned with other extension initiatives (extension campaigns, trainings, etc). The list of elements produced by the service for the last 3 years is provided in the table below.

**Table 2: main audio visual products realized**

Type of products	Number realized
Radio Spots	12
causeries thématiques/Radio interviews	100
Weekly broadcast local radio	3 (Izuba, Salus, radio rwanda)
Video documentaries	22
Radio series	58
Press conference	6
Radio conference	4
TVR DVD broadcaste	15 (in 2008&2009)
DVD Distribution to the district , sectors and tele centres	900

***B- Looking at each result related to the establishment of the NdaES (component 2, Result 3, 4, 5 and 6):***

*Indicators:* Improvement of capacities of districts and sector staff/technicians; Improvement of production (not measured and very difficult to attribute any progress to the project); Improvement of income (not measured and very difficult to attribute any progress to the project); Improvement of natural resources (not measured and very difficult to attribute any progress to the project); Level of community participation

**Result 3, 4, 5 and 6** contribute to the establishment of the National decentralised Agricultural Extension System (NdaES), which is piloted by multi-actors alliances and which is adapted to the local agro-ecological and socio-economic context. This was ambitious and the definition and establishment of such a system shall take certainly more than three years. The system is not yet in place, however PASNVA has managed to create awareness and favourable environment for all actors to join the process of system building: it has also create awareness on the need to integrate more demand driven approach/methods of extension in the dominant top-down model, not always responsive to farmers circumstances and needs.

**Result3:** The services of the districts and the sectors have the capacity of ensuring their role in agricultural extension.

The project has invested in capacity building of the district administration mainly in informing them on the national agricultural extension policy and the decentralized system. This has been too informative and trainings received did not help to clarify better roles of different actors involved or to get skills required to implement the decentralized

extension system. Beside, district staff was equipped with computers, modems and office furniture to facilitate their work.

The PASNVA has facilitated the formation of the different structures defined in the decentralized extension system in the 11 pilot districts. Those include the (i) platforms at District level, (ii) platforms at sector level, (iii) cell committee and (iv) umudugudu/Village focal farmers. They have started to operate but some of them are very recent (less than one year old) and may need time to mature so as to assess their relevance. The value addition for the system of the structures in place under district levels remains questionable.

**Result 4:** The capacities of the new actors in extension (APOs, professional agricultural advisory staff and Farmer-advisors) are reinforced.

The capacity of services providers and others partners involved in the decentralized extension is recognized to be low. The PASNVA has much invested in technical trainings (on production and processing). The investment in capacity building has been highly appreciated by beneficiaries (individuals and cooperatives) but the effort has not been coherent in respect with the need of identifying and strengthening service providers. In general the project did not pay adequate attention to existing extension service providers (NGOs, Cooperatives, FOs, Private Sector) and other existing extension models in Rwanda.

Funding micro-projects were also seen as tool to add on the trainings in order to strengthen the capacity of potential services providers and fill the vacuum of extension technician workers at grass root level. The list of trainings organized by the PASNVA is presented in the table below:

**Table 5: number of trainings delivered by PASNVA**

Type of training	Topics
Organization of 4 national and 8 district seminars	Agricultural extension
Organization of 6 consultative meetings MINAGRI and District Agronomists	Agricultural extension
Training of 500 technicians (agronomists and other technical staff) .	Decentralized extension
125 trainings for public staff, platform members and focal farmers Umudugudu level	Decentralized extension
300 trainings for other beneficiaries in identified subjects	Different subjects
3000 day labor of study tours	Different subjects

**Result 5:** Specific operations of extension suggested by new actors of extension are realized (mainly through micro-projects).

The micro-projects have been a core and essential element of the PASNVA project. It has covered a wide range of activities from introduction/testing of new technical initiatives, study tours, trainings. Micro-projects have contributed to facilitate the project visibility in the different Districts where it has been implemented. It helped to establish the Districts platforms and to give them legitimacy. Micro-projects covered many topics in different areas in a very short time. In total, about 245 micro-projects were funded. Beneficiaries were supposed to fulfill an extension function regarding the dissemination of the technology introduced towards the rest of the community and consequently become

proximity service providers... Micro-project contributed in reality to support investment rather than an creating an extension dynamic at grassroots level.

Result6: Through a national process of consultation, a National System of Decentralized Agricultural Extension is adopted.

The National decentralised Agricultural Extension Strategy (NAES) was adopted at national level in April 2009. It creates an enabling environment within which the different partners working in the extension could deliver effectively. However, the reality is that the different partners have not yet own and integrate the new adopted strategy and related system. At national level, the different MINAGRI agencies continued to implement their activities as usual. The lack of coordination/consultation is recognized within the Ministry as a major challenge for the effective adoption of the new decentralized agricultural extension system as described in the NAES. The strategy is linked to a project output and not perceived as the result of a consultation process guarantying its ownership by all MINAGRI related actors. A national coordination and consultation platform (NAECO) was planned to be established under PASNVA: due to restructuring of the MINAGRI and lengthy process inherent to system building, NAECO had not been put in place.

**Describe the follow-up evaluation system established when the project was implemented.**

Though some regular meetings, workshops /seminars, process of documenting progress activities, was organized and initiated, there was no systematic follow-up and evaluation system designed as such to guard the quality of the project, assure readjustment is done timely and adequately by the actors involved or to constantly document lessons learned during the implementation of the project. Monitoring and evaluation of the project was mainly done through different BTC procedures, that national project staff didn't really appropriate and rather saw as a purely administrative exercise rather than helping tools for participatory decision making and piloting.

No well focused baseline study was implemented to assess the starting situation in respect with the use of extension and advisory services, the structure of extension, the production, the dissemination and use of agricultural information... As a result it is more difficult to assess during and at the end of the project the progress made in those aspects and especially the project contribution to it.

As an illustration there was no mechanism (neither staff concern) to systematically assess information needs and potential clients of the CICA and the NdAES as well as to systematically assess clients' satisfaction on services delivered, in order to improve their relevance and performance.

*The main procedures in place to follow-up and evaluate the project implementation can be listed as follow:*

- Regular staff meetings

Regular staffs meeting were organized to monitor working plan and budget as well as execution. It has mainly remained an exercise to report on outputs from previous period and to disseminate information. No deep analysis on opportunities and constraints in

respect with the implementation of the project could come up from those events. However those meetings helped at developing team spirit and strengthening the integration of the different CICA services and the two project components. Few of those meeting were documented.

- Quarterly operational planning

The quarterly operational planning has been an opportunity to monitor and evaluate the project implementation. It helped at reporting on the execution of a quarter, planning for the next one and adjusting working and budget plan for the year and the remaining lifespan of the project. It facilitated project management to analyze gaps between plan and execution (on both technical and financial aspects), to follow up contracts and procurements implementation, to adjust activities and budget-allocation. The close monitoring of this exercise by the Program Officer in charge at the BTC has added value to the process by providing detached analysis. The exercise became more and more participatory till the end of the project.

- The mid term review (MTR)<sup>4</sup>

A mid term review of the project was conducted in October 2009, on one hand in order to assess the progress of the project in respect of the results and the objectives defined in the Technical and Financial Document, on the other hand to provide orientation to the programme formulation for future support of the Belgian Cooperation to the agricultural sector, specifically in relation to agricultural extension. This has been of real value addition to assess project progress compared to the project logframe, and to assess the project achievements and lessons in a wider sense. Recommendations were elaborated to improve project implementation seeking for quality rather than quantity in execution. This exercise has been the occasion for the project staff to temporally escape from execution hanger to step back on implementation. Efforts had to be made to help project staff appropriating MTR recommendations as new orientations for planning and project implementation. This shows the local trend to remain process oriented rather than result oriented: the MTR has been first perceived as an administrative exercise, done in accordance with the DTF, rather than a monitoring and evaluation tool for lesson learning and readjustment.

- The Final Evaluation (FE)<sup>5</sup>

This FE has been conducted late at the end of the project. It helped at determining the relevance and level of fulfillment of the objectives, the efficiency, effectiveness, impact and sustainability of the PASNVA intervention. It provided credible and useful information enabling the incorporation of lessons learned into the decision-making process of both recipients and donors concerning the design and implementation of the National Agricultural Extension Strategy at large. At the time of within herby report, only the aide memoire is made available.

- External support mission to the project for drawing on and documenting lessons learnt<sup>6</sup>

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<sup>4</sup> PASNVA Mid Term Review report, Oct 2009. BTC.

<sup>5</sup> PASNVA Final Evaluation "Aide memoire", Nov 2010. BTC.

<sup>6</sup> A. Kayitare, Nov 2010. Support to project management: "Drawing lessons learnt from the PASNVA intervention". MINAGRI, Kigali, Rwanda

The project management took the initiative to search for external support in capitalizing on and drawing lessons learnt from the project intervention. The consultant plaid the role of facilitator: his key tasks were to listen to the different actors, to understand, to analyze and to report the discussion findings. This has been a solution to the following challenges that faced the project: lack of project staff capacity in monitoring, evaluating, capitalizing on and documenting the intervention as well as the limited availability of project management which was overburdened with administrative and managerial tasks during the closing phase of the project.

## PART THREE : COMMENTS AND ANALYSIS.

**What are the major problems and questions having influenced the project implementation and how did the project attempt to solve them?**

***Scaling up of the project intervention area:***

Scaling up of the project intervention from 4 districts to 11 was ambitious without adjusting project resources. The main problem has not been the availability of enough financial resources but the availability of human resources (in number and capacity). This has affected quality of the intervention especially related to on the job support to the decentralized administrations and agricultural platforms and the monitoring of the process of system building for lesson learning.

***Contradiction between the dominant Top-Down model of extension within MINAGRI and among partners and the demand driven system promoted under PASNVA:***

There is a conflict between the central driven system for research and extension implemented by MINAGRI and the vision of a decentralized demand driven agricultural extension system, piloted under PASNVA. One of the main efforts was to sensitize the MINAGRI and actors at district levels on the guiding principles of a decentralized demand oriented system. The establishment and the adoption of the National Agricultural extension Strategy (NAES) and its guiding principles, was an important step in that respect but it is not yet widely known and adopted, and the current institutional arrangement is not conducive.

***Lack of coordination and harmonization of practices between projects and programs:***

Donors, projects and programs working in rural development operate separately. They have specific resources and develop their own methodology for demand articulation and service offer, relying on their own limited number of service providers and a limited pool of technicians' facilitators. Lack of coordination and harmonization among them in respect with demand articulation and advisory services is affecting the building process of decentralized extension system. As mentioned earlier a national consultation platform (NAECO) was supposed to be put in place in order to coordinate extension efforts between development partners, particularly between extension and research programs, also to voice the opinions, concerns and advices from the platforms to adjust research and extension efforts. With the current process of establishing RAB that intend "to merge" research and extension it was decided to postpone the establishment of such a national committee. However initial discussions have started to put in place a consultation process and it will be a major focus of the new supported program to PSATII.

***Limited capacity building initiatives or efforts on principles, methods and skills related to extension:***

Limited initiatives were taken to reinforce capacity of the project personnel as well as decentralized extension structures members on extension methods, technical and managerial skills. This has affected efficiency in the implementation of the project activities. The project executed without enough support in that field, limited to long term technical international technical assistance (1 TA/DelCo). This has been communicated

and will be taken into account in the new program to be mainly done through tailor-made temporary expertise (making use of resources from BTC headquarters and BTC executed project/programs).

***Expectation for quick delivery not fitting with system building approach:***

The strong pressure on the project for quick-fix thinking and putting more emphasis in technology packaging and dissemination, service delivery and investment (micro-projects) has been a constant challenge. Less focus were put on a durable system building, clarifying roles and mandate of the new actors of the decentralized extension systems and building their capacity to effectively fulfill their tasks.

<b>Which factors explain the differences in relation to the awaited results?</b>
--

Result 1: Agricultural general information is collected, managed, enriched, and made available to all agricultural development actors of the country.

Result 2: Extension related educational and technical tools are developed and disseminated to the various operators in extension.

*Lack of capacity of personnel employed at CICA:* the current staff is not yet able to respond to the demand in terms documentation as well as expertise in agricultural extension methods, communication and adult education. Production remains on very technical agricultural information, general and not enough customized to producers' needs and ways of learning. Lack of appropriate skills and know-how of CICA staffs has limited efficiency and quality in service delivery. This has been obscured till now as CICA is less than one year old and the project mainly supported the construction phase of the building and the establishment of each service. Major focus will have to given to strengthening capacity of each services (training and staffing).

*The limited culture of information sharing as well as the low capacity to capture the latest information timely:* the input from other organizations into CICA is still limited and staff has still to improve its efficiency and pro-activeness in capturing information. This needs active promotion of the CICA and capacity building in information management and moderation.

*The absence of needs or client satisfaction assessments:* focus on execution and production in quantity of both A/V and printed material production services has limited opportunities to improve on the quality of the products seeking for higher responsiveness to clients demand.

Result 3: The services of the districts and the sectors have the capacity of ensuring their role in agricultural extension.

*The lack of understanding and adoption of demand driven principle at different levels from the MINAGRI to the farmers:* the different structures have not internalized the demand driven approach and their roles to articulate farmers' demands. The working

environment is dominated by the top down approach: package of innovations to be adopted are in the agricultural targets (imihigo) of the district and sector technicians. Public partners are mainly involved in season planning, monitoring, transfer of technology, input supply and collect of information related to these preoccupations.

*The confusion of roles to be played by the different actors in the decentralized extension system:* the prevailing environment dominated by the top down approach does not facilitate decentralized extensions structures (platforms and committees) to facilitate demand articulation. In addition the absence of service providers being private or association/cooperatives in many districts lead them to fill the vacuum in service delivery without having the technical capacity and the means to undertake such function. This confusion creates different expectations from partners and therefore wrong appreciations about the system and limited initiative to feed into it.

*The lack of harmonization and coordination between partner, agencies and MINAGRI programs:* the existence of parallel structures at sector, cell and village levels for others projects working in the agricultural extension is preventing platforms and decentralized extension structures to perform their duties and develop on the job doing. Their legitimacy remains limited and they are perceived as components of the project rather than serving the system.

*The lack of institutionalization of the different decentralized structures with clear objectives and roles:* It is not clear how and by which virtue the platform and decentralized extension structures' members receive their mandate, what is the duration of their mandate and how strong agricultural producers are represented in the platforms. The decision making power by agricultural producers as compared to other actors represented in the platforms is not formalized. This remains also a key constraint for the institutions to play their roles and be legitimated.

Result 4: The capacities of the new actors in extension (APOs, professional agricultural advisory staff and Farmer-advisors) are reinforced.

*Lack of training focus on methods and skills related to extension:* the district institutions, decentralized extension structures and few producers' organizations were trained about new decentralized extension system, others MINAGRI policies and superficially on a wide range of technical issues without clear coherence. Trainings has remained informative and did not focus in providing the different institutions with new skills that are needed to be effective in the system (demand driven, participatory approaches & facilitation, identification of needs, reporting...). As a result those structures remain orphan from tools and skills to effectively play their roles.

*Isolation of trainings from other field extension activities:* trainings were identified by local institutions but not in a well coordinated manner with other field activities like demonstrations, FFS, production of extension and didactic materials. They would have been more efficient if better related to an extension issue and supported by a practice case.

*Limited coordination of training efforts with specialized institutions and partners:* trainings were implemented without coordinating effort with different partners including

Minagri agencies and projects. It has limited the possibilities of coaching and monitoring after trainings to reinforce their effect.

*Lack of common understanding on what is a “proximity service providers”*: there was no consultation and coordination process to clearly define who is a proximity service provider and which standards or requirements are needed to play this role. This is a prerequisite to any reinforcement of capacity of the new actors in extension.

Result 5: Specific operations of extension suggested by new actors of extension are realized.

*Limited monitoring and coaching of the micro-project*: there were not a well structured monitoring, no coaching or other accompaniment measures to address the eventual gaps in the micro-project implementation (training, additional funding to solve some problems: disease, ...). Some of the funded micro-projects faced technical challenges and it was difficult to define the responsibilities in addressing them (beneficiary, research institution or other specialized institutions...). Even if it was recognized, the need to link the funded micro-projects with other specialized institutions particularly MINAGRI agencies (RADA,RALDA,RHODA,ISAR..) was not professionally . The specialized institutions could have provided additional technical knowledge in the process of testing, learning and adoption of the different innovations, reinforcing the effect of those micro-projects and chance to develop proximity service providers. Those linkages could have also contributed to the building of the decentralized extension system through practical cases.

Result 6: Through a national process of consultation, a National System of Decentralized Agricultural Extension is adopted.

*The ongoing restructuring process of MINAGRI*: this process took longer than expected when partners including PASNVA project expected that coordination issues will be addressed in the new MINAGRI proposed structures (Rural Agricultural Board - RAB) that will merge research and extension activities and the adoption of the Sector Wide Approach. The PASNVA project has continued to work within the transitional period and the different agencies and projects did not align their programmes with the new proposed system.

*The “pilot aspect of the project”*: the MINAGRI agencies have activities at national level and could not change their extension programmes and approaches in the 11 districts where the PASNVA is operating. If the system is adopted, it does need to be piloted but it may need to be adopted at national level to facilitate involvement from national partners.

Which lessons can we learn from the project experience?
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**A-RELATED TO CICA:**

**The improvement of CICA services delivery implies to identify the different groups of potentials users, their needs and relevant distribution mechanisms to reach them:** all should be clear, well established or institutionalized to ensure relevance of service delivery (assurance quality).

**The process of integrated the learning and feedback from clients, in the formulation of information and extension message is a key factor to improve services delivery of the centre.** This is also needed to appreciate the impact of the investment in the agricultural extension and the effects of services delivered by CICA on the targeted audience.

The current capacity of each CICA services is not matching with the expectation of CICA becoming a centre of documentation as well as expertise in agricultural extension methods, communication and adult education. This has to be addressed by **recruiting new personnel and by investing importantly in appropriate capacity building process.**

**The pro-active contribution by MINAGRI agency and programme as well as other actors in the Agricultural Sector in providing information to the various CICA services** is a key success factor for the availability of reliable, relevant and good quality information services. This should be strongly lobbied by the MINAGRI.

**It is important to establish adequate update mechanisms in order to make each services relevant sources of information and dialogue.** If the services do not provide reliable and up-to-date information, there is a serious risk that users loose confidence and interest and stop accessing the service.

The relevance, efficiency and legitimacy of the centre depends on its capacity to **establish effective collaboration linkages with relevant information national sources and worldwide**, including universities and research institution, international organisations,, projects, programs etc etc.

It is important to **make CICA services in general and AMIS services in particular more relevant to the larger public, and to ensure broad participation and contribution and to create a sense of ownership and promote open dialogue platform.** A consultative body, consisting of various actors in the agricultural sector (incl. government, NGOs, private sector, universities and research, POs, international organisations), advising the services and moderating the contents could contribute to this.

**B-RELATED TO BUILDING THE DECENTRALIZED AGRICULTURAL EXTENSION SYSTEM:**

The decentralized extension system is meant to create enabling environment within which the different partners working in extension can deliver effectively being responsive

to farmers needs. **It requires MINAGRI programs, agencies and other partners at national and Districts levels to join the effort of system building, from the beginning, through strong consultation, harmonization and coordination mechanisms.** This will enhance wide appropriation and alignment with the system: it will prevent the NAES to be considered by many partners as project related approach and them to operate separately (through parallel extension initiatives).

The **demand driven and participatory approaches** are the key guiding principle in the under adoption decentralized extension system. Those principles are recognized but not really understood and put in practice: there are difficulties in adopting them at different levels from the Ministry to the farmers as it is a change of paradigm from usual mindset and working attitude. **It needs strong expertise to inform, to train on those principles, to build capacity and know how to put them in practice; it needs patience, commitment and a lengthy learning by doing/demonstrating/practicing process** (to get exposed to outside experiences in decentralized demand driven extension & research system is also a success factor).

The existing policy of accelerating transformation of Agriculture, through planning, implementation, monitoring and evaluation of performance, put pressure on different actors which is narrowing opportunities for change in extension approach.

In practice the dominant approach remains top down. However, it's important to note that the implications of the government institutions with their top down approach are judged to bring some positive results. It's noted that today the implication of government institutions in the agricultural extension has helped to facilitate the flow of agricultural information at different levels, the availability the agricultural inputs (fertilizer and seeds) to the farmer and in general the agricultural production has improved. Based upon this context **there is a need to recognize the relevance of integration of both approaches, demand driven and top down.**

There is a lack of extension workers and qualified partners (public and private) to address the agricultural extension issues at grass root level. In addition, for the few who are present, skills and know-how are recognized to be low. As a result some of the problems raised by producers remain not addressed: this brings more challenges for the decentralized extension system to deliver quickly and to gain in legitimacy. **It requires important capacity building efforts to strengthen offer of services (technical and methodological skills).**

There is limited capacity of different partners in going towards demand driven, participative, multi actor, and multi methods extension approach within a decentralised system. In addition there is a lack of adequate responses to the problems or challenges defined by the farmers. This needs to focus on capacity building **shifting from informative trainings to operational adult education, providing tool box and skills for making the system functioning (needs assessment, demand articulation) and developing the services offer.**

Related to service providers, trainings are organized without coordination by different partners on a wide range of technical topics and remain isolated. Firstly **the definition of**

**service providers** remains unclear today (minimum standard required, capacity building needs) which **implies different actors to harmonize their perception of it**. Secondly it is important **to develop synergies between actors in that respect preventing overlapping and investing on capacity building efforts already made**. Thirdly there is a **need to include capacity related to extension service delivery and managerial skills** beside existing capacity building efforts on technical aspects of production/transformation. In that way a critical number of service providers can be trained.

The issue of training producers through micro-projects thinking they will become proximity service providers pose also question. The assumption that all the funded micro-projects will reach to the adoption of the innovations through multiplier effect is simplistic as well as the one that direct beneficiaries will necessarily become proximity service providers. **Not every one who is trained on one technology can become a service provider: it needs more capacity related to extension and service delivery**. If financial support has to be granted for micro-project it should be linked to measurable strong extension component (investment aspects to be supported through other financing system).

The decentralized extension structures strongly believe that they have to facilitate the application of agricultural innovations and to provide information needed by the different institutions mainly the MINAGRI agencies. They are involved in the information collection and in others different extension activities (adoptions of the different innovation: land consolidation, soil protection, distribution of agricultural inputs). **The time allocated in addressing the challenging demands and advocacy on behalf of agricultural producers is not available neither the capacity to perform it: these roles should appear clearly in their “job description” and mandates**.

The Micro-projects constituted the PASNVA major activity in the Districts and are appreciated by the district authorities and partners. However, the micro-projects are associated with many difficulties. Their funding took much time from different institutions involved (particularly PASNVA staff and District platform members) in a long process. PASNVA staff have spent more time on the micro-project activities (more than 50%) in the detriment of other project activities: it has distract various institutions involved from system building and capacity building of newly formed decentralized extension structures.

## **Related to resources, transversal issues and intervention zone**

### ***Capacity building of project staff***

There was a lack of efforts in respect with building capacity of the project staff. Staff employed was young and without experience in complex fields like extension and adult communication/education. In such a situation capacity building plan should be designed

from the very beginning of the project to strengthen skills and know-how of project resources all along the project lifespan using high level tailored made temporary expertise.

***Co management: processes and procedures***

It is important the national staff to be informed and sensitised on BTC processes in order to better appropriate them and make use of them to facilitate piloting of the project, its components and services (CICA). BTC processes should not remain the exclusive preserve of BTC execution official, similarly partners processes (reporting, procurements for instance) should not remain the domain of national execution officials. All should not be seen as constraints but rather seen as tool box to better pilot a project. Capacity building in that regards may improve significantly co management.

***Recruitment of staff***

Under co management partners should make use of both side expertises in recruiting project staff and both should be involved in the recruitment to ensure quality of the process and that the right personnel get on board (expertise and attitude, capacity to progress and commitment).

***Gender***

There was not emphasis placed on gender and diversity through the use of gender and asset class disaggregated data in monitoring and the assurance of the representation in agricultural extension structures as well as representation among micro projects beneficiaries of women and vulnerable groups. This has been a weakness on the side of the project and corrective measure will have to be taken within the next phase of support to the national agricultural extension system.

***Intervention zones: piloting at national level or within a limited number of Districts?***

The MINAGRI agencies have activities at national level and could not change their extension programmes and approaches in the 11 districts where the PASNVA is operating. Other MINAGRI programs and projects are not necessarily operating in the selected pilot Districts for building a decentralized extension system... Changes does need to be piloted but not necessarily within a limited number of Districts to facilitate involvement from national partners. This can be realistic if concentrating on capacity building, limiting decentralized extension structures to district level (DAPFs), and relying on other existing expertise and resources (finding synergies and complementarities with other MINAGRI programs and projects).

**According to you, how was the project perceived by the target groups?**

As mentioned earlier the project did not establish a sound monitoring and evaluation system and did not systematically assess progress on the indicators neither clients' satisfaction: it is then difficult to give objective insight on how the project was perceived. However, farmers, some partners represented in DAPFs and districts authorities have expressed their high satisfaction in respect with PASNVA achievements as they have been experiencing coordination, institutional and capacity vacuum to address issues of agricultural extension at decentralized levels. In addition MINAGRI as main partner, other partners also at National level highly appreciated the project for establishing CICA for agricultural information available so far, but importantly, a tool to improve management of agricultural information and creating awareness on the existing vacuum of extension capacity, revealing challenges and successes in terms of existing models of extension and advisory services.

**Did the follow-up evaluation or the monitoring, and the possible audits and controls have any results? How were the recommendations taken into account?**

Mechanisms for monitoring and evaluating project execution in general have been limited to BTC procedures and processes. However, some technical meetings, workshops semester or yearly monitoring progress for both component 1 and 2 was organized. Different audits were conducted during the lifespan of the project:

- Administrative and Financial audit conducted by BDO in November 2009 and June 2010;
- Audit on execution agreement conducted by Deloitte and Touch (September 2010);
- Internal audit on closing procedure conducted by BTC head quarter (October 2010).

Like other BTC processes and procedures, audits were perceived as external administrative constraints rather than a tool to improve project management. This is mainly due to the lack of information sharing on BTC processes and procedures with the national staff that didn't perceive the value addition such tools can offer with respect to improvement of project execution and management.

Recommendations from BDO audit were taken into account lately after suggested deadlines: for instance (i) the updating of the inventory was achieved at the very end of the project while already recommended in November 2009 (ii) adjustment of procurements procedures were internalized lately after the audit...

The project suffered also from the lack of capacity of its chief of admin & finance (RAF) and inadequate commitment to implement recommendations from audits. This was lately revealed (June 2010) after arrival of the last delCo.

From the audit on execution agreements, recommendations on improving financial and technical reporting were taken into account. Important efforts were made to attempt in producing and gathering necessary support documents in a participatory way with each third party. The audit was unfortunately conducted two months before the end of the project limiting its effect and possibilities of quality adjustments.

The internal audit on closing process of the project has been extremely useful to sensitize project management on the various steps to be followed.

Final reports from Deloitte & Touche audit and the audit on closing process has not been communicated to the project management before the end of the project. Such audit would be more impact full if conclusions and recommendations are quickly documented and officially communicated to the national partner.

**Which are your recommendations for the consolidation and the appropriation of post-project period?<sup>7</sup>**

***Component 1 - The agricultural data are regularly collected, produced, processed, adapted, stored and disseminated  
Institutional***

- MINAGRI: to pursue integration and institutionalisation of CICA as an independent unit within the structure of MINAGRI, the centre to become more visible and legitimated as service provider by all actors of the agricultural sector (independent management, own bank account etc);
- MINAGRI: to make CICA the mandatory centre for the production and diffusion of extension materials for all MINAGRI agencies and programmes (lobbying and strong commitment is needed);
- CICA: to identify relevant national and international institutions in the field of Agricultural Information and Communication and formalise linkages for information exchange and enrichment (quantity and quality) of information made available from different CICA services;
- CICA: to increase linkages with local organisations, community information centres, schools, local radios... in order to really reach grassroots levels providing documents, broadcasting radio messages and methodological support related to extension.

<sup>7</sup> Hereby recommendations are largely inspired from the interaction project conducted with external consultants who supported drawing lessons from PASNVA experience and evaluating the project: they are documented in the "Aide Memoire" from Final Evaluation, November 2010 and the report on "capitalization and drawing lessons learnt from PASNVA intervention", Anecto Kayitare, November 2010).

### ***Organisational***

- MINAGRI: to ensure active participation of agency and programme staff in providing information to the various CICA services for improved availability of quality and up-to-date information. Include these tasks in job descriptions and performance contracts;
- AMIS: to establish a consultative team of internal and external moderators from various organisations (MINAGRI agencies, NGOs, Universities, Private Sector, POs, International Organisations with presence in Rwanda...) to advice and moderate the content of AMIS website and to contribute by providing information;
- AMIS: to improve mechanisms for data collection in order to ensure relevant and up-to-date information on the AMIS website and eSOKO;
- CICA: (for all services): to establish mechanisms for assessing needs of potential users, especially in rural areas and clients satisfaction to improve relevance and accountability in service delivery;
- MINAGRI (with support from BTC): identify gaps in terms of capacity of each services with regard to expectation in service delivery. Establish and implement building capacity plan of the following CICA staff: AMIS, library, production and diffusion of extension materials (printed and audio/visual). Recruit expert in website/MIS moderation & management and Audio Visual extension material production.

### ***Technical***

- Documentation centre: Identify and subscribe to relevant electronic journals;
- Documentation centre: Create internet, photocopy and printing services for library clients (cost recovery);
- Documentation centre: extend scope of the reference from technical to socio-economics issues of agricultural sector and experiences/methods/tools related to extension and services to rural sector;
- CICA: Improve the process of production of extension materials: ensure speedy and quality services to effectively and timely respond to emerging demands. Capacity building and enhanced procedures are required (tender for larger contracts or framework agreement);
- CICA: Adapt extension materials to the beneficiaries; improve pre-testing protocols for extension materials;
- MINAGRI and CICA: Promote and market CICA services, especially in Districts and

local levels (leaflets, radio, internet, expo...). Develop initiatives to reach local level like mobile library, video studio etc.;

- AMIS: Promote AMIS with a special focus on the interactive use of the website, i.e. users posting information on yellow pages, white pages;
- CICA: Develop materials on extension approaches, methods and tools (manuals, training guidelines, brochures...);
- CICA: Develop and diffuse materials on the decentralised extension system as well as on extension approaches, methods and tools to support service providers.

### ***Recommendations for first quarter 2011***

To ensure good management of the transition from PASNVA to the new project on Seed and Agricultural Advisory Services and not to loose “momentum”, MINAGRI needs to guarantee minimal support to CICA:

- Avail management to CICA (coordinator);
- Maintain PASNVA CICA staff based on their evaluation.

***Component 2 - Decentralized extension systems, which are piloted by multi-actor alliances and which are adapted to the local agro-ecological and socio-economic context are promoted and put in place***

Working areas for the future for the program II of SPAT II in the framework of the coming program “Market oriented advisory services and quality seeds” RWA 09 071 11:

### ***Capacity Building and promotion on decentralised demand driven extension (! make use of international expertise)***

- Clarify the meaning and implications of “demand driven agricultural advisory services”: including the facilitation of demand articulation, facilitation of innovation, participatory extension and research, participatory technology development...;
- Clarify the main concepts behind demand driven advisory services, including participation, facilitation, demand articulation, experiential learning, etc... Understanding of these concepts will be a critical success factor;
- Organise an intensive capacity building programme to strengthen MINAGRI agencies, District Authorities and Platforms and other important stakeholder on “demand driven agricultural advisory services”, over the lifespan of the new program. development of a manual explaining related concepts; develop training materials and modules (based on adult learning concepts) etc.;
- “Spread the message” (on decentralised extension) proactively at any occasion

(official meetings, speeches, radio messages, tv, internet). Special emphasis on district authorities is required.

### ***Multi actor and multi method approach***

- Strengthen the facilitation capacities of new actors (APOs, cooperatives NGOs, church related organisations and other actors at grassroots level) to support demand articulation (participatory needs assessment and expression of a demand);
- Establish a pool of facilitators (Identify training needs and provide training) to provide support to demand articulation at grass roots level (NGOs, APOs, Coops, farmer facilitators...);
- Develop a “basket” of participatory approaches and methods to extension service delivery (including training courses, manuals, guidelines, etc), from which potential service providers could tap;
- Define in a participatory way what is a service provider (standards, requirements);
- Identify alternative service providers:
  - o Create a pool / database on sector, district and national level with service providers (NGOs, PO, Church Based Organisations, Cooperatives, Farmers, FFS Facilitators, Universities and Research Institutes, Pest and Disease Surveyors).
  - o Identify training needs and if necessary provide training to these service providers on demand driven extension approaches and related management aspects.
- Identify possible financing mechanisms for various kinds of advisory services (sources of funds, mechanisms for payment, e.g. performance based financing). What are experiences so far in and out Rwanda?
  - o providing funding for advisory service, to be channelled through and managed by the District Authorities (major objective of the support is to contribute to innovation through advisory services including just small related investments if deem necessary);
  - o For larger investments, services could provide support to producers in order to access credit.

### ***Decentralised extension structure and the National Extension Strategy***

- Redefine the roles and responsibilities of the different structures limiting them to demand articulation with services offer;
- Prevent establishing new structures at lower level than the Districts [(rely on existing structures, organisations of the civil society, professional agents involved in agriculture sector (FFS facilitators, agents from other project, from MINAGRI

agencies, contracted by cooperatives etc.);

- Representation in the District Platforms:
  - o Ensure adequate representation of producers in the District Platforms (at least 60%) that should reflect the diversity of producers: commodities, gender, age, wealth...;
  - o Other members could include Service Providers, NGOs, Universities and Research...
- Institutionalise the platforms as sub committee of JADF with a bureau, operational budget and own account;
- Establish National Agricultural Extension Consultation Committee with a strong representation of farmers (through their apex organisations: national confederations of POs and Cooperatives, syndicates). The committee should function as a consultative and technical body;
- Through consultation process and participatory mode of operandi, adjust and develop the NAES, based on evidences and build on the lessons provided by all stakeholders involved in research and extension (identify and make use of relevant methods, approaches and best practices):
  - o Identify and document models and approaches of participatory and demand driven advisory services, developed and/or used in Rwanda by other projects and organisations.
  - o Continuously identify, assess and document relevant experiences.
- Make NAES the compulsory strategy for all agencies, projects and programmes to link with. Avoid setting up parallel extension systems for project purposes.

### ***Capitalisation, Monitoring and Evaluation***

- Continuously capitalise and document on best practices and the evolution of the process of system building.

### ***Recommendations for first quarter 2011***

To ensure good management of the transition from PASNVA to the new project on Seed and Agricultural Advisory Services and not to loose “momentum” MINAGRI / BTC needs to guarantee minimal support:

- Provide Operational budget for District Platforms for the first quarter of 2011 (based on 2010 PASNVA figures);
- Provide expert backstopping of District Platforms (consultancy based);
- Ensure coordination and monitoring of platform activities (coordinator).

### **Intervention area**

Limiting the intervention of the new program to few districts must be questioned: developing and piloting a system at national level might facilitate the adhesion of other main actors (MINAGRI agencies, project and programs, main organizations of the civil society etc). It should also help at spreading of best practices and improving efficiency in mindset change towards demand driven approach.

## CONCLUSIONS

The PASNVA project was relevant as there was no other orientation regarding agricultural extension system. It was well aligned with Rwandan national development programs by supporting the implementation of the program 2 of the PSTAII, contributing to its component “support to the professionalization of producers”.

In addition to many indicators, the specific objective of the project was broad and very ambitious as well as to achieve related intermediate results. The National decentralized Agricultural Extension Strategy (NAES) was adopted in April 2009. It creates an enabling environment within which the different partners working in the extension could deliver effectively. Unfortunately it remains linked to the project and not perceived as the result of a consultation process guarantying its ownership by all actors of the Agriculture sector. In addition the related decentralized national agricultural extension system piloted under the PASNVA project in 11 districts is not yet fully matures enough to be adopted at national wide, but the learning experiences from the pilot area can be the guidance for the way forward. Moreover, the philosophy talking about pilot and national was confusing by it self, given the institutional arrangement under which the project was operating. Finally the weak sound monitoring, evaluation and documenting system impacted led to difficulty in trying to assess objectively, at the end of the intervention, the progress that has been made by the project related to building the system.

However PASNVA has managed to create awareness and favourable environment for all actors to start joining the process: it has created awareness on the need to integrate more demand driven approach/methods of extension in the dominant top-down model which is currently may produce the positive results, but the sustainability remains a challenge, where enough attention to farmers’ circumstances and needs are not taken care of. Therefore, (MINAGRI) efforts to build a relevant system towards better responsiveness to farmers’ demand is real but NAES shall take certainly more than three years than it was believed before, for the process to mature.

One of the major output of the project is the establishment of a national Agricultural Information and Communication Centre (CICA) with five services that are now operational. It is clear that through collection, dissemination and information sharing with the support to micro-projects under component 2 the provision of advisory services has improved, and innovations have been introduced and developed: unfortunately this has not been fully quantified. As a matter of fact, if there is already a lot of information that has been processed by CICA and technologies made accessible through micro-projects to members of the rural communities, their relevance and effect related to developing proximity services is not well captured. More attention will have to be put on getting feed back from users (impact and client satisfaction appraisal). Access and management of information and technologies is crucial. In the future the all process will have to be more clients oriented, targeting all potential users. Finally, at the beginning of the new program, with the support of technical assistance it is important to redefine the way forward for CICA and prepare the feasible action plan.

*“Many development project and programmes supported by other donors in the agricultural sector in Rwanda include an element of developing proximity extension services and claim to be working in a participatory demand driven and market oriented way. However, in reality this is*

*not the case and real participatory demand driven approaches are rare and often solutions are more or less imposed to producers. The question is how a participatory, demand driven approach to decentralised extension services can be matched with the current Rwandan policies and practices on agricultural transformation. This will be a major challenge for the new support programme.”*

<b>National execution official</b>	<b>BTC execution official</b>
<b>Mary ROCIBIGANGO, PASNVA manager</b>	<b>Bertrand DAYOT, PASNVA Co manager</b>

## PART THREE. ANNEXES.

<b>Annexes</b>
<b>Annex 1</b> Results summary
<b>Annex 2</b> Situation of receipts and expenses
<b>Annex 3</b> Disbursement rate of the project
<b>Annex 4</b> Personnel of the project
<b>Annex 5</b> Subcontracting activities
<b>Annex 6</b> Equipments
<b>Annex 7</b> Trainings
<b>Annex 8</b> Backers

## ANNEX 1. Results and activities summary (according to the logical framework)

Intermediate main results	Indicators (foreseen or realized)	Progress
<b>IR. 1. The agricultura data are regularly collected, produced, processed, adapted, stored and disseminated</b>	Ease of access to information;	Significantly improved
	Availability and reliability of information ;	<i>Availability</i> :Significantly improved. <i>Reliabilty</i> : Difficult to assess - to be improved through multi actor moderation and validation and client satisfaction assessment.
	Level of satisfaction to information needs;	Not monitored: need to establish mechnisma for this purpose.
	Improvement of information exchange among actors of agricultural extension;	Not significantly: need to be intensify and institutionalise.
	General improvement in educational methods of extension;	Not improved: CICA focussed on production of extension materials.
	Level of use of educational methods by the agricultural extension actors	Not improved: CICA focussed on production of extension materials
<b>IR. 2. Decentralized extension systems, which are piloted by multi-actor alliances and which are adapted to the local agro-ecological and socio-economic context are promoted and put in place.</b>	Improvement of capacities of districts and sector staff/technicians;	Not significantly: large number of trainings supported but too informative and not part of cohrent capacity building plan related to building the AES. Lack of focus on methods, tools related to extension and demand articulation.
	Improvement of production;	Not measured and very difficult to attribute any progress to the project

	Improvement of income;	Not measured and very difficult to attribute any progress to the project
	Improvement of natural resources;	Not measured and very difficult to attribute any progress to the project.
	Level of community participation	Fairly visible related to micro-projects, preparation of the cropping season not in terms of demand articulation.

## ANNEX 2: Situation of receipts and expenses (31/10/2010), in €

Budget Code	Description of Budget heading	Total cost Belgian contribution	Cumulated expenses (on 31/10/2010)	% Executed
<b>Component 1</b>	<b>Establishing and making operational CICA</b>			
<b>Result 1</b>	<b>Agricultural information are regularly collected, produced, treated, adjusted, filed and disseminated.</b>	<b>365 190,00</b>	<b>344 787,97</b>	<b>94</b>
A/R1LB 01	Establish an Agricultural Resource Center open for the all public.	111 150,00	99 101,45	89
A/R1LB02	Improve and disseminate the maps of the former project « Pedological Maps ».	49 090,00	46 858,20	95
A/R1LB03	Put in place a Management Information System and develop a Web site on agricultural information.	205 550,00	46 858,20	97
<b>Result 2</b>	<b>Didactic and technical tools for extension service are developed and distributed to the various actors.</b>	<b>879 690,00</b>	<b>790 738,27</b>	<b>90</b>
A/R2LB01	Development, production, dissemination of printed information and educational material adapted to needs and local.	280 910,00	274 901,74	
A/R2LB02	Development, production and dissemination, broadcasting of Audio Visual information and educational material.	304 900,00	270 128,22	89
A/R2LB03	CICA cross cutting (Additional means for R1 and R2).	293 880	245 708,31	84
Component 2	<b>Decentralized extension systems, which are piloted by multi-actor alliances and which are suited to agro-ecological and socio-economic realities are promoted and put in place.</b>			
<b>Result 3</b>	<b>Districts and sectors services are able to play on their role in Agricultural Extension.</b>	<b>674 675,00</b>	<b>543 111,71</b>	<b>80</b>
A/R3LB01	<b>Budget for equipment for districts and sectors agents.</b>	106 508	106 508,41	100
A/R3LB02	<b>Training of Districts and sectors agents.</b>	50 287	50 273,90	100
A/R3LB03	<b>Technical support to district administrations.</b>	217 087,25	307 325,65	93
A/R3LB04	<b>Develop a multi actor framework for planning, formulation, implementation and evaluation of extension activities.</b>	186930	79003,75	42
<b>Result 4</b>	<b>The capacity of new actors in extension to deliver extension services are strengthened.</b>	<b>572 715,76</b>	<b>572 733,13</b>	<b>100</b>
A/R4LB01	Support organization of associations and Cooperatives	25,76	25,76	100
A/R4LB02	<b>Develop trainings responding to the demand of the new extension "actors"</b>	572690	572 707,37	100
<b>Result 5</b>	<b>Specific agricultural extension activities suggested by local actors are realized.</b>	<b>859 069,00</b>	<b>859 078,22</b>	<b>100</b>
A/R5LB01	To promote and finance extension microprojets on request	647 870,00	647 879,54	100
A/R5LB02	Support to extension services carried out by MINAGRI Agencies in PASNVA intervention area	211199,00	211 198,68	100

<b>Result 6</b>	<b>A National Decentralized Agricultural Extension System is adopted through a national consultation process.</b>	<b>101 841,03</b>	<b>71 803,28</b>	<b>71</b>
A/R6LB01	Put in place a National Consultation and Orientation Committee on Agricultural Extension and prepare a national	210,00	212,33	100
A/R6LB02	Organization of seminars on agricultural extension	64 450	42 405,85	66
A/R6LB03	Training campaign of decentralized technicians involved in the system	37 181,03	29 185,10	78
	<b>General means</b>	<b>1 010 811,41</b>	<b>883 501,18</b>	<b>87</b>
Z01	Expatriate Technical Assistance	476 356,03	388 156,27	81
Z02	National Technical Assistance	44 944,00	36 434,01	81
Z03	Formulation balance	274,44,00	150,90	55
Z04	Monitoring evaluation mission MTR	30 000,00	24 839,60	83
Z05	Final evaluation mission	30 000,00	208,95	1
Z06	Backstopping, monitoring from BTC	14 000,00	124,28	1
Z07	Financial audits	14 006,77	4 012,54	29
Z08	Baseline and final studies	25 000,00	0	0
Z09	Mission international expertise	25 000,00	9 432,50	38
Z10	Mission national expertise	15 000,00	8 108,40	54
Z11	National personnel	111 000,00	97 826,46	88
Z12	Trainings and study tours	12 100,00	7 433,48	61
Z13	Investments	165 280,00	152 195,36	92
Z14	Running costs	47 850,14	45 893,38	96
Z15	TVA to be returned to the project	0.01	108 685,05	
Z16	Budget reserve	0.01	0	0

**ANNEX 3 : Disbursement rate of the project****Disbursement rate at the end of October 2010 (in €)**

Source of financing	Cumulated budget	Real cumulated expenses	Cumulated disbursement rate (%) (on the 31/10/2010)	Comments and remarks
<b>Direct Belgian Contribution</b>	4 464 592,20	4 065 753,74	91	The cumulative disbursement rate is 95% in cogestion and 70% in Régie (No baseline and final study, budget for CTB backstopping unused, absence of delco during 5 months)
<b>Contribution of the Partner Country</b>	170 000,00	?	?	
<b>Contribution of the Counterpart Funds</b>	948 829,00	496 807,61	52	Balance will be used to absorb CICA resources and cover its running costs + support to building decentralized extension system.

**Estimation of expenses for November and ongoing commitments Q4**

	November	Commitments
Total Cogestion	€ 119.300	€ 130.427
Total Régie	€ 33.293	€ 55.096
<b>General total</b>	<b>€ 152.593</b>	<b>€ 185.523</b>

**Remaining budget amounts at the end**

	<b>Budget</b>	<b>ESTIMATED BALANCE</b>	<b>% Execution</b>
Cogestion	€ 3.790.020	€ 70	100%
Regie	€ 674.580	€ 114.630	83%
<b>Total</b>	<b>€ 4.464.600</b>	<b>€ 114.700</b>	<b>97%</b>

Execution rate is estimated at **97 %** after payment of all commitments.

**Cogestion:** An estimative amount of 70 € will remain in cogestion mode after the project closure.

**Observations / comment:**

The exact remaining amount will only be known after payment of all commitments, and final accounting report by BTC Representation and Headquarters. This might take 3-4 months.

**Regie:** An estimative amount of 114.700 € will remain in regie. This is mainly explained by the absence of Delco during a 5 months period, a partial use of the fund allocated to backstopping mission from BTC and the fact that no baseline (and final) survey was conducted.

**ANNEX 4 : Personnel of the project**

<b>Personnel type (title, name and gender)</b>	<b>Name</b>	<b>Title</b>	<b>Gender</b>	<b>Duration of recruitment (start and end dates)</b>	<b>Comments</b>
1. National personnel put at disposal by the Partner Country.	RUCIBIGANGO Mary	Project Coordinator	F	03/05/07 to 26/11/10	Evaluation available
	MUTIHINDA Alphonse	Chief of Finance and Administration	M	24/09/07 to 26/11/10	Lack of performance and professional/collaborative attitude (---)
	GATAYIRE Marie Claire	Extension Materials Production Specialist	F	10/12/07 to 26/11/10	Evaluation available
	MANIMPAYE Eric	Decentralized Agricultural extension Coordinator	M	08/10/07 to 26/11/10	Evaluation available
	NIZEYIMANA Jean Damascene	Provincial Agronomist	M	15/01/08 to 26/11/10	Evaluation available
	GASHUGI GAJU Flavie	Secretary	F	10/01/08 to 26/11/2010	Evaluation available
	GASARABWE Vestine	Planton	F	10/09/07 to 26/11/2010	Evaluation available
	UWIMANA Angelique	Management Information System Specialist	F	01/04/08 to 26/11/2010	Evaluation available
	BIMENYIMANA Marcellin	Provincial Agronomist	M	25/11/09 to 26/11/10	Evaluation available
	UMUBYEYI Marie Goretti	Cleaner	F	01/12/09 to 26/11/10	Evaluation available
	HARELIMANA Egide	Cleaner	M	01/12/09 to 26/11/10	Evaluation available
	NAMBAJIMANA Théogène	Sentinel	M	10/09/08 to 26/11/10	Evaluation available
	NTAMUBANO Alex	Sentinel	M	10/09/10 to 26/11/10	Evaluation available
	BURESHYO Rogers	Accountant	M	05/03/10 to 26/11/10	Evaluation available (+++)
	MUNYARUGERE RO Jean Pierre	Provincial Agronomist	M	05/03/10 to 26/11/10	Evaluation available
INGABIRE Marie Grace	Field Assistant	F	05/03/10 to 26/11/10	Evaluation available	

<b>Personnel type (title, name and gender)</b>	<b>Name</b>	<b>Title</b>	<b>Gender</b>	<b>Duration of recruitment (start and end dates)</b>	<b>Comments</b>
	SEMINARI Tharcisia	Assistant Librarian	F	05/03/10 to 26/11/10	Evaluation available (+++)
	HAKIZAYEZU Joseph	Provincial Agronomist	M	13/08/09 to 26/09/10	Resigned
2. Expert in International Cooperation (BTC)	DAYOT Bertrand	ITA	M	01/03/10 to 26/11/10	Evaluation available
3. National TA (collaborator CTB)	SINDUHUNGA Vincent	NAT	M	19/08/08 to 26/11/09	Termination of contract on 14/10/2009: under corruption prosecution (on going judgment)

(+++): very committed, collaborative, excellent working attitude.

(---): very negative assessment

## ANNEX 5: Subcontracting activities and invitations to tender

Execution agreements

ACTIVITE DU CADRE LOGIQUE / CODE BUDG	INSTITUTION / ORGANISATION	OBJET DE L'ACCORD	AUTORITE CONTRACTANTE	DATE D'ENTREE EN VIGEUR	DATE DE FIN	MONTANT TOTAL DE L'ACCORD	MONTANT TOTAL ASSIGNE EN EURO	Date/période de transfert (réalisé ou planifié)	Solde de l'accord en Euro	COMMENTAIRES
A0501	Terimbere Munyarwandakazi	Amélioration de la production de manioc	MINAGRI, PASNVA & DISTRICT	24/03/2008	30/09/2008	500 000	375	27/03/2008 et 22/08/2008	0,00 €	
A0304, A0401, A0402, A0501	District Ngoma	Appui au District pour la planification, l'exécution et le suivi et évaluation des activités de développement agricole.	MINAGRI, PASNVA & DISTRICT	26/05/2008	26/11/2010	NA. Il s'agit de "memorandum of understanding" ou convention cadre d'exécution sans montant spécifié.	N.A.	Du 04/03/2008 au 11/07/2010	N.A.	Total transféré: 87 505€ Voir décision relative au suivi des montant engagés non justifiés et des montant non engagés.
A0304, A0401, A0402, A0501	District Kirehe	Appui au District pour la planification, l'exécution et le suivi et évaluation des activités de développement agricole.	MINAGRI, PASNVA & DISTRICT	26/05/2008	26/11/2010	NA. Il s'agit de "memorandum of understanding" ou convention cadre d'exécution sans montant spécifié.	N.A.	Du 04/03/2008 au 11/07/2010	N.A.	Total transféré: 204 989€ Voir décision relative au suivi des montant engagés non justifiés et des montant non engagés.
A0304, A0401, A0402, A0501	District Huye	Appui au District pour la planification, l'exécution et le suivi et évaluation des activités de développement agricole.	MINAGRI, PASNVA & DISTRICT	23/04/2008	26/11/2010	NA. Il s'agit de "memorandum of understanding" ou convention cadre d'exécution sans montant spécifié.	N.A.	Du 04/03/2008 au 11/07/2010	N.A.	Total transféré: 121 585€ Voir décision relative au suivi des montant engagés non justifiés et des montant non engagés.
A0304, A0401, A0402, A0501	District Gisagara	Appui au District pour la planification, l'exécution et le suivi et évaluation des activités de développement agricole.	MINAGRI, PASNVA & DISTRICT	23/04/2008	26/11/2010	NA. Il s'agit de "memorandum of understanding" ou convention cadre d'exécution sans montant spécifié.	N.A.	Du 04/03/2010 au 11/07/2010	N.A.	Total transféré: 143 622€ Voir décision relative au suivi des montant engagés non justifiés et des montant non engagés.

ACTIVITE DU CADRE LOGIQUE / CODE BUDG	INSTITUTION / ORGANISATION	OBJET DE L'ACCORD	AUTORITE CONTRACTANTE	DATE D'ENTREE EN VIGEUR	DATE DE FIN	MONTANT TOTAL DE L'ACCORD	MONTANT TOTAL ASSIGNE EN EURO	Date/période de transfert (réalisé ou planifié)	Solde de l'accord en Euro	COMMENTAIRES
A0304, A0401,A0402,A0501	District Nyamasheke	Appui au District pour la planification, l'exécution et le suivi et évaluation des activités de développement agricole.	MINAGRI, PASNVA & DISTRICT	23/04/2008	26/11/2010	NA. Il s'agit de "memorandum of understanding" ou convention cadre d'exécution sans montant spécifié.	NA	Du 12/01/2009 au 11/07/2010	N.A.	Total transféré: 72 806€ Voir décision relative au suivi des montant engagés non justifiés et des montant non engagés.
A0304, A0401,A0402,A0501	District Karongi	Appui au District pour la planification, l'exécution et le suivi et évaluation des activités de développement agricole.	MINAGRI, PASNVA & DISTRICT	23/04/2008	26/11/2010	NA. Il s'agit de "memorandum of understanding" ou convention cadre d'exécution sans montant spécifié.	N.A.	Du 28/03/2008 au 11/07/2010	N.A.	Total transféré: 65 079€ Voir décision relative au suivi des montant engagés non justifiés et des montant non engagés.
A0304, A0401,A0402,A0501	District Gicumbi	Appui au District pour la planification, l'exécution et le suivi et évaluation des activités de développement agricole.	MINAGRI, PASNVA & DISTRICT	23/10/2008	26/11/2010	NA. Il s'agit de "memorandum of understanding" ou convention cadre d'exécution sans montant spécifié.	N.A.	Du 11/08/2008 au 24/06/2010	N.A.	Total transféré: 105 580€ Voir décision relative au suivi des montant engagés non justifiés et des montant non engagés.
A0304, A0401,A0402,A0501	District Rulindo	Appui au District pour la planification, l'exécution et le suivi et évaluation des activités de développement agricole.	MINAGRI, PASNVA & DISTRICT	26/05/2008	26/11/2010	NA. Il s'agit de "memorandum of understanding" ou convention cadre d'exécution sans montant spécifié.	N.A.	Du 16/04/2008 au 11/07/2010	N.A.	Total transféré: 88 112€ Voir décision relative au suivi des montant engagés non justifiés et des montant non engagés.
A0304, A0401,A0402,A0501	District Gakenke	Appui au District pour la planification, l'exécution et le suivi et évaluation des activités de développement agricole.	MINAGRI, PASNVA & DISTRICT	26/05/2008	26/11/2010	NA. Il s'agit de "memorandum of understanding" ou convention cadre d'exécution sans montant spécifié.	N.A.		N.A.	Total transféré: 84 202€ Voir décision relative au suivi des montant engagés non justifiés et des montant non engagés.

ACTIVITE DU CADRE LOGIQUE / CODE BUDG	INSTITUTION / ORGANISATION	OBJET DE L'ACCORD	AUTORITE CONTRACTANTE	DATE D'ENTREE EN VIGEUR	DATE DE FIN	MONTANT TOTAL DE L'ACCORD	MONTANT TOTAL ASSIGNE EN EURO	Date/période de transfert (réalisé ou planifié)	Solde de l'accord en Euro	COMMENTAIRES
A0304, A0401,A0402,A0501	District Musanze	Appui au District pour la planification, l'exécution et le suivi et évaluation des activités de développement agricole.	MINAGRI, PASNVA & DISTRICT	2605/2008	26/11/2010	NA. Il s'agit de "memorandum of understanding" ou convention cadre d'exécution sans montant spécifié.	N.A.	Du 22/04/2008 au 24/06/2010	N.A.	Total transféré:83 118€Voir décision relative au suivi des montant engagés non justifiés et des montant non engagés.
A0304, A0401,A0402,A0501	District Burera	Appui au District pour la planification, l'exécution et le suivi et évaluation des activités de développement agricole.	MINAGRI, PASNVA & DISTRICT	2605/2008	26/11/2010	NA. Il s'agit de "memorandum of understanding" ou convention cadre d'exécution sans montant spécifié.	N.A.	Du 21/04/2008 au 11/07/2010	N.A.	Total transféré:100 892€Voir décision relative au suivi des montant engagés non justifiés et des montant non engagés.
A0502	OCIR THE	Appui à la mise en oeuvre de services de vulgarisation.	MINAGRI, PASNVA & OCIR THE	23/04/2008	26/11/2009	NA. Il s'agit de "memorandum of understanding" ou convention cadre d'exécution sans montant spécifié.	N.A.		N.A.	Aucun financement accordé.
A0502	RHODA	Appui à la mise en oeuvre de services de vulgarisation.	MINAGRI, PASNVA & RHODA	23/04/2008	26/11/2009	NA. Il s'agit de "memorandum of understanding" ou convention cadre d'exécution sans montant spécifié.	N.A.		N.A.	Aucun financement accordé.
A0502	RADA	Appui à la mise en oeuvre de services de vulgarisation.	MINAGRI, PASNVA & RADA	07/03/2008	26/11/2010	NA. Il s'agit de "memorandum of understanding" ou convention cadre d'exécution sans montant spécifié.	N.A.		N.A.	Aucun financement accordé.

ACTIVITE DU CADRE LOGIQUE / CODE BUDG	INSTITUTION / ORGANISATION	OBJET DE L'ACCORD	AUTORITE CONTRACTANTE	DATE D'ENTREE EN VIGEUR	DATE DE FIN	MONTANT TOTAL DE L'ACCORD	MONTANT TOTAL ASSIGNE EN EURO	Date/période de transfert (réalisé ou planifié)	Solde de l'accord en Euro	COMMENTAIRES
A0502	RADA	Appui à la mise en œuvre du projet 'CIP SAISON 2010A' dans les districts de Kirehe et Burera.	MINAGRI, PASNVA, RADA&CTB	31/08/2009	31/08/2010	258 293 68	323 85	13/10/2009	0,00 €	Se référer aux décisions de la dernière SMCL relatif à la gestion des soldes des accords d'exécution.
A0502	RADA	Appui à la mise en œuvre du programme JUNCAO de production de champignon.	MINAGRI, PASNVA, RADA&CTB	31/08/2009	30/08/2011	356 800 62	946 77	13/10/2009	0,00 €	Se référer aux décisions de la dernière SMCL relatif à la gestion des soldes des accords d'exécution.
A0402	IFDC	Parcelle de démonstration /saison 2009B et formation pour vulgariser les technologies de production comme l'utilisation des intrants externes, la lutte contre les maladies des ravageurs et la formation sur la gestion intégrée des fertilités des sols et les tests participatif.	PASNVA, RADA&IFDC	20/03/2009	23/03/2010	3168250	960 3	09/04/2009	0,00 €	
A0502	ISAR	Setting up the integrated agricultural research for development (IAR4D), using integrated watershed management (IWM) approach and on - farm research in PASNVA intervention areas at the demand of farmers/farmer organisation.	MINAGRI, PASNVA&ISAR	16/09/2008	26/11/2010		N.A.		N.A.	

ACTIVITE DU CADRE LOGIQUE / CODE BUDG	INSTITUTION / ORGANISATION	OBJET DE L'ACCORD	AUTORITE CONTRACTANTE	DATE D'ENTREE EN VIGEUR	DATE DE FIN	MONTANT TOTAL DE L'ACCORD	MONTANT TOTAL ASSIGNE EN EURO	Date/période de transfert (réalisé ou planifié)	Solde de l'accord en Euro	COMMENTAIRES
A0502	ISAR	Support projects aiming at improving the livelihood of farmers in Sogwe and Gashyaru watershed through dissemination of appropriate agricultural technologies.	MINAGRI, PASNVA, RADA&CTB	31/07/2009	31/07/2010	109 500 26	637 32	15/10/2009	0,00 €	Se référer aux décisions de la dernière SMCL relatif à la gestion des soldes des accords d'exécution.
A0502	RARDA	Appui à la mise en œuvre du programme national de formation des agents vétérinaires de secteur.	MINAGRI, PASNVA&RARDA	31/08/2009	31/01/2010	044 960 21	306 26	15/10/2009	0,00 €	Se référer aux décisions de la dernière SMCL relatif à la gestion des soldes des accords d'exécution.
A0202	HUGUKA ASBL	Réaliser une évaluation des besoins en information et communication des populations rurales.	PASNVA & HUGUKA ASBL	16/03/2010	30/05/2010	929 600 7	912 9	19/03/2010 et 25/08/2010	Transfert 3: 1982,40	A payer avant la date de clôture du projet

**Procurements:**

Number	Title	Type	Amount in €	Mode	Budget code	Bidder	Status	Period of attribution	Execution period	Period of payment
PASNVA/A O/COG/07/0 01	Fourniture du matériels informatiques	Fourniture	12 944	Co	A0102; A0103; A0201; A0202; A0303	Service Techniques et maintenance	Closed	28/12/2007		22/05/2008
PASNVA/A O/COG/07/0 02	Fourniture de mobilier de bureau	Fourniture	2 921	Co	A0303	Socomat Sarl	Closed	29/11/2007		03/01/2008
PASNVA/A O/COG/07/0 03	Etude sur la réhabilitation du CICA et ses services.	Service	2 500	Co	A0203	ECOTRA	Closed	05/12/2007		24/12/2007
PASNVA/A O/COG/08/0 01	Acquisition du matériel informatisé et bureautique	Fourniture	61 278	Co	A0101, A0102, A0103, A0202, A0303, Z0113	COMPULEC	Closed	03/09/2008	déc-08	10/12/2008
PASNVA/A O/COG/08/0 02	Conception, development of MINAGRI website	Service	13 346	Co	A0103	Gravision and Filmax	Closed but hand over guarantee	02/09/2008		23/11/2009
PASNVA/A O/COG/08/0 03	Modernisation of the library	Service	19 750	Co	A0101	DocInfo Solution	Closed but hand over guarantee	16/09/2008	oct, nov, déc 2008	20/01/2009

Number	Title	Type	Amount in €	Mode	Budget code	Bidder	Status	Period of attribution	Execution period	Period of payment
PASNVA/A O/COG/08/0 04	Travaux de réhabilitation et de transformation du bâtiment CICA	Travaux	201 379	Co	A0203	ELECOM	Closed but hand over guarantee	27/10/2008	29/09/2009	14/04/2009 to 16/06/2010
PASNVA/A O/COG/08/0 05	Production des feuilletons et spot publicitaires	Service	74 525	Co	A0202	Coop. HANIKA	Closed but hand over guarantee	25/11/2008		26/11/2008 to 04/10/2010
PASNVA/A O/COG/08/0 06	Contrat pour la conception, design development" et la mise en œuvre d'un SGIA pour le MINAGRI	Service	108 500	Co	A0103	Sher Ingeniels	Closed	03/12/2008		06/07/2009 to 15/04/2010
PASNVA/A O/COG/08/0 07	Impression de 52000 dépliants et 5000 affiches	Fourniture	19 158	Co	A0201	Total Printing Solution	Closed	04/09/2008		07/11/2008
PASNVA/A O/COG/08/0 08	l'impression de 800 copies de l'agenda 2008- 2009	Fourniture	11 500	Co	A0201	Imprimerie AZ Media Plus	Closed	25/08/2008		13/10/2008

Number	Title	Type	Amount in €	Mode	Budget code	Bidder	Status	Period of attribution	Execution period	Period of payment
PASNVA/A O/COG/08/0 09	Contrat pour l'impression des livrets sur la sériculture, conservation de fourrage, gestion des pâturages et aviculture	Fourniture	11 461	Co	A0201	PROGRAPH	Closed	27/11/2008		27/01/2009
PASNVA/A O/COG/08/0 10	Contrat de surveillance de travaux de réhabilitation du CICA	Service	12 276	Co	A0203	Bukangwa associates sarl	Closed	03/11/2008		25/02/2009 to 16/08/2010
PASNVA/A O/COG/08/0 11	Traduction de l'agenda agricole	Service	3 410	Co	A0201	HABIMANA Joseph	Closed	10/06/2008		27/10/2008
PASNVA/A O/COG/09/0 12	Impression de 3000 manuels de formation sur la culture d'ananas, bananes à dessert et maracuja.	Fourniture	23 124	Co	A0201	PROGRAPH	Closed	26/05/2009		15/10/2009
		Fourniture	6 933	Co	A0201	Imprimerie Nika printers	Closed	26/05/2009		18/06/2009
		Fourniture	5 983	Co	A0201	Imprimerie printer set	Closed	26/05/2009		25/06/2009
PASNVA/A O/COG/09/0 13	Cablage et Configuration	Service	37 575	Co	A0103	Vision Technology Company	Closed	14/09/2009	08/10/2009	13/04/2010

Number	Title	Type	Amount in €	Mode	Budget code	Bidder	Status	Period of attribution	Execution period	Period of payment
PASNVA/A O/COG/09/0 14	Acquisition du mobilierr de bureaux	Fourniture	17 573	Co	A0101, A0103, A0201, A0202, A0203	Socomat Sarl	Closed	01/09/2009	02/09/2009	15/10/2009
PASNVA/A O/COG/09/0 15	Travaux additionnels aux travaux de réhabilitation et de transformation du bâtiment	Travaux	40 296	Co	A0203	Elecom	Closed	15/06/2009	29/09/2009	26/08/2010
PASNVA/A O/COG/09/0 16	Impression et multiplication de dépliants et livrets	Service	7 150	Co	A0201	Imprimerie MUHIMA	Closed	26/06/2009	06/07/2009	06/10/2009
	Impression et multiplication de dépliants et livrets	Service	7 225	Co	A0201	Imprimerie Select graph	Closed	26/06/2009	06/07/2009	03/07/2009
	Impression de dépliants élevage de lapins, porcs, jardins scolaires...	Service	7 228	Co	A0201	Imprimerie AZ Media Plus	Closed	26/06/2009	06/07/2009	15/10/2009
PASNVA/A O/COG/09/0 17	Impression de livrets	Service	11 750	Co	A0201	PROGRAPH	Closed	12/10/2009	20/10/2009	01/12/2009
PASNVA/A O/COG/09/0 01	Audit externe		3 563	Regie				03/03/2009	12/03/2009	

Number	Title	Type	Amount in €	Mode	Budget code	Bidder	Status	Period of attribution	Execution period	Period of payment
PASNVA/A O/REGIE/09/ 002	Etude sur le future du service de cartographie du MINAGRI	Service	10 850	Régie	ZMG 0109 et ZMG 0110	Innocent NZEYIMANA	Closed	09/09/2009	09/11/2009	26/11/2009 to 17/06/2010
PASNVA/A O/REGIE/09/ 018	Impression de l'agenda agricole	Fourniture	14 406	Co	A0201	Imprimerie Select graph	Closed	11/12/2009	11/01/2010	14/04/2010
PASNVA/A O/COG/010/ 019	Fabrication de 15 000 sacs pour le transport des fiches de collecte d'information (Lot2)	Fourniture	28 247	Co	A0201	Imprimerie AZ Media Plus	Closed	20/05/2010	30/05/2010	30/08/2010
	Impression et multiplication des livrets sur elevage de poule lot3	Service	7 781	Co	A0201	Imprimerie MUHIMA	Closed	20/05/2010	30/05/2010	25/06/2010
	Impression et multiplication fiche de collecte des données lot1	Service	10 800	Co	A0201	Printer set	Closed	20/05/2010	30/05/2010	30/06/2010
PASNVA /AO/COG/01 0/020	Acquisition des boîtes pour "Abajyanama b'ubuhinzi"	Fourniture	57 854	Co	A0304	Quincaillerie Delta	Partial supply, distribution and final reception to be made	09/09/2010	nov, dec. 2010	déc-10

Number	Title	Type	Amount in €	Mode	Budget code	Bidder	Status	Period of attribution	Execution period	Period of payment
PASNVA/AO/COG/010/021	Acquisition des houes pour Abajyanama b'ubuhinzi"	Fourniture	18 885	Co	A0304	Pages	Closed	09/09/2010	October 2010	04/11/2010
PASNVA/AO/COG/010/022	Acquisition des équipements et mobiliers du CICA	Fourniture	5 488	Co	A0101 et A0203	Royal Enterprise SARL	Closed	27/08/2010	sept, oct 2010	26/11/2010
		Fourniture	2 250	Co	A0101 et A0203	Royal Enterprise SARL	Closed	27/08/2010	sept, oct 2010	26/11/2010
PASNVA/AO/COG/010/023	Acquisition GPS et accessoires	Fourniture	10 025	Co	A0102	ANNULE	ANNULE	ANNULE	ANNULE	ANNULE
PASNVA/AO/COG/010/024	Acquisition et installation d'un générateur pour le CICA	Fourniture	38 188	Co	A0203	Centre Multi Technique	Contrcat to be established	30/12/2010	déc-10	janv-11
PASNVA/AO/COG/010/025	Impression dépliants et brochures	Fourniture	1 875	Co	A0201	Imprimerie Select graph	Closed	23/09/2010	22/11/2010	26/11/2010
PASNVA/AO/COG/010/025	Impression dépliants et brochures	Fourniture	1 106		A0201	Imprimerie professionnel graphic	Closed	23/09/2010	22/11/2010	26/11/2010
PASNVA/AO/COG/010/026	Evaluation finale du projet	Service	18 400	Régie	Z0105	Kit	Writing of draft report	oct-10	nov-10	déc-10

Number	Title	Type	Amount in €	Mode	Budget code	Bidder	Status	Period of attribution	Execution period	Period of payment
Final Evaluation	Evaluation finale du projet	Service	5 000	Régie	Z0105	IZAMUHAYE Jean Claude	Writing of draft report	oct-10	déc-10	déc-10
PASNVA /AO/COG/01 0/027	Support to capitalisation and drawing lesson learnt from PASNVA experience	Service	5 870	Co	A0304	Anecto KAYITARE	Closed	11/10/2010	oct-10	26/11/2010
	Toxicological and safety analysis of the CICA compound...	Service	18 400	Régie	Z0109	Tauw	Writing of draft report	nov-10	nov, dec. 2010	déc-10

**ANNEX 6 : List of the equipments acquired during the project**

Nb	Description	Cost €	Delivery date	Condition
1	Agrapheuse format grand REXEL GIANT	29,60	mai-08	Bon état
7	Agrapheuse format moyen FIS	53,84		Bon état
9	Agrapheuse format petit FIS	46,15		Bon état
1	Appareil photo numérique (Nikon Digital Camera D 3000)	824,36	oct-10	Bon état
2	Appareil photo numérique sansung 12-1	213,00	févr-10	Bon état
3	Appareil photo numérique SONY 730	875,58	nov-08	Bon état
4	Appareil photo numériques et carte	1008,26	mai-08	Bon état
17	Armoire de bureau ( 2mX1m) à 2 portes pleines à clef	3250,84	sept-09	Bon état
3	Banc visiteur à 3 place medium back	500,00	nov-09	Bon état
	<b>Bâtiment CICA</b>	353824,32	déc-09	
1	Cabinet métallique 4 tiroirs à clef	160,26	juil-10	Bon état
1	Cafetière	74,03	août-08	Bon état
1	Caissette bleu à argent 30cmx 24cm	27,28	août-08	Bon état
3	Calculatrice CASIO	57,69		Bon état
51	Chaise roulante	3890,27	sept-09	Bon état
25	Chaise visiteur with arms	690,11	sept-09	
12	Chaise visiteur with arms	525,06	juin-10	Bon état
1	Ecran Plat TV -LG 32 LH20 R-TA	723,84	sept-10	Bon état
	Geepas hot plate	61,78	mars-10	Bon état
1	GVD/CD player LG DV452 avec télécommande	83,83	sept-10	Bon état
1	High Closedfilling cabinet 2.00X 0.80 beech color	211,54	juil-10	Bon état
2	High glass cabinet	449,62		Bon état
1	Imprimante HP 2055	380,00	sept-08	Bon état
5	Imprimante HP Laser jet P2015 d	210,00	nov-08	Sans cable électrique et informatique
1	Imprimante laserjet 1320	286,47	sept-07	Bon état
4	Imprimante laserjet 1320	2282,51		Bon état
4	Imprimante SP 3300D/Africio	1140,00	nov-08	Bon état mais sans cartouche
	Laptop Compaq 439112-001 HP Presario V6000	897,43		Bon état
2	Laptop Compaq HP6820	2310,66	nov-08	Bon état
1	Laptop HP Compac Intel® core ( T.M) 2DUO CPU,	1184,08		Bon état
5	Laptop HP Compaq 6830S	4572,50	nov-08	Bon état
1	Laptop HP Compaq dx2300	909,47	sept-08	Bon état
5	Laptop HP pavillon dv6500	5804,08	févr-08	Endommagé
	Macico	80,28	mai-08	Bon état
3	Modem RWANDATEL			Bon état
1	Modules table de conference	2004,86	sept-09	Bon état
1	Modules table de conference	1105,37	juin-10	Bon état

Nb	Description	Cost €	Delivery date	Condition
1	MTN Data Modem MF 633 USB			Bon état
14	Multiprise 10 prises Avistar Ext-215			Bon état
1	Nobal water dispenser	149,31	mars-10	Bon état
4	Onduleur UPS 1500	600,00	nov-08	Bon état
7	Onduleur UPS Mercury Smart 1500	2111,34	févr-08	Bon état
1	Onduleur UPS Stallion 1500	162,89	sept-08	Bon état
5	Ordinateur et accessoires HP Compaqdx2400	3452,00	nov-08	Bon état
7	Ordinateur et accessoires HP Compaqdx 2300	6048,63	févr-08	Bon état
1	Ordinateur et accessoires topdx2390	530,00	févr-10	Bon état
1	Ordinateur portable HP			Bon état
	Ordinateur portable HP 460	704,00	avr-10	Bon état
	PBX-IP-PBX PANASONIC blue & black			Bon état
9	Perforateur petit format gris FIS			Bon état
2	Photocopieur RICOH Aficio MP3350	17660,00	nov-08	Bon état
1	Photocopieur RICOH Aficio MP3350	976,29	mars-08	Bon état
1	Portable Hard Drive 500GB + USB Cable	1169,00	août-10	Bon état
9	Porte manteau à 5 branches	328,07	sept-09	Bon état
8	Poubelle plastique			Bon état
3	Presentoires métalliques journaux ( 2.00X 1.00X 0.40 )	973,70	juil-10	Bon état
1	Projecteur	1142,61	mai-08	Bon état
4	Projecteur Sony VPL ESS	3240,00	nov-08	Bon état
1	Reception Desk	1025,64	juil-10	Bon état
1	Réfrigérateur 250 litres	308,91	mars-10	Bon état
2	Relieuse B.M 2088	380,00	mai-08	Bon état
46	Rideaux CICA	3467,72		Bon état
3	Salon 4 fauteuils 1 table with glass	6834,75	sept-09	Bon état
100	Serres livres Métalliques gris 1.5X20X20cm	517,66	juil-10	Bon état
1	Serveur HP Proliant ML 350 avec rack	9081,70	nov-08	Bon état
2	Split Climatiseur LG 1200BTA	1410,26	juil-10	Bon état
1	Split climatiseur SUPER GENERAL SGS-T1805R	897,44	juil-10	Bon état
4	Table de bureau ( 1.80X 0.80) 3 tiroirs à 1 clef et table de retour 3 étagères	1733,86	sept-09	Bon état
4	Table de bureau ( 1.80X 0.80) 3 tiroirs à 1 clef et table de retour 3 étagères	1245,27	déc-07	Bon état
9	Table de bureau ( 1.80X 0.80) 3 tiroirs à 1 clef et table de retour 3 étagères	2077,77	sept-09	Bon état
1	Table de bureau complete executif (avec table 1,8/0,75, chaise roulante en cuir, deux chaises de visiteurs en cuir et deux armoires)	1694,36	nov-09	Bon état
4	Table d'ordinateur (1.20 X 0.48 X 0.78)	328,07	sept-09	Bon état
3	Tableau blanc bords arrondis ( 1.20X0.80 environ)	352,98	juil-08	Bon état
1	Tables de bureau 3 tiroirs beech color avec clef			Bon état

<b>Nb</b>	<b>Description</b>	<b>Cost €</b>	<b>Delivery date</b>	<b>Condition</b>
7	Telephone analogique Bells 909 PTD			Bon état
6	Téléphone digital panasonic KX-7665			Bon état
2	Teremos	46,15	nov-07	Bon état
1	Ventilateur super general noir			Bon état
1	White board stand	190,04	nov-07	Bon état
	<b>TOTAL €</b>	<b>461589,39</b>		

**ANNEX 7 : Trainings**

Type of training	Country Institution	Beneficiaries	Number of trained people	Subject/duration
Consultative meetings	Rwanda, MINAGRI agencies and PASNVA	MINAGRI and district agronomists	6	Decentralised extension system and strategy
Information sessions	Rwanda, MINAGRI agencies and PASNVA	Public staff, platform and committee members, farmer extension facilitators	125	Decentralised extension system and strategy
	Rwanda, MINAGRI agencies and PASNVA	500 government agronomists other technical staff	500 people	Decentralised extension system and strategy
Training	Rwanda, MINAGRI agencies, and private actors	Farmers, cooperatives, POs	330	Production and processing technologies (various commodities)
	Rwanda/proxivet	MINAGRI/PASNVA Extension printed material specialist and AMIS specialist	2	Extension material design softwares (inDesign, Adobe Illustrator and Photoshop) (3 days)
	Kenya/KARI	MINAGRI/PASNVA Extension printed material specialist	1	Extension material development
	Rwanda, BTC	PASNVA accountant and DI (PASNVA maanger)	2	Excel (1 week)
Scholarship	Rwanda, Mount Kenya University	MINAGRI /PASNVA librarian	1	Information sciences (1 year & half)
	Rwanda, National University	MINAGRI librarian	1	Information sciences
Workshop	Rwanda PASNVA	Districts agronomists	11	Communication skills (2 days)
Seminars	Rwanda, MINAGRI agencies and PASNVA	Stakeholders on national and district level		Decentralised extension system and strategy (4 national and 8 district seminars)
Study tours and exchange visits	Rwanda and Kenya	Farmers, cooperatives, POs, government staff		Decentralised extension system and tomato, maize production (3000 labour days)