NAEB

NATIONAL AGRICULTURAL EXPORT DEVELOPMENT BOARD

REPUBLIC OF RWANDA

2013 - 2014

ANNUAL REPORT







January 2015:
Report prepared by NAEB



FOREWORD FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS



Chairman
Dr. J. Jacques Mbonigaba

As we have reached the third year of NAEB existence, we have a great pleasure to present the compiled report which provides a synopsis of interventions and achievement in agriculture export development in Rwanda during the year 2013-2014. NAEB focused on responding to the vision and needs of principal stakeholders in coffee, tea , horticulture and in emerging export chains with an aim to contribution to the national vision of transforming our country into a middle income country by 2020.

During the year 2013-2014, NAEB have been putting more efforts on the issues of increasing volumes of exported agriculture products, supported initiatives in processing and value addition in order to achieve more value of agricultural export products and facilitated access to market for Rwandan agricultural export commodities.

Technical interventions have focused on building the capacity of the beneficiaries especially support for agriculture investors, exporters, producers and on an understanding of agriculture products exports systems. In the area of quality and value addition, NAEB has promoted and supported several actions targeting to improve the amount of fully washed coffee produced as well as production of high grades teas while at the same time strengthening its capacity to monitor the quality of exported fresh horticultural products.

We hope that this report not only provides our beneficiaries, partners and stakeholders with a picture of what NAEB has been doing through this financial year but an opportunity to provide with feedback so that our work can be increasingly impactful during the years to come.

Prof. Jean Jacques MBONIGABA
Chairman, Board of Directors

INTRODUCTION BY THE CHIEF EXECUTIVE OFFICER



Chief Executive Officer
Amb. G. W. KAYONGA

This report shows achievements and progress made in 2013-14 fiscal year. It is a compilation of activities carried out by different Divisions and Units of the Board as well as those carried out by our stakeholders and partners in different sectors that NAEB is working on. Indeed it has been difficult to put together all activities carried out along the year but we hope this document will give the reader an overview of what has been achieved in our efforts to contribute to export development.

Through the fiscal year 2013-2014 NAEB facilitated the generation of nearly $160 from agricultural exports. Those who contributed to the completion of this report are highly appreciated but above all we appreciate the guidance given by member of the Board of Directors under the ably chairmanship of Dr. Jean Jacques Mbonigaba.

May I take this opportunity to express our thanks to the Ministry of Agriculture and Animal resources for its continued support and for providing NAEB with resources, advisory and feedback throughout the year and for having enhanced our ability to integrate important aspects of our annual plan into the MINAGRI performance contract.

We also wish to thank all of our stakeholders who have contributed so much to the work completed and who have basically shared our vision for agriculture export development. I would like to thank the agriculture exporters stakeholders and agribusiness community and farmers for their contribution to our achievements. Finally, I wish to thank the management and staff members in different departments and divisions for their continued dedication and hard work in pursuit of our objectives of improving production and exports of agricultural products.

Amb. George William KAYONGA
Chief Executive Officer
NAEB

EXECUTIVE SUMMARY

The National Agricultural Export Development Board (NAEB) commenced its role as the public institution responsible for development of agricultural export in May 2011. Agricultural export is one of vital the sectors for the country in terms of foreign exchange earnings and its contribution to the national economy remains important. During the first year of operations, NAEB set its targets for working on different priority sectors, which are coffee, tea and horticulture. In line with the strategic plan for agricultural transformation (PSTA), EDPRS, Vision 2020 and different sector strategy, throughout the fiscal year 2013-2014, NAEB focused its interventions in production, processing, quality improvement and marketing products from the three priority subsectors.

During this year, production activities were oriented mainly on expansion of the area under priority crops. In order to increase acreage under tea and coffee production, seedlings were prepared and planted. For the coffee sub-sector, NAEB managed to plant an area totalling 9,166ha.
Coffee productivity was also enhanced by increasing the use of mineral and organic fertilizers. A total of 7,876 tonnes of organic fertilizers and 3,300 tonnes of mineral fertilizers were applied during the course of the fiscal year. The past year's activities resulted in production of 17,827 metric tonnes of exportable coffee and generated a revenue of about 47.5 Millions USD. The prices of coffee were not good on world coffee markets with an average price of 2.7USD/kg when compared to the previous year of 2012-13 where by the price reduced from 3.4 US$ per Kg .

The efforts in developing the tea sector yielded appreciable results especially in terms of increasing acreage under tea plantation. A total of 1,891 ha were planted including replacement of dead seedlings in existing fields.

Thirty two (32) million tea seedlings were prepared and are to be planted during season A 2014. The productivity of tea plantations was improved by stakeholders through the application of 5,753 tonnes of fertilizers. This past year we realized an increase in made tea production. The achievements were more than 22,483 metric tonnes with total revenue of 53.5 millions USD. Developments in the tea subsector also included reviewing of the green leaf pricing model. A market price based model was agreed upon by tea stakeholders.

In the horticulture sector, NAEB focused attention to a few selected crops of both fruits and vegetables. Total area planted with vegetables during the fiscal year 2013-2014 reached 4,816 ha while the area planted with fruits totaled 3,480 ha, while for pyrethrum the planted acreage was 3,413 ha. Various interventions and inspections were undertaken to reduce pests and diseases incidences in the horticultural crops. The horticulture exports generated more than 10 Millions USD in the fiscal year 2013-2014
The exports of refined pyrethrum extracts was hampered by the lack of access to market and this resulted in exports of 14,413kg which earned 3.5 million USD.

NATIONAL AGRICULTURAL EXPORT DEVELOPMENT BOARD



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1. INTRODUCTION

The agriculture export sector encompasses a wide range of crops grouped in three main subsectors which are coffee, tea and horticulture. Since formation of NAEB, it has given priority to achieving increased volumes and quality of export products. The agricultural export sector has continued to be one of the major income earners for the country. This sector has been providing opportunities for sustaining a large number of agro-industries and substantial employment opportunities to the population. The agricultural export sector has been registering successes as a result of improved quality and value addition which catalyze the transformation of agriculture from a subsistence farming to commercially competitive agriculture.

In order to increase the agricultural exports share in the national economy, the National Agriculture Export Development Board (NAEB) has designed activities to deliver expected output during the financial year 2013-2014. Activities such as increasing area under production, productivity, processing and marketing of priority export cash crop are more emphasized so as to increase production of major export crops, export revenues and economic opportunities in the agricultural export sector.

In the fiscal year 2013/2014, NAEB expected a total production of 26,000 tons of green coffee including 9,100 tons of FWC. This would have been attained through improving coffee husbandry by implementing good agricultural practices, applying both organic and mineral fertilizers and managing coffee pests and diseases.

The land under coffee production was expected to be expanded of 10 000 ha including the rehabilitation of 500 ha and 29,411,765 coffee seedlings were to be produced for the season A 2013– 2014.

Productivity is sought to be increased through an application of 3,100 tons of mineral fertilizers to coffee plantations and 8,000 tons of organic fertilizers while 10,000 Coffee farmers were to be sensitized to use Good Agricultural Practices using FFS and intensive pests and diseases control.

For the tea Production it was expected that the made tea production be increased from 23,000 to 28,600 tons. This was to be done through improved extension services and timely distribution of inputs. The extension services include the use of Farm Field Schools which enhance Good agricultural Practices. The plan was also to apply 7,500 tons of mineral fertilizers in the entire tea sector. In the beginning of the year it was planned that 2,800 ha would be planted and 43,006,443 seedlings would be prepared for the next season of 2014 – 2015.

In the horticulture subsector NAEB targeted to plant 4930 ha of different fruits, to construct a collection center for fruits and vegetables, to sensitize vegetables growers to increase their production and to facilitate business partnerships through promotion of contract farming models.



2. EXPANSION OF ACREAGE UNDER PRIORITY EXPORT CROPS

Increasing acreage is one of the options that help to increase the production of major export crops. For acreage increment NAEB has opted to avail planting materials for tea, coffee and fruits as incentives for farmers using through its technical divisions. This is because farmers still do not have the adequate technical skills to develop their own plant material. Farmers were mobilized to plant developed seedlings on their farms. This approach has been used for reproducing selected commercial varieties for distribution to farmers using materials selected from international and local sources.

2.1 Coffee

2.1.1 Plantation development

Plantation development was done in an overall coffee expansion program which aimed at area expansion and rehabilitation of old plantations. NAEB's approach was to avail high quality coffee seedlings produced by contracted entrepreneurs. A total of 29 million seedlings were prepared in nurseries around the country the previous year. The target was to plant 10,000 ha, divided into 2 Seasons: 5,000 ha in Season A (from September to December 2013) and other remaining 5,000 ha in Season B (from January to April 2014). At the end of April 2014, 9,166 ha out of the targeted 10,000 ha which is 92% compared to the target, were planted. The planting season ended in April 2014.

Table 1: Total area planted with coffee seedlings in 2013-2014

Province	Targeted area (ha)	Area planted (ha)	% Planted vs. target
East	3,512	2,713	77
South	2,422	2,525	104
West	2,376	2,238	94
North	1,664	1,661	100
Kigali City	26	28	109
Total	10,000	9,166	92

2.1.2 Preparation of coffee seedlings for 2014/2015 season

Planting materials are the basic and critical input for agricultural production. They determine the success of the future plant in the farm. During the period under review, the division intended to develop and strengthen the production of quality planting material. They also ensured their distribution and thus made seedlings available to farmers including those in remote areas. The target was to produce 29.4 million seedlings capable of covering 10,000 ha in 2014/2015. The coffee division managed to put in place about 340 nurseries with a capacity to produce 8.6 million seedlings. Today NAEB has been monitoring coffee seedlings produced by contracted entrepreneurs. Following the constraints in land availability, the coffee divisions targeted to prepare seedlings that could only cover 3,000 ha. The table below show distribution of seedlings per province:

Table 2: Coffee seedlings preparation

Province	Targeted Area	Coffee seeds distributed(kg)	Seedling prepared
East	1,000	1,148	2,875,000
North	800	921	2,300,000
South	850	980	2,443,750
West	350	401	1,006,250
Total	3,000	3,450	8,625,000

2.2 The tea

2.2.1 Tea acreage expansion

Rwanda committed to almost double the acreage under the tea plantations. The plan was to plant 18,000 ha from 2012. Of the 18,000ha, 3,862 ha would be planted by existing tea factories, 4,138 ha are to be planted under tea expansion phase I, while 10,000 ha are to be planted under tea expansion program phase II.

During the financial year under review, the commitment was to plant 2,800 ha at the beginning of this year 2013-2014. However due to changes in the approach, 500 ha which were to be planted in new expansion site were not planted and the annual target was reduced to 2,300 ha. The total achievement was 1,891 ha of new plantations at national level, meaning 82% of the target. The ongoing five tea NAEB projects under tea expansion phase I that were involved in this expansion program are KARONGI, MUGANZA-KIVU, GATARE, RUTSIRO and MUSHUBI. For the tea projects phase 1 a total of 1,296.5 ha were planted while 594 ha were planted by private factories and cooperatives. The total area planted is captured in the table below:

Table 3: Tea Plantation Development

NAME OF TEA PROJECT	TARGET AREA (ha)	AREA PLANTED (ha)	Percentage score(%)
1. KARONGI	200	117.34	59
2. RUTSIRO	500	250.52	50
3. GATARE	500	402.48	80.5
4. MUSHUBI	100	57.11	57.1
5. MUGANZA KIVU	400	469.05	117.3
6. Private tea Factories	600	594	99
7. New sites	500		-
Total Projects & Factories	2,800	1,891	67.5
Total without new sites	2,300		82.21

2.2.2 Acreage planted by existing tea factories

Of the 3,862 ha targeted for expansion program , private investors together with their respective cooperatives planted planned only 594 ha implying that 3,143 ha remain to be planted. The low speed is explained by land availability on the investor side and financial issues on the side of farmers. To solve this problem we initiated partnership between investors and farmers where a farmer will avail his land and be supported financially by factory owners to plant it.

However, this is expected to be a long process. Those who will be fully financially supported will pay on production when tea will be mature. Other factories commit to support seedlings preparation at a shared cost. The two models will be used to reach this target. The table below summarizes the tea expansion achievement for the fiscal year 2013-2014

Table 4: ACHIEVEMENT OF EXISTING TEA FACTORIES

S.N.	Factory	Total target	Achievement		Remaining area
			2012-2013	2013-2014	
1.	Pfunda	900	52	109.24	738.76
2.	Gisovu	500	2	29.45	468.55
3.	Kitabi	500	62	132.00	306
4.	Nyabihu	500	0	112.34	387.66
5.	Rubaya	500	0	139.8	360.2
6.	Nshili	300	0	0.00	300
7.	Mata	400	9	58.57	332.43
8.	Mulindi	162	0	0.00	162
9.	Gisakura	100	0	0.00	100
10.	Sorwathe			12.90	-
	Total	**3,862**	**125**	**594**	**3,143**

2.2.3 Acreage expansion under ongoing tea projects

Of the 4,138 ha planned for the ongoing project 3,081 ha have been planted since 2012. The plantation phase will end with 2014-2015 fiscal year. Only Mushubi will need extra land of about 470 ha to achieve 2,000 ha like other tea project. Karongi and Muganza Kivu will surpass their targets because a part of their plantation will be absorbed in the new project Rugabano and Munini respectively.

Table 5:Achievement of tea projects

S.N.	Projects	Total target	Achievement		Remaining area
			2012-2013	2013-2014	
1.	Karongi	200	122	117.34	-
2.	Rutsiro	1062	413	250.52	398.48
3.	Gatare	1016	547	402.48	66.52
4.	Mushubi	852	167	57.11	627.89
5.	Muganza Kivu	1008	439	469	100
6.	Nyabihu		106		-
	Total	**4,138**	**1,784**	**1,297**	**1,057**

2.2.4 Production of Tea seedlings for 2014/2015 season

During the fiscal year 2013-14 the tea sector was to be assisted to develop 43,006,443 quality tea seedlings expected to cover 3,000 ha. The details of production of produced seedlings as well as production of seedlings for 2014/2015 are shown in Table 4. A total of 32,422,365 were produced from NAEB tea projects, tea factories and tea cooperatives nurseries during the year 2013-2014. In total 36 081 497 tea seedlings were available for planting in season A and B 2015 as shown by Table 4.

Table 6: Tea seedlings and maintenance

Name of tea project	Seedlings produced 2013-2014	Seedlings under maintenance	Mature seedlings under maintenance	Total Available seedlings
1. KARONGI	4,620,000	4,620,000	-	4,620,000
2. RUTSIRO	5,707,716	5,707,716	3,748,344	9,456,060
3. GATARE	4,620,000	1,477,745	0	1,477,745
4. MUSHUBI	3,080,000	3,080,000	265,313	3,345,313
5. MUGANZA KIVU	4,620,000	3,708,826	0	3,708,826
6. NYABIHU	800,000	800,000		800,000
7. NSHILI	693,000	693,000		693,000
SUB-TOTAL	24,140,716	20,087,287	4,564,112	24,100,944
Tea factories	8,281,649	8,281,649	3,698,904	11,980,553
GRAND TOTAL	**32,422,365**	**28,368,936**	**8,263,016**	**36,081,497**

2.2.5 Construction of new tea factories

Putting in place a tea plantation goes hand-in-hand with the construction of a new tea factory. This explain why the tea expansion program which targets 18,000 ha with 10,000 ha in new sites must be accompanied with at least 5 new tea factories.

For the ongoing tea expansion projects among the 5 targeted tea factories, which are Muganza Kivu, Karongi, Mushubi, Rutsiro and Gatare two of them are completed (Karongi and Mushubi) and they are operational.

The Rutsiro and Muganza Kivu tea factories are at 99 % and are to be completed in the first quarter of the fiscal year 2014/2015 while Gatare tea factory is still at the ground level.

The completion of these factories will raise the number of factories to 16 across all of Rwanda's tea growing district. Muganza Kivu and Rutsiro have both reached the stage of being tasted for operation despite some installation that are being made. The pictures below show the status of Muganza Kivu, Rutsiro and Gatare Tea factories.

Figure 1: Mushubi tea factory interior and exterior views



Figure 2: Rutsiro tea factory exterior view and interior view under installation



Figure 3: Construction and installation works at Muganza Kivu



Figure 4: Gatare tea factory still under foundation level



2.2.6 Development of new tea expansion site

Referring to the EDPRS II, PSTA III and the NES, The Government of Rwanda planned to develop 10,000 ha which are to host 5 new tea factories under tea expansion program phase II. This involve mobilizing industrial bloc which is estimated at 300-500 ha per site while farmers tea plantations are estimated at 1,500-1,700 ha per site. Five sites have been identified in Sovu (Ngororero district), Karumbi (Ngororero district), Rugabano (Karongi district), Munini and Kibeho (Nyarugururu district) as shown by Table 7.

Table 7: New sites identification

SITE	Area under Industrial block-mapped(ha)	Area under small holders (ha)
Karumbi	520.7	1,647
Sovu	321.5	1,734
Rugabano	438.3	1,743
Munini	318.5	1,662
Kibeho	493.7	1,753
Total	2,092.7	8,539

The development of these sites requires resettlement of population under these sites and a call for expression of interest for investors and plantation development and factories construction. Stakeholders under this program are the Local Government, Potential growers, Private investors, financial institution, Project (Internally and externally financed) and the Central Government entities.

2.2.7 Resettlement program

The resettlement is to be done on a total of 2,092.7 ha where industrial blocks will be developed. In general about 1,117 families will be relocated and 9,496,407,494 Rwf will be needed to compensate them. In addition to the compensation, socio assistance is required to keep resettled people to the minimum standard of their livelihood.

2.2.8 Call for expression of interest

In order for NAEB to achieve the expansion program targets for increasing production through expansion programs, one of the approach was to work with the private sector to develop new tea expansion sites.

After the identification of site, a call for expression of interest for potential investors on the five sites was launched. This process will facilitate to identify investor who will buy the NAEB/farmer identified land for industrial block for a long lease, develop the land and plant tea and construct a tea factory at the end of 2nd year.

On the other hand, the winning investor will support tea farmers in and around the tea factory. In total, 13 investors including those internationally recognized such as Tata and Unilever expressed their interest for tendered sites.

2.3 Horticulture

Apart from the traditional export crops namely tea, coffee and pyrethrum, horticulture was identified as a promising subsector for increasing smallholder's income as well as foreign exchanges for the national economy. One strategy adopted for increasing the horticultural output was to expand the area under floriculture, fruits and vegetables. Priority horticultural crops under this component were roses and summer flowers, a number of fruit species including avocado, apple, banana, pineapple, passion fruit, tree tomatoes and various vegetables (French beans, chilli pepper, onions, snow peas, sugar snaps, etc.). The development of these crops will contribute to various facets of economic development such as reduction of the trade deficit, creation of new jobs and export diversification.

2.3.1 Fruits plantation development

The quality of planting material used for fruit orchards development determines the quality of final output to harvest from the orchard or fruit plantations. The target was to plant 4,930 ha. These seedlings were distributed by different partners including projects under MINAGRI and NAEB. Following the lack of private mother orchards NAEB opted to develop and distribute ready to plant fruit tree planting material and for the fiscal year 2013/2014, a total of 75,212 seedlings of mangoes, 289,218 seedlings of avocados, 4,777 seedlings of citrus, 57,248 seedlings of grapes, 6,672 seedlings of plums, 16,770 seedlings of macadamia, 7,722 seedlings of apples, 4,050 seedlings of peaches and 6,634 of pears were distributed and planted in different locations of the country as shown in Table 8 below:

Table 8: Fruits expansion

Fruits	Number of seedling planted	Area covered (ha)	Partner
Mango	75,212	752	By NAEB,PRICE,LWH ;Seedlings were planted in Bugesera,Gatsibo,Nyagatare,Rwamagana and Kayonza
Avocado	289,218	2410	By PRICE,NAEB and LWH; seedlings were planted in Bugesera Gatsibo, Karongi,Nyagatare, Nyanza, Rwamagana, Kayonza, Huye, Ngoma, Rusizi, Ruhango, Muhanga and Karongi District
Citrus	4,777	60	By NAEB; Seedlings were planted in Gatsibo,Kayonza and Ngoma
Grapes	57,248	143	By LWH; Seedlings were planted in Nyanza and Rulindo
Plums	6,672	17	By LWH; Seedlings were planted in Karongi District
Peaches	4,050	10	By LWH; Seedlings were planted in Karongi District
Pears	6,634	17	By LWH;seedlings were planted in Karongi District
Apple	7,722	19	By LWH; Seedlings were distributed in Karongi,Rulindo, Gicumbi,Rubavu and Nyabihu District
Macadamia	16,770	52	By RWANDA NUTS COMPANY and FRESCHO LTD; seedlings were distributed in Gasabo and Bugesera District
Total	**468,303**	**3,480**	

2.3.2 Production of fruit tree seedlings for 2014/2015 season

One of the approach used to enhance productivity per unit area both in short duration and long duration for perennial horticultural crops such as fruits trees include (a) Use of dwarf scion varieties; (b) Adopting dwarfing root stocks; (c) Efficient training (d) Pruning, and (e) Suitable crop management practices. These are the best methods that enhance realizing higher yields, net economic returns per unit area, easy canopy management and cultural operations such as efficient spray and weed control and improve fruit quality, easy and efficient harvest of the produce, etc.

For season A and B 2015 NAEB/PRICE planned to plant a total of 800 ha as follows: grafted Hass variety of avocado plantation on 300 ha, grafted mango plantation on 300 ha and sweet oranges plantation on 200 ha. For this NAEB contract experienced entrepreneurs in nursery development to develop rootstock, graft seedlings with scions having desired characteristics and distribute to farmers grafted seedlings that are ready for planting. In order to ensure the quality of developed seedlings NAEB signed an MoU with RAB for collaborative supervision of these activities until their completion stage.



The production of these seedlings was carried out on nine sites located in Kayonza, Nyagatare, Bugesera, Rulindo, Ruhango, Gisagara and Rusizi districts as shown in the Table 10. Avocado and mangoes are expected to be delivered by November 2014 whereas citrus will be availed later in May 2015. The seedlings are being developed in different nurseries

Table 9: Seedlings preparation for season 2014/15

District	Sector	Avocado	Mango	Citrus	Total
Kayonza	Rwinkwavu	4,600	6,000	7,000	17,600
Nyagatare	Rwimiyaga	3,000	7,000	8,000	18,000
Bugesera	Mayange	3,400	6,000	0	9,400
Ruhango	Ntongwe	7,000	10,000	0	17,000
Ruhango	Kinazi	3,000	4,000	6,000	13,000
Ruhango	Mbuye	1,000	4,000	6,000	11,000
Gisagara	Save	8,000	8,000	8,000	24,000
Rulindo	Shyorongi	20,000	4,000	6,000	30,000
Rusizi	Muganza	6,000	12,000	12,000	30,000
Total		**56,000**	**61,000**	**53,000**	**170,000**

2.3.3 Vegetable plantation in 2013-2014

Throughout the year under review, NAEB mobilized farmers to plant vegetables in different marshlands and irrigated schemes. NAEB has also continued to support the production of vegetables by supporting farmers to get a start-up kit for seeds. It also offered plant protection support in different crops like tomatoes, cabbages, carrots, watermelon, sweet pepper and hot pepper. Under this programme NAEB distributed 7,614 kg of different vegetable seeds that could be planted on about 1,877.4 ha that were consolidated in different marshlands. The total planted area for different types of vegetables are shown in the Table 10 below:

Table 10: Vegetable expansion

Vegetable type	Area planted under NAEB seeds	Area planted under NAEB mobilization (ha)	Total Area covered (ha)
Carrots	126.25	222.9	349.15
French beans	125.6	190.9	316.5
Onion	41.5	300.25	341.75
Tomatoes	1,076.0	1,117.2	2,193.2
Peppers	122.0	86.3	208.3
Cabbage	202.0	582.9	784.9
Eggplant	0.0	217.0	217.0
Watermelon	184.0	221.0	405.0
Total	1,877.35	2,938	4,816

The main planted schemes were mainly located in Karongi, Nyanza, Nyarugenge and Rubavu, District. In addition, private investors contributed to increase in area under vegetable crops through development of exportable varieties of Asian vegetables. The model used here was contract farming where companies such as Super Fresh Ltd and LOTEC Rwanda provided seeds to farmers and farmers would sell their harvest to the company.

2.3.4 Flower production

The floriculture industry differentiates the open field flower (summer flowers) and greenhouse flower or cut flowers which are mainly grown under protection to achieve commercial quality. Rwanda has the right climate for both summer flowers and cut flowers.
The government of Rwanda through NAEB is putting in place necessary conditions for the floriculture subsector to develop.

For this NAEB targets to develop at least one site in collaboration with private investors for cut flower production and will facilitate small holders to develop summer flowers.

2.3.4.1 Summer flowers production

Summer flowers have been grown for a long time in Rwanda but their market value has been neglected. The commonly grown type of summer flowers are white alums (calla lilies), tuberoses and the remaining varieties which include gladiolus, carnations, delphiniums, asters etc. all of which are of old varieties and have little demand from the international markets. During the year under review small holder farmers expanded areas from 15 ha up to 35 ha which are mainly located in high altitude areas of Northern, Western and Southern provinces in the districts of Rulindo, Musanze, Rubavu and Huye as shown in the Table 11 below.

Table 11: Summer flower expansion

Flower producers	Currently areas (Ha)	New areas (Ha)	Total areas
Imbabazi Orphanage in Rubavu	3	5	8
African vision contributors farm at Ngororero	0	2	2
Musanze flower farmers (Goriose, Francoise,Kinigi)	2	4	6
Rulindo flower farmers (Cynizuzi, Ngoma)	6	3	9
Huye flower farmers	1.5	2.5	4
Rubavu Flower farmers (Tamira and Kanzenze),	2.5	3.5	6
TOTAL	**15**	**20**	**35**

There exists other serious potential farmers who are willing to start planting 10 additional hectares and by the end of 2014 it is expected that 47 ha of summer flowers will be under production.

2.3.4.2 Development of the flower parks

NAEB planned to develop a flower park of small headed roses in Gishali sector Rwamagana district. This is in order to facilitate the access to all factors of production for flower production. These factors include suitable lands for flower production, water, post harvest and marketing infrastructure as well as other incentives to local & international investors to stimulate investment in floriculture and make Rwanda a player in the global flower business.

This project was initiated on a 35 ha land and required land leveling, infrastructure, greenhouse, irrigation and spray system, post harvest facility and other required facilities. During the period under review, structures for greenhouse covering two hectare were erected and civil works and building pack-house are on going. It is estimated that the leveling of the site and construction of these buildings are approximately at 60% of completion.



increase area of pyrethrum production. For this, different training and meetings were organized. 1,375 selected farmers from four different zones under pyrethrum growing among them 600 farmers from Gishwati were prepared for extension of pyrethrum production. Nurseries covering an area of 20 ha were put in place to serve both existing production zones and new expansion zones. Seedlings developed from these established nurseries will plant a total of 300 ha. The picture below show the type of nurseries established during the expansion program.

Figure 5: Construction works at Gishari flower park





In the context of involving the private sector in the development of a flower parks, NAEB invited strategic investors to venture in this project through a public private partnership. As a result, the East African Growers Ltd have shown interest to take over Gishali Flower Park for growing flowers in Rwanda. The site's potential impressed the company and agreed to work with NAEB and invest in Rwanda in the already existing projects and roll up new ones in the near future.

2.3.5 Pyrethrum

2.3.5.1 Pyrethrum acreage expansion

The pyrethrum sector is one of the main sources of export revenues. The Rwandan pyrethrum industry commenced during colonial times and there is a projection to expand it to 6,000 ha by 2015. Among the 6,000 ha targeted, the new area for expansion was located in Gishwati area where farmer's mobilization on pyrethrum production was one key point to

2.3.6 Essential oil acreage expansion

The essential oil industry is still in its infancy. The main and general objective is to establish a sustainable commercial base for subsector based on small holder growers' production, professional distillation and export companies, as well as production of a diverse range of products. In this context NAEB supported the production of planting material and for the fiscal year under review a total of 150,000 seedlings for patchouli and 150,000 seedlings of Geranium were expected to be produced to plant 48 ha for patchouli and 50ha for Geranium. Through mobilization program, 104 ha from different districts were mobilized for patchouli and Geranium planting as shown in the Table 12 below:

Table 12: Land mobilization for essential oils production

S/N	District	Sector	Area(ha)	Target Commodity
1	Rwamagana	Nzige	5	Patchouli
2	Gakenke	Gakenke	20	Patchouli
3	Nyabihu	Rugera	8	Patchouli
4	Ruhango	Mwendo	5	Geranium
5	Nyaruguru	Ruheru	4	Geranium
6	Nyamasheke	Rangiro	45	Geranium
7	Rusizi	Rwimbogo	5	Patchouli
		Muganza	2	Patchouli
8	Bugesera		10	Geranium
TOTAL			**104**	

2.3.7 Production of seedlings for essential oils (Patchouli, Geranium)

Planting material plays an important role in the production of high value crops such as essential oil. At present farmers do not have access to planting material for essential oil both in quality and quantity and as a result production, productivity and quality of the produce suffers. NAEB under the support of IFAD/PRICE project contracted nursery men and for the period under review, 100,000 Patchouli seedlings were developed and planted in Nyabihu, Rusizi and Gakenke, while 150,000 geranium seedlings were prepared but they were not planted by the time of planting season because they were not ready.

Figure 6: Geranium Nursery seedling





3. INCREASING EXPORT CROPS PRODUCTION AND PRODUCTIVITY

Enhancing productivity per unit area in both traditional and non traditional export crops, was found more useful in improving export crop output allows an efficient use of land and resources, realizing higher yields, net economic returns per unit area, easy canopy management suited for different cultural operations such as spray and weed control. There are different important methods to achieve productivity among different priority crop namely i) use of mineral or organic fertilizers ii) using improved varieties iii) Efficient use of suitable crop management practices iv) pests and diseases management etc....The paragraphs below summarizes activities conducted to increase productivity in coffee, tea and horticulture value chains

3.1 Coffee

3.1.1 Increasing coffee productivity

The productivity of coffee is estimated by the weight of cherries per tree per year. Today the biggest challenge in the coffee value chains is the low productivity in terms of yield of cherries per tree. The average yield per tree in Rwanda is estimated at 2.3 kilo per tree per year. This could be explained by lack or low use of fertilizer both mineral and organic and sub-optimal agronomic practices and diseases/ pests.

In order to increase productivity, NAEB initiated different interventions such as capacity building of farmers using Farmer Field Schools (FFS) approach for coffee farmers, application of pesticides to control harmful pests and diseases in infested farms , application of mineral and organic fertilizers and use of turnaround program to improve management, operational and governance support to private and cooperative owned CWS so as make profits.

3.1.2 Fertilizer application in coffee plantation

Nutrients are essential for productivity and quality of different fruit crops. Application of fertilizers contributes to maintenance of soil fertility and plant nutrient are supplied to an optimum level for sustaining the desired crop productivity. In a desire to increase the yield per tree, a fertilizers program involving both NAEB, coffee growers, coffee washing stations and coffee exporters was initiated and fees are collected at export points, fertilizer bought and is distributed to farmers using coffee animators allocated to CWS's. These facilitators were recruited by NAEB through the MOU signed between NAEB and CWS. Their role was to assist farmers in good agricultural practices including fertilizer application in the coffee farms. The fertilizer was distributed to farmers using CWS which signed a MoU with NAEB and facilitated the distribution and application in collaboration with both local authorities and NAEB Zone Coffee Extension officers. During the fiscal year, a total of 3,100 tonnes of mineral fertilizers were targeted by NAEB to be applied in coffee plantations and the progress is at 106.4% of the quantity applied, that is 3,300 MT of mineral fertilizers were applied out of 3,100 MT tonnes targeted.

Table 13: Mineral fertilizer distribution and application in 2014 A&B

Province	Target	Total applied A&B
Eastern	562	512
Northern /Kigali City	361	417
Western	1,183	1,142
Southern	994	1,226
Total	3,100	3,300

Today, negotiations are under way for the fertilizers fund which was previously managed by NAEB to be transferred to a private body for its management . This is in line with the policy of the privatization of the fertilizer program and will make easy the procurement procedures. It is planned in this new fertilizer program that the cost of transport will be reduced and this will make easy its distribution of to farmers.

3.1.3 Organic fertilizer production and application

Coffee pulp which is the reject from pulping coffee cherries is composted to produce a very good organic fertilizers using Effective Microorganism Technologies (EM). This program involves the sensitization of washing station owners to compost coffee pulp and mucilage from coffee cherries. The overall objective is not only to have organic fertilizers but also to clean the CWS environment by recycling the pulp and use organic fertilizer to improve the coffee productivity. During this period, the target was to produce 8,420 tons of organic fertilizer from coffee pulps.

At the end of May 2014, 8,066 tons of organic fertilizer was produced out of the target of 8,420 tonnes. 7,876 tonnes were applied in the coffee farms representing 94 % of the target (8,420 tonnes) and 97% of the produced fertilizer. 200 coffee washing stations were involved in the coffee pulps composting. NAEB will continue the distribution of EM for composting the pulp from cherries collected and processed by CWS during the season 2014.

Table 14: Organic fertilizer production and application

Provinces	Organic fertilizer produced (T)	Organic fertilizer Applied (T)	CWS involved
West	3,693	3,693	83
South	1,736	1,580	62
East	1,738	1,705	35
North and KV	898	898	20
GRAND TOTAL	8,065	7,876	200

3.1.4 Coffee Pest and Disease Control

Coffee pests and disease have a very harmful effect on yield, quality and quantity of coffee cherries. Maintenance of coffee health is very important to achieve the desired yields. With the objective to protect coffee quality and quantity, NAEB supports coffee farmers to control coffee pests and diseases by promoting IPM (Integrated Pest Management). The major pest and diseases for coffee in Rwanda are antestia, coffee berry borer, coffee leaf rust and coffee berry disease. During the month of May 2014, NAEB assisted farmers to control pests and diseases in different locations where infestations occurred. Targeted pest and disease during the control process were:

- To have 80% of farms infested by coffee berry borer in Rutsiro District controlled
- To control antestia bug (based on field test to determine antestia population levels) in 80% of infested farms
- 80% of targeted plantations sprayed against antestia
- To apply pesticide in infested farms

Before a decision to distribute and apply pesticide against antestia was taken, a survey of antestia bug was conducted at the national level by NAEB in collaboration with RAB and MINAGRI. During the assessment on major pests and diseases which occurred in October 2013, surveyors noted that the severity of antestia varies with regions with some areas with more than two insects per tree. The objective of the survey was to assess the infestation levels of antestia so that farmers can efficiently control the pest. For efficient control of antestia bug NAEB has chosen to use efficient insecticide. Among those imidacloprid insecticide for which 6,467 litres were distributed of which 6,359 litres were applied in all coffee plantations (equivalent to 98.3%)from September 2013 to March 2014. This operation took time because of the insufficiency of knapsack sprayers. To solve this issue a program called 'One Sprayer per farmer" was initiated and has succeeded in Western Province. The program also was implemented in other provinces. In total, 920 sprayers were purchased by individual farmers and coffee washing stations; 431 in Western Province, 222 in Southern Province, 224 in Eastern Province and 43 in Northern Province. NAEB continued to assist farmers to control pests and diseases in different locations where infestations occurred. From January to June 2014, 2,700 kg of copper oxychloride, 130 liters of Dursban, 202 liters of pyrethrin have been distributed against coffee berry disease, stem borers. The distribution and application of pesticides were done as follows in Table 15:

Table 15: Pesticides distribution and application

Province	Imidacloprid	Oxychloride (kg)	Dursban (liters)	Pyrethrin (liters)
West	2,257	1,900	80	60
South	2123	500	50	-
East	1348	-	-	82
North	630.8	-	-	60
Total	6,359	2,400	130	202

3.1.5 IPM Program on antestia

NAEB in collaboration with Agropharm Africa Ltd and Rogers Family Company initiated an Integrated Pest Management (IPM) in coffee farms with the objective to control antestia bug in an integrated manner in identified sites across the country by using a product from pyrethrum commercialized as Pyrethrum 5- EW and Shoot and Catch program.

This was a trial program and was conducted with an objective to have an efficient IPM program which could be replicated for control of antestia if found efficient.

As a result, there was a significant difference between the incidence of antestia bug in IPM managed plantations and traditionally managed plantations. From October 2013 to January 2014, it was noted that IPM practices generally helped a lot to decrease the level of antestia bug population (Annex 15). In general IPM practices proved to be effective in the control of antestia bug in plantations. Though this process was found labor intensive for big farmers, it created interests to small holder farmers who are the majority of coffee growers in Rwanda to do pest control practices which they usually don't.

3.1.6 Farm Field School

Improving crop husbandry practices requires improving farmers' skills in coffee plantation management. This process suggests proximity extension services and practical trainings especially those done on field. In order to avail proximity extension services a total of 176 animators were allocated to CWS by the end November. These include 89 supported under PRICE Project. Following the lack of sufficient funds, only 89 facilitators continued their works with the CWS from early December 2013.

For improving productivity through improved agricultural practices, NAEB targeted to improve skills of 10,000 coffee farmers using FFS approach. This approach use practical courses offered on the farm improve the knowledge of coffee farmers on Good Agricultural Practices (GAP) including fertilizer utilization, coffee mulching, pruning, farm maintenance, pests and disease management, harvesting etc...

For this NAEB through PRICE project contracted the carryout of 312 farmer field schools (FFS) to Techno Serve.

These FFS's are located across the Country in 8 selected coffee zones and 12 sectors with a total of 11,000 coffee farmers being trained. The FFS started in Sep 2013 and have covered so far 8 out 12 topics, including plant nutrition, weeding and mulching, IPM, record keeping, harvesting techniques, soil erosion control and composting.

After the first six months of project implementation, the project is on track to achieve its goal of increasing coffee farm productivity for 10,000 Rwandan coffee farmers. The project target on number of farmers trained had exceeded whereby 17,869 farmers have registered for the Farmer Field School program .

Table 16: FFS Target vs. Actual Number of Registered Farmers and FFS Formed

Province	District	Sector	Target Number of Farmers	Actual Number of Farmers registered	Target Number of FFS	Actual Number of FFS formed
East	Ngoma	Murama	290	556	8	13
	Rwamagana	Karenge	450	479	13	13
	Sub total		740	1,035	21	26
West	Nyamasheke	Karambi	1,600	3,120	42	52
	Nyamasheke	Macuba	950	1,681	26	27
	Rubavu	Nyamyumba	950	1,540	26	26
	Rusizi	Nzahaha	950	1,374	26	26
	Rusizi	Rwimbogo	950	1,892	26	26
	Rutsiro	kigeyo	950	1,993	26	26
	Rutsiro	kivumu	950	1,574	26	26
	Sub total		7,300	13,174	198	209
South	Huye	Simbi	810	1,434	21	25
	Huye	Maraba	950	1,314	26	27
	Nyaruguru	Ngoma	770	912	20	25
	Sub total		2,530	3,660	67	77
Grand Total			**10,570**	**17,869**	**286**	**312**

Figure 7: A demonstration of Good Agriculture Practices under FFS training





Fig 7.a: The head of coffee division in the middle discussing with farmers in the FFS in Karambi cell, Kivumu sector in Rutsiro district, **Fig. 7b** Heap of compost of the FFS in Maraba Sector, Huye District

3.1.7 Coffee cooperative development

Coffee cooperatives are important coffee stakeholders since they grow coffee, assist in extension services and process high quality coffee. As a government policy NAEB continued its commitment to support small holder coffee growers cooperatives to improve their management and their technical skills through innovative programs such as loan access, capacity building and turnaround program which assist in managerial and technical assistance while strengthening communities' abilities to manage their businesses. In order for NAEB/PRICE project to know the status of coffee cooperatives, capacity gaps assessment was conducted to identify training needs in different coffee cooperatives and results were presented to NAEB. The assessment showed that in 2013, there were about 216 cooperatives of which 167 had a legal status. Out of these 100 cooperatives have CWS as highlighted by the Table 17 below:

Table 17: Cooperatives legal status

Province	Number of Cooperatives with legal personality	Members	Number of Coop Owning CWS	Number of CWS
Northern	25	5,090	10	13
Southern	56	14,130	24	28
Eastern	49	8,268	24	24
Western	62	13,254	31	35
Kigali City	6	1,149	0	0
TOTAL	198	41,891	89	100

After evaluation of cooperatives three major recommendations were generated as follows:

- To elaborate a plan and strategize cooperatives audit
- To create a permanent joint team NAEB /RCA for follow up cooperatives management and implementation of resolutions taken;
- To undertake measures against impunity

3.1.8 Turnaround program

This is a program designed to change the past performance of Coffee Washing Stations working in losses to the status of making profits. It is also intended to solve the prevailing problems that characterize poor performance of CWS, such as poor management and governance where the lack of skills in business planning, lack of accountability and operational challenges/losses in coffee processing have been preventing many coffee cooperatives from developing.

In 2013-2014 the turnaround program built cooperatives' management capacities and was planned to benefit 25 existing cooperatives and 20 newly registered cooperatives. In line with these concerns, PRICE project decided to finance external audit for 30 coffee cooperatives in order to help them meet legal requirement for cooperatives to have their accounts audited every year. To do this, a local expert company in audit and tax advisory (T&C Consultancy Ltd) has been recruited to conduct the audit of financial statements of 30 Coffee Cooperatives for the year 2011/2012.

3.1.9 Turnaround program

This is a program designed to change the past performance of those CWS operating in losses to the status of making profits. It also intended to solve the prevailing problems that characterized poor performance of CWS, such as poor management, governance and lack of skills in business planning, lack of accountability and operational challenges/losses in coffee processing. Through this program, NAEB improve and build cooperatives' management capacities for 25 existing coops plus 20 new ones.

Table 18: Cooperatives Audited

District	Name of cooperative
Kirehe	Cocamu,
	Coopacel
Gatsibo	Cocahu
	Terimbere muhinzi wa kawa
Rwamagana	MCAC
	Musha coffee
	Kopakabi
Kayonza	Twisungane
Ngoma	Abakangukiye kawa
Gakenke	COADECA
	Abakunda kawa
	Terimbere kawa yacu
Rulindo	COCATU
	Inyongera musaruro
Kamonyi	Kawa Nyarubaka
	KOABAKA
	Karama coffee
Gisagara	mukindo coffee
	KOAKAGI
Nyanza	Dutezimbere kawa
	Cafeki-Kigoma
Huye	KOGIMUWAKA
Nyaruguru	Kabakanya
Rusizi	Tuzamurane
Ngororero	Koduka
	Matyazo coffee
Rustiro	Ingoboka
	Kopakama
Karongi	Dutegure
	Gishyita coffee

Diagnostic review and turnaround plan for existing 25 coffee cooperatives was finalized and capacity development plan for 20 new coffee cooperatives in the new coffee expansion zones elaborated. A detailed diagnostic and business viability assessment of the selected cooperatives was carried out and a comprehensive coffee cooperative recovery and turnaround program has been launched. The main challenges raised are related to governance and business management. A logical framework indicates the way forward for short term action plan for business survivability and midterm action plan to stabilize the cooperatives businesses.

3.1.10 Coffee Cooperative Financing

The majority of coffee cooperatives lack access to finance which should help them to collect members products especially cherries. This is a result of a variety of reasons such as typical lack of financial literacy and high cost of credit. This especially so for longer-term credit which are normally appropriate to capital investments. Without access to credit, most cooperatives are confined to sub-optimal use of inputs and methods therefore this leads to low productivity.

In order to facilitate coffee cooperatives to access to finance, NAEB supports cooperatives to develop bankable business plans. In this framework 10 coffee cooperatives were facilitated to finalize business plans. Of these four submitted their requests to BPR. From these CFC project assisted 2 cooperatives to get loans in BRD and BPR.

3.1.11 Coffee Processing and CWS development

When coffee cherries are mature, only red ripe cherries, through selective picking are harvested. They are supplied

to local wetmills as it is not recommended for farms to process their own coffee but rather convey cherry to the wetmills. CWS use the conventional wet coffee processing using fixed disc/drum pulpers and hand pulpers. These use the innovative coffee processing methods involving Eco-friendly processing equipment such as the penagos which integrates mechanical mucilage removal to achieve semi and fully washed coffees.

Figure 8: Inauguration of a coffee washing station of abateraninkunga ba Sholi cooperative



Inauguration of a coffee washing station constructed by the cooperative abateraninkunga ba Sholi, in Cyeza Sector in Muhanga District (4th June 2014)

For the year 2014, the coffee season began from February up to June 53,122 MT of cherries were processed by 199 coffee washing stations (wetmills) out of 229 CWS at the capacity utilization rate of 62% and 30 coffee washing stations ended up without operating this season due to the lack of Capital to finance. Nine new CWS were constructed in 2014 and five big CWS were rehabilitated and linked to the new Investors to run them.

Figure 9: Number of Coffee washing station operated during the 2013 & 2014 coffee season

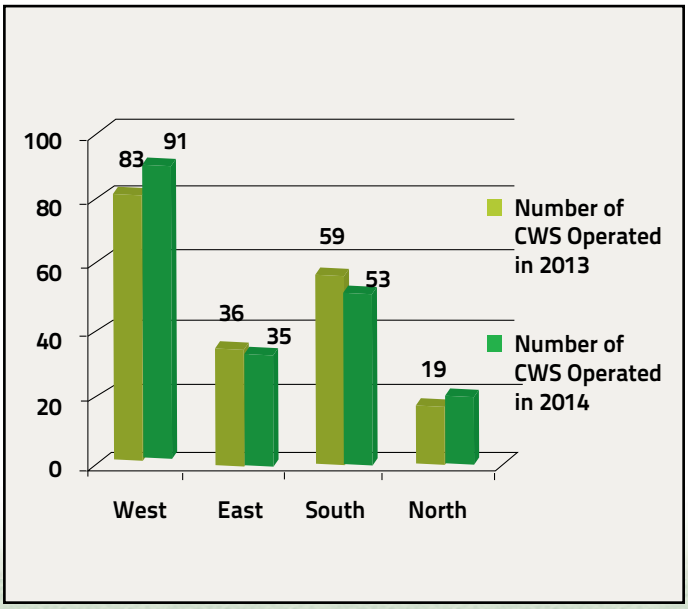
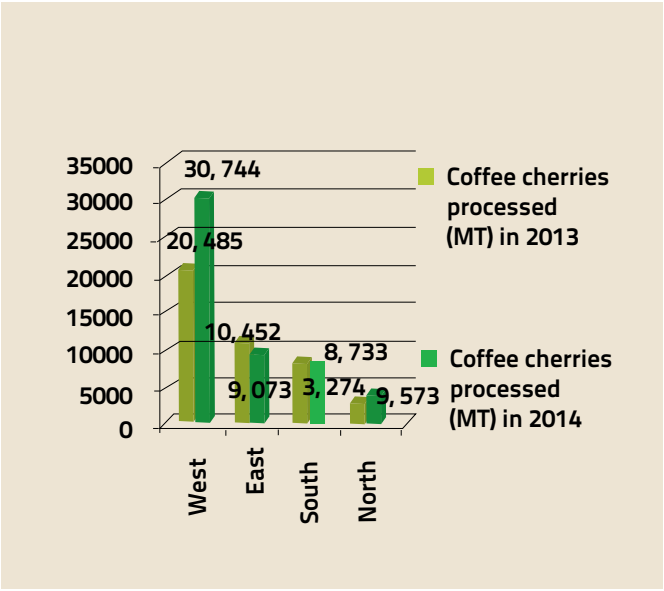


Figure 10: Coffee processing season 2013 and 2014 compared



In general there was an increase of 20% in the coffee cherries processed during 2014 season when compared to 2013 season.

3.1.12 Coffee production

The coffee industry continues to hold a good position in agricultural exports commodities both in terms of acreage planted as well as foreign exchange and domestic earnings. The produced coffee is estimated in terms of green coffee which is obtained after transforming the fresh coffee cherries into clean, green bean with 12% moisture content ready for export or for roasting. This process involves harvesting of red ripe cherries, pulping, fermenting, washing, dry milling , hulling, cleaning, grading, sorting, storing and transporting green beans.

Table 19: Green coffee production comparison for the calendar year 2012 to 2013

COFFEE TYPE	2012 (kg)	2013 (kg)
Fully washed	6,896,651	6,206,296
Semi washed	10,717,380	10,318,270
Triage	2,084,678	2,843,111
Robusta	256,600	206,275
Total	19,955,309	19,573,952

For the year 2013, the Rwanda coffee industry harvest was 19,573,952 kg of green coffee beans y for both semi-washed, fully washed, Robusta and Triage. This yield demonstrated a slight increase of approximately 0.09% over the previous coffee crop. For the fiscal year 2013-2014 the total harvested crop was 17,975,507 kgs.

3.2 TEA

3.2.1 Management of tea plantation nutrition through Fertilizer application

Management of tea plantation productivity is mainly done through improvement of tea crop nutrition. The harvested part of the tea being mainly the leaf any nutrition program must emphasize on fertilizers formulation that improve the Green leaf availability. For this a fertilizer fund has been put in place by tea stakeholder's and the purchase of fertilizers is done through it. This fund helps stakeholders to acquire fertilizers at a lower price since it orders big quantities of fertilizers. Through the fertilizers fund NAEB helped organizing the distribution of 5,752.93 Metric Tons during the year 2013-2014. Table 20 below shows the details of the distribution of fertilizer during the seasons A and B 2013-2014.

Table 20: Fertilizer application in Tea plantations

S/N	Entity	Type of Fertilizer Applied		Total Quantity (Tons)
		NPK 25.5.5.+3S	NPK 23.10.5	
01	ASSOPTHE	450		450
02	MUGANZA-KIVU	20		20
03	COTHEGA	133.85		133.85
04	COTHEMUKI	258		258
05	COTHEGAB	205.95		205.95
06	RUTEGROC	277		277
07	KATECOGRO	96	70	166
08	PFUNDA TEA Co	307.5		307.5
09	NSHILI KIVU	360		360
10	GISOVU	453.5		453.5
11	SORWATHE	120		120
12	NAEB	298.48		298.48
13	RMT	2386.9	315.8	2703
	Total	**5,367**	**385.8**	**5,753**

One of the challenges faced in the tea crop nutrition program is the quantity of fertilizers bought by tea cooperatives. Their financial capacity do not allow them to buy enough fertilizers to cover their plantations.

3.2.2 TEA RESEARCH

Within the period of the fiscal year 2013-2014, a follow up of experiments trials put in place in different tea estate to evaluation of nutrient requirements, productive and adaptability of different clones etc... Among the experimental trials are the research on Fertilizer Formulations and application regimes for soil fertility management, Husbandry practices used in tea for yield improvement, evaluate tea clones for their yield and quality traits under different tea growing conditions in Rwanda.

Pest outbreak at Nshili tea nurseries

In October 2013, abnormal symptoms were observed in nurseries of Nshili belonging to NAEB/PRICE. A quick intervention was made and after diagnosing the symptoms, it was concluded that the incidence was caused by Red Spider Mites (Olygonnychus coffee).

Figure 11: Infested nurseries





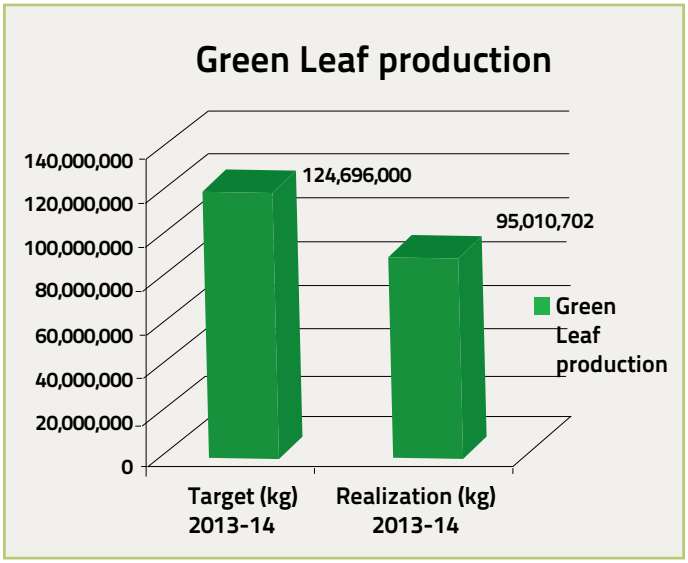
The attacked seedlings were overgrown in nursery

Among the observed symptoms there also was nutrition stress & climate (heavy rains followed by long dry weeks). Preventive measures were recommended and the problem was addressed.

3.2.3 GREEN LEAF PRODUCTION 2013-2014

In Rwanda tea is cultivated on about 24,000 ha mainly confined to the highland areas of Southern Province, Western province and Northern province. However the productive areas are estimated at 16,000 ha. The tea estates are largely predominated by small grower cooperatives owning about 75% of tea plantations. In 2013-2014 the Rwandan tea industry output in terms of green leaf was 95,010,702 kg. Compared to a target of 124,696,000 kg this is 76 % of the set targets and is low though good agricultural practices such as plucking, weeding, pruning and application of fertilizers were applied. The normal productivity levels of Rwandan tea is placed at around 6.8.MT / ha for green leaf during 2013-2014. The harvested green leaf produced was directly supplied to 13 operational tea factories for processing. This low production was mainly due to a climate that was not optimum to the tea production, with a severe dry season in the months of July, August and September 2013.

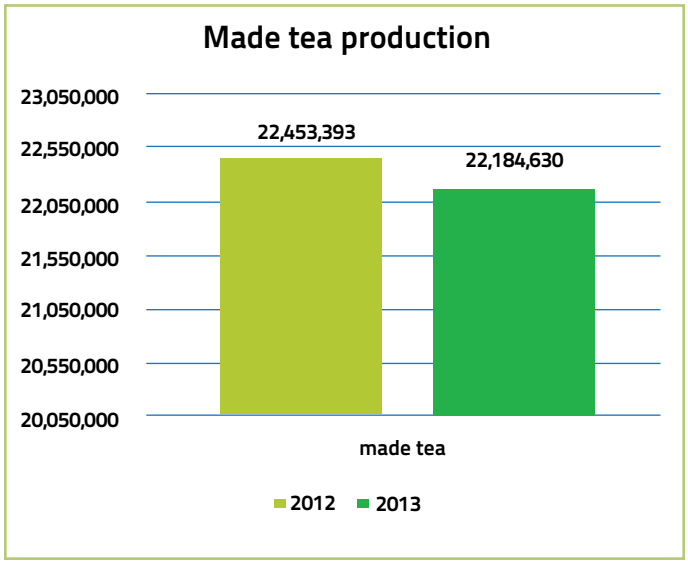
Figure 12: Green Leaf Production



3.2.4 Made tea production

The harvested green leaves are processed into made tea by 13 tea factories. The annual production for the year 2013 was 22,184 MT of made tea. The made tea here comprised of both Black CTC teas, green tea and other specialty teas produced in Rwanda. The trend in tea production is on the increase, as compared to the production of the last three years except for the last year. However, the 2013 made tea production was low compared to 2012 production and the decrease was caused by an early dry period that started from February and little rainfalls that highly facilitates increase in production of green leaf. By comparison, there has been a 4% reduction in the production of made tea when comparing 2012 calendar year and 2013.(Figure 13 below). The fiscal year annual target of made tea was 26,800MT and the realisation rate was 79% of the target.

Figure 13: Made tea production



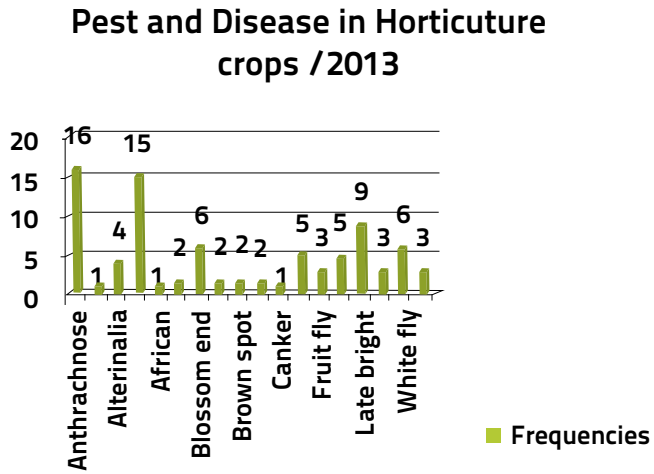


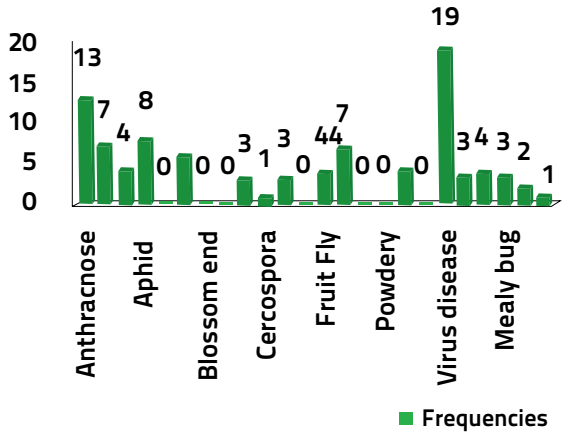
3.3 Horticulture

3.3.1 Management of pests and diseases

One of the major constraints for horticulture development in Rwanda is the lack of knowledge on horticulture crop pests, diseases and their management. This is why pest and diseases continue to cause significant losses mostly in vegetables and fruit. The pests and disease also cause serious commercial loss especially when export destination set limit on entry of certain pest and diseases. This is why inspectorate and certification programs for export purposes must be based on a chain of pest and disease identification, diagnosis, surveillance and management. These activities are done from field to the handling of Horticultural products. NAEB try to conduct field and laboratory works in order to identify, diagnosis and control of the causal organism. In this framework, a Pest Surveillance was conducted in April 2014 in 14 Districts (Kicukiro, Gasabo, Nyarugenge, Bugesera, Rulindo, Rwamagana, Kayonza, Ngoma, Kirehe, Gatsibo, Kamonyi, Muhanga, Ruhango and Nyanza), on 15 crops (Avocado, Banana, Cabbage, Carrot, Chilli pepper, Citrus, Eggplant, French bean, Karella, Mango, Macadamia, Pineapple, Tomato and Watermelon

Figure 14: Pest & Diseases surveillance in Horticulture crops /2013 fiscal year and 2014 fiscal crops .





The figures above show the different pest and disease founded in the horticulture crops and the frequencies. Disease like Anthracnose and Insects like Aphids are more observed in both two consecutive years . The strategy in controlling these disease has to be adopted. During the pest surveillance conducted in 2014 a number of viral disease have been observed which show that strategy has to be applied for managing or preventing these diseases.

3.3.2 Production of extension material

Extension material covering different horticultural crops especially Citrus, Mango, Macadamia, Apple, Carrot, Cabbage were produced and printed in Kinyarwanda. IPM Leaflets are on Avocado, Citrus, Mango, Tamarillo, Pineapple, Papaya, Macadamia and Safe Use of Pesticides in Horticulture. The pests and diseases booklet were also multiplied and availed to farmers. The booklets (270 copies) and brochures (900 copies for different crops) have been prepared and produced.

3.3.3 Training in Horticulture

3.3.3.1 Training of onion producers

The training targeted 90 onions producers and was facilitated by NAEB especially the quality compliance and inspection department. It was attended by the onions producers from KAIDU and COALFIKA cooperatives from Rubavu and Kamonyi in order to ensure increased quality of produced onions. The training was held in the conference hall of AVEGA Rwamagana Avega center from 26 to 27, Feb 2014. The training method emphasized on production practices of onions supported with brainstorming and group exercises, group presentations and role plays. The facilitators were from NAEB.

3.3.3.2 Training of 50 Kamonyi pineapple producers

The training targeted 50 pineapple producers in Kamonyi district. These included representatives from different cooperatives in the district.. The training was held in the conference hall of Kamonyi district which was well suited for this purpose. The room was large enough to break up in smaller groups. The following materials had been translated into Kinyarwanda and were made available to the participants in two languages: Pineapple production practice module, Training facilitators manual and PowerPoint presentation for pineapple production.

3.3.3.3 Training on Horticulture Business Partnership and Contract Farming

The training gathered 70 horticulture farmers and wholesalers and was held on 17 June 2014 at Nobleza hotel. The objective was to promote business partnership between horticulture producers and wholesalers. The Senior PRICE value chain, guided the participants through the application form which is meant to give support to beneficiaries to provide their business ideas in a more concise way .. The participants who went through this workshop are eligible applicants to apply for PRICE Horticulture Fund support which will be given based on the quality of proposals submitted. Beneficiaries from this fund should be business man who partner with horticultural stakeholders in a project related to horticulture development. The training course had covered marketing quality specifications, market negotiations skills and contract farming.

3.3.4 Horticulture cooperative development

Cooperatives are the potential vehicle through which small holders members could create employment and expand their access to income-generating activities, develop their business potential, including entrepreneurial and managerial capacities through education and training. This increases their savings and investment and improves their social well-being with special emphasis on gender equality, housing, education, health care and community development.

For NAEB to initiate activities of horticulture cooperatives support, a baseline survey on the status of horticultural cooperatives was necessary. The survey was done under the technical and finance and support of the European Union. Some of findings showed that most horticulture organizations in Rwanda are officially registered, with over half (52.6%) of the horticulture organizations in Rwanda being registered cooperatives and another 16.7% being registered as associations. The smallest group of registered organizations is the 38 private sector companies (3.3% of organizations). There are 313 (27.1%) organizations that are not registered as shown in Table 22 below.

Approximately 35% of all three groups derive their primary earnings from fruit sales, and another 60% primarily from vegetables. Cooperatives and registered associations tend to be older organizations, where unregistered associations are younger, most having been established only in the past three years. Private companies differ from the cooperatives and associations in their greater likelihood of being in the business of horticulture processing, such as the production of juices and preserves, but like cooperatives and associations, the production of fruits and vegetables is far and away their most remunerative revenue source. The table below reveals also that in terms of primary domains of activity, just under two-thirds of production and marketing organizations being engaged primarily in vegetables and just over a third engaged in fruits. This means that there is considerable regional specialization where fruits and vegetables are produced.

Table 21: Type and Primary Activity of Organization by Primary Source of Revenue

Organization Characteristics		Fruits Vegetables	Vegetables	Other Hort. Crops	Horticulture Processed Product	TOTAL
Organization Type						
Cooperatives (reg)	N	216	369	13	9	607
	%	35.6%	60.8%	2.1%	1.5%	100%
Associations (reg)	N	68	121	4	-	193
	%	35.2%	62.7%	2.1%	0.0%	100%
Associations (not reg)	N	121	189	2	1	313
	%	38.7%	60.4%	0.6%	0.3%	100%
Private companies	N	9	23	2	4	38
	%	23.7%	60.5%	5.3%	10.5%	100%
Other	N	2	1	1	-	4
	%	50.0%	25.0%	25.0%	0.0%	100%
Total	N	416	703	22	14	1155
	%	36.0%	60.9%	1.9%	1.2%	100%
Primary activity						
Production	N	411	694	22	-	1127
	%	36.5%	61.6%	2.0%	0.0%	100%
Processing	N	-	-	-	14	14
	%	0.0%	0.0%	0.0%	100%	100%
Marketing	N	5	9	-	-	14
	%	35.7%	64.3%	0.0%	0.0%	100%
Total	N	416	703	22	14	1155
	%	36.0%	60.9%	1.9%	1.2%	100%

3.3.5 Commercial production for export

Together with LWH project, NAEB has been promoting commercial farming model that encourage partnership between farmer's groups/organizations and exporters for development of exportable horticultural products.. The best example is on Nyanza irrigated site where farmers were contracted by Super Fresh Ltd and from March to June 2014 they harvested and exported 8,774Kgs of Asian vegetables. The two companies used the contract farming models to get production with LWH and NAEB support. The table below show the companies that have started to contract farming around the country

Company	Location	Crops and area
Superfresh Kenya Ltd	Nyanza , Rwamagana	Okra, Karella, Dudhi, Brinjal and Chilli 20 ha in each site
FreshPack	Gatsibo	Chilli, area not known (members of cooperative)
PEBEC	Ngoma, Gatsibo, Kirehe, Nyagatare	PEBEC with 9 coops growing Bird Eye Chilli (dried)
African Vision	Rulindo, Rubavu, Ngororero, Musanze	Summer flower farmers (around 45 ha)
GreenLeaf ltd	Kamonyi	Frenchbean, onion, leafy vegetables (10 ha)

NAEB is promoting the Contract Farming model and mobilizing investors to work with small holders on this model which is becoming an increasingly important aspect of agribusiness, whether the products are purchased by multinationals, smaller companies, Government agencies, Farmer Cooperatives or individual entrepreneurs. The table below shows some of the mobilized investors. The following table synthetize interested investors in growing vegetables

Company	Country	Targeted crops and area
Joint venture, NAEB-EAG	Rwanda	Flowers: 29,000,000 Stems/year
Proxifresh	Mauritius	Frenchbean: 10MT/week Snow peas: 5 MT/week
KK Foods	Uganda	Hot pepper: 6MT/week Green Chilli 7.5MT/week Bullet Chilli: 5 MT/week Bitter Gourd: 10MT/week Snow peas: 5MT/week Frenchbean: 10MT/kg
NINAF	Rwanda	Summer flowers: 260,000 stems/week
LOTEC	Kenya	Frenchbean: 5MT/week Snow peas: 3MT/week

3.4 Pyrethrum productivity

3.4.1 Rotation of pyrethrum with other crops

Pyrethrum has been an important foreign exchange since colonial times and has now matured into a key country priority sub-sector. The crop is suited to highland volcanic soils in the Northern and Western province where suitable climatic condition, soils and growing environment are found. Following the competition with other food crops which are also suited to the region, NAEB is promoting a rotation of pyrethrum with other crops on the same land because different crops have different growing needs and rotating pyrethrum with crops like potato or maize allows those needs to be met and to obtain the best from the soil. Some of the advantages include :

- Different crops extract different nutrients from the soil: pyrethrum succeeding to potato or maize will help the soil to build up depleted nutrients.
- Pyrethrum will help the soil through interruption of disease/pest cycle by discouraging a number of fungi and diseases which may be endemic to specific crops.

Figure 15:Pyrethrum expansion



During this fiscal year pyrethrum prices were not attractive however, NAEB continued to support the production by distributing 4 tons of seeds to farmers, establishing nurseries of 9 ha and mapping 2,475 ha of new area for expansion. The target for the pyrethrum expansion was 3,563 ha and the area planted was 3,322 ha. This was possible because of the efforts made in farmers' mobilization.

Table 22: Pyrethrum expansion (ha)

DISTRICTS	SECTORS	TARGET (HA)	Total Area planted	
BURERA	GAHUNGA	88	90	102
	NYANGE	68	80	118
MUSANZE	KINIGI	1,174	1,141	97
	SHINGIRO	177	158	89
	GATARAGA	84	74.62	89
NYABIHU	MUKAMIRA	88	171.28	194
	JENDA I	243	203	84
	JENDA II	267	238	89
	KABATWA	657	622	95
	BIGOGWE	325	248	76
RUBAVU	BUGESHI	382	378	99
	BUSASAMANA	10	9	90
TOTAL		3,563	3,413	96

3.4.2 Planting pyrethrum using seedlings from nursery

Traditionally pyrethrums is grown using a vegetative propagation through splits separated from mature field grown plants. However recently a new propagation method using seeds have been promoted whereby NAEB put in place large scale demonstration nursery using seed. This process requires a close collaboration between NAEB, SOPYRWA and pyrethrum growers' cooperatives. Seeds are bought and nurseries established under the support of NAEB. A high seed rate is recommended to achieve a good germination.

In this context two large nurseries were put in place one covering 9 ha was put in place in Kinigi sector , while a second covering 10 ha was put in place in Bigogwe sector Nyabihu district.

Mother orchards are also put in place and they will serve a source of seeds since flower are harvested for processing before proving seeds to farmers. It was also said that pyrethrum grown in this ways provide good yield of flowers for a longer period and give flowers with high pyrethrin content. Large scale nursery establishment and field extension requirements are covered by NAEB funding and this contributes to production practices, plant distribution and expansion program.

4. IMPROVING QUALITY AND VALUE ADDITION IN AGRICULTURE EXPORT CROPS

4.1 Coffee value chain

4.1.1 Coffee improvement and value addition

In its effort to have sufficient professionals to grade green coffee and have a pool of skills for different coffee shops and export companies, the quality division organized training in cupping for Q graders and Baristas. In 2014 a training for 80 coffee washing station technicians, 30 Baristas from different hotels, calibration training for coffee cuppers in preparation for cup of excellence 2013 and 57 coffee zone extension officers were conducted. Trainees practically cupped different types of coffee and followed different modules prepared for this effect. The photo below shows trainees while tasting different types of coffee.



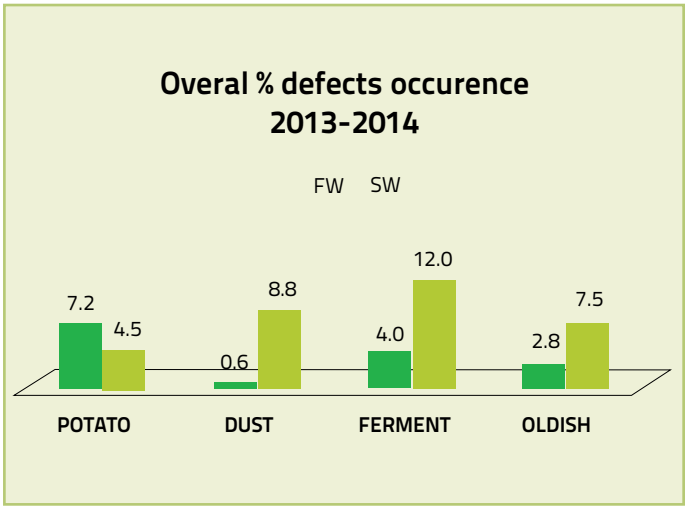
Figure 16: Training session of coffee cuppers



4.1.2 Coffee Quality Monitoring

This activity aims at promoting the high quality and uniqueness of Rwandan products using international competitions. The expectations include recognition of Rwandan product for fully meeting international standards and recognition of their quality and uniqueness especially effort to achieve and produce high quality products. This is mainly done through a daily monitoring of quality of exported coffee. All the coffee lots prior to export are first analyzed and only those that meet the requirements are certified. 1,089 coffee lots samples prior for export were analyzed (cupped) and certified including 14 lots for C.o.E 2013, of which 88.5% combines both FW and SW and the rest 11.4% is low grade coffee. This is done in compliance with established standards to ensure that Rwandan export commodities comply with customers' expectations.

Figure 17: Overall % defects in coffee prior for export.



4.1.3 Construction of Coffee Roasting Plant

In line with the National Export Strategy and the priority of the GOR to export value added products, NAEB has planned to embark on the exportation of value added coffee especially roasted coffee. This is not only more profitable, but also the product is less exposed to price fluctuations on the international market. Once established, the roasting plant will add value to 2000 tons of green coffee/year, consequently increasing farmers' earnings. This will be done through a Public Private Partnership (PPP). A company (RCCF) has been created and will roast and market roasted coffee from Rwanda. During this fiscal year a lot of efforts were put in completion of construction and installation of machineries and equipments for roasting plant so that it start to operate by the end of the year 2014.

4.1.4 Coffee Cooperative Certification

4.1.4.1 Training of cooperatives on coffee certification and verification

Coffee consumers are concerned with the conditions in which the coffee was produced. The y want to know. whether farmers produce responsibly, have a care for people and the environment such as appropriate use of fertilizers and pesticides and avoiding child labour in the coffee subsector.

All this has to be controlled during the certification processes and produced coffee has to maintain the same good taste, quality and price for coffee. In Rwanda established coffee certification programs fall into different distinct categories which are organic, fair trade, and UTZ etc....

Different cooperatives have applied for organic, fair trade, UTZ though majority of them remain uncertified.
With an aim to sensitize producers on different certification standards, NAEB organized a training on coffee certification and verification in 16 selected cooperatives. Each cooperative was represented by 30 people, making a total of 480 trainees. Coffee growers participating in the trainings were exposed to various coffee certificates such as UTZ, Fair trade, Rain forest Alliance, Organic, 4C and C.A.F.E. Practices in order to select which would fit their businesses. Table 23 below shows the different cooperatives which attended the sensitization training workshop

Figure 18: Coffee roasting plant



Table 23: Coffee cooperatives selected on certification standards from the trainings

S/N	Coffee Cooperative	District	Selected certification standards	Number of Trained farmers
1	KODUKA-kageyo	Ngororero	Fairtrade	30
2	KOPAKAMA	Rutsiro	Organic	30
3	Tuzamurane/ cyingwa	Rusizi	Fairtrade	30
4	COCAGI-gashonga	Rusizi	Organic	30
5	KABAKANYA-Nyakizu	Nyaruguru	Fairtrade	30
6	Abahuzamugambi –Maraba	Huye	C.A.F.E. Practice	30
7	KOPAKAKI-Dutegure	Karongi	Organic	30
8	Abangakurushwa	Nyamasheke	Fairtrade	30
9	COOPROCAGI-Kibingo	Gisagara	Fairtrade	30
10	KOAKAKA-Karaba	Nyamagabe	C.A.F.E. Practice	30
11	Dutezimberekawa-Ntyazo	Nyanza	Fairtrade	30
12	Inyongeramusaruro	Rulindo	Fairtrade	30
13	KOACAGI coop.	Gisagara	Fairtrade	30
14	COCAMUGI coop.	Gisagara	Fairtrade	30
15	COCAMU/Kirehe	Kirehe	Fairtrade	30
16	IAKB	Ngoma	UTz	30
	TOTAL			480

4.2 Tea quality improvement and value addition

Rwanda has the privilege to produce high quality teas especially in high land areas and on the upland plantations, but the share of upland production teas is still small. The quality improvement aims at promoting the high quality and uniqueness of Rwandan tea products. This is why NAEB quality department has been implementing quality improvement programs targeting tea making processes. This was done through a calibration training where tea makers from factories are purportedly going to transfer the acquired knowledge to the other tea makers in their respective tea factories.

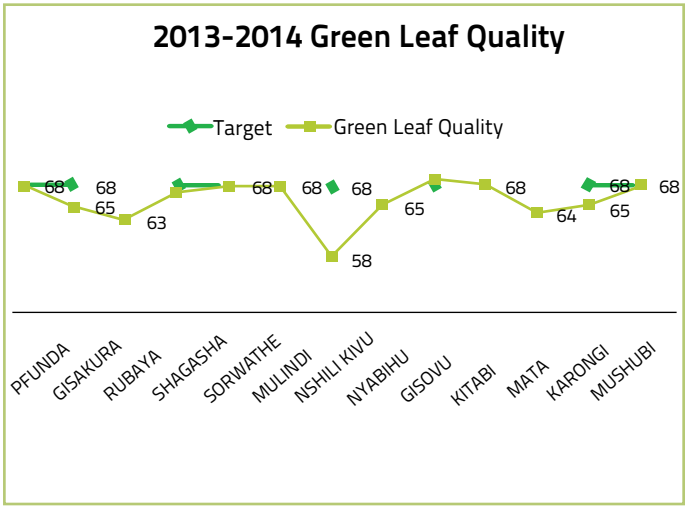
4.2.1 Calibration training for tea makers

During the year 2013-20014 tea makers from different tea factories were selected to undergo calibration technical training in Black CTC tea tasting and they will guide their colleagues in their respective tea factories. In order to ensure that their training aligned with each tea factory processes and that the skills gained will be useful when back. Participants used tea received from different tea factories of Rwanda. At the end of the training the groups achieved good results from their tasting marks. A lot of training has been planned such as tea makers annual calibration training, but these trainings have been rescheduled to 2014-2015. The same for tea pluckers training that will be combined with FFS program to start in 2014-2015. The main quality monitoring parameters included green tea leaves, quality of made teas, liquor, infusion and primary grades vs secondary grades.

4.2.2 Green Leaf quality

Quality of the made tea is correlated with the quality of harvested and supplied green leaves. Samples taken from supplied green leaves showed that the overall green leaf quality observed was 68% across all tea factories and this contributed to producing a sizable primary grades. The annual status of the green leaf quality per tea factory is presented by the Figure 19 below

Figure 19: Green leaf Quality



feedback report is given to the factories. This stimulates quick corrective actions and establishment of proper control points for future processing. For the year under review 8,398 tea samples from 13 tea factories have been received and cupped.

The results have been shared with respective factories for comparison purposes with their own generated cupping results and for improvement.

4.2.3 Production of primary grades

The amount of primary grades is one of the key factors determining how much the tea will be marketed for.

During the period under review, the average primary grade was 88%. This is explained by the fact that except for those that were used for other types of tea (orthodox, green and others) there was a demand of mixed grades mainly by tea blenders. Among primary grades, PF1 totaled 8,986 MT, PD totaled 3,894, D1 totaled 1,749 MT while BP1 amounted 3,695.
The graph below shows the share of primary grades from the total production

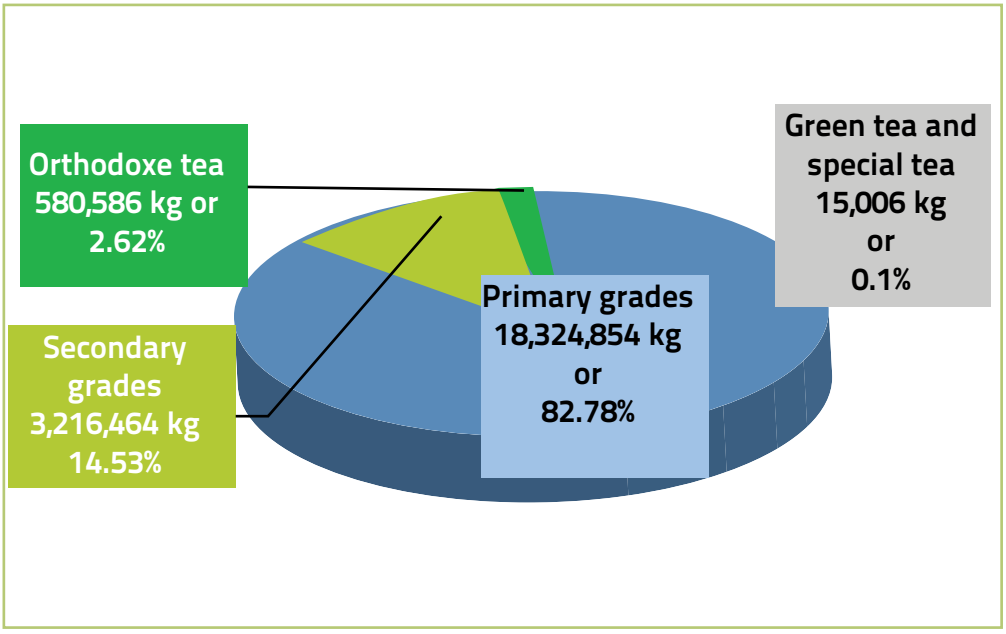


Figure 20:Tasted samples from tea factories

4.2.4 Made Tea Tasting

For ensuring proper quality monitoring for exported teas NAEB found it essential to conduct quality check batch-wise and samples are collected from different exported batches to ensure quality of the exported made tea and market promotion of these products.

This process of regular tea tasting ensure that processing are consistent and up to the market standards and a weekly

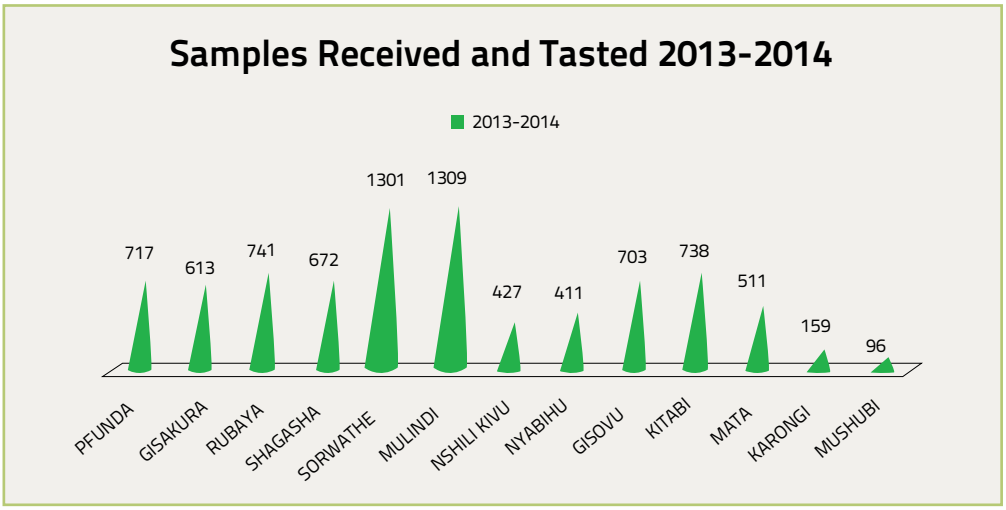
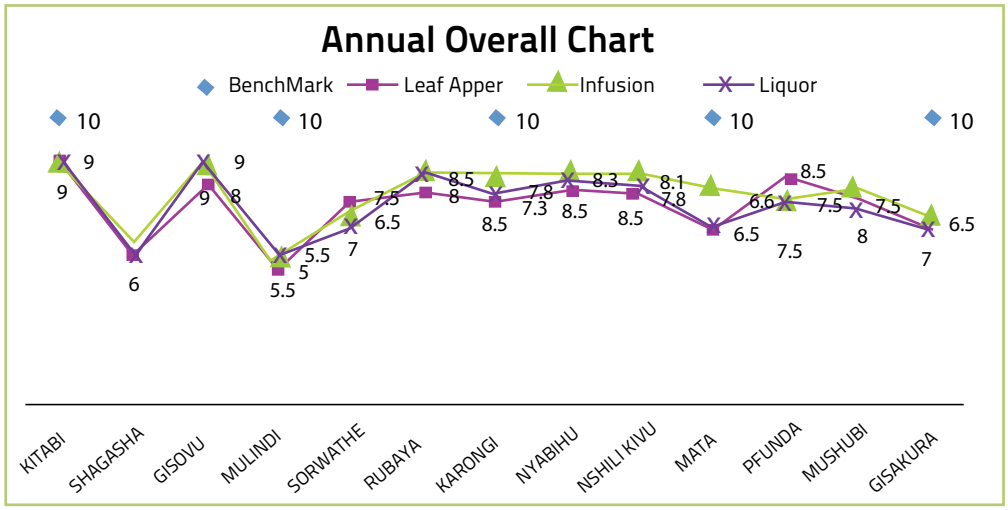


Figure 21:Annual cupping results



4.2.5 Tea factory certification

During the year 2013-2014, NAEB did not only offer certificates of origin to exported teas but also it facilitated tea factories to develop a certification process including rules, regulations, procedures and manuals that help farmers to fulfill the requirements as far as quality and safety assurance for customers are concerned.

With an objective to put in place effective certification program emphasis given to documentations as well as the implementation of ISO 9001-2008 and ISO 22000-2005. Regular inspections and surveillance audit for certification requirements were conducted. Monitoring the implementation of market standards in tea such as ISO 22000:2005 in Kitabi, Shagasha and Gisakura was done and these factories were inspected. Among them only Kitabi, Mulindi and Rubaya are ISO 22000:2005 certified while Mata and Nyabihu are awaiting external audit report from Bureau Veritas. CO-OTENYA Cooperative from Mata tea factory was RAF certified.

4.2.6 Technical assistance in blending and packaging

A tea package market assessment was carried out and the results were communicated to the four tea packers. Also the assessment on improvement of value addition for Rwandan teas to fit the Chinese market and the local market for Rwandan Teas. NAEB also worked with Pfunda Tea Company on the local and regional tea package assessment and new packages have been developed and were appreciated by the market.



4.3 Value addition improvement for horticulture produce

The development of horticulture requires that the increase in productivity go hand in hand with post-harvest infrastructure in the country.

The National Agriculture Export Development board is providing technical and financial support for construction of post-harvest infrastructure such as collection centers, pack-house and cold room for horticultural crops.

Rusiga collection center was constructed using the models of a collection centre provided by NAEB making a total of 4 modern collection centers around the country. The construction works of Rusiga collection centre were at 90% in June 2014 as shown by the picture below.

All the constructed collection centres have facilities for sorting, grading and packing. Equipment like grading tables were supplied to 3 constructed collection centres. A small cold room is also incorporated for temporary storage of produce and in total the collection center has capacity to handle 10 tonnes/day produce.

Figure 22: Rusiga collection centre under construction



In collaboration with LWH project, NAEB plan to have a pack infrastructure for fresh fruits and vegetable post harvest handling. This will be done through a transformation of the former tea warehouse in NAEB into a modern pack-house but the warehouse is currently provisionally being utilized for sorting, grading and packing for vegetables. Grading equipment such as 10 INOX tables have been supplied and are serving in the warehouse. The photo below shows the grading activities in the pack houses.

Figure 23: Pack house transformation



(Grading activity in the pack house) Workers are sorting Asian vegetable for export in the NAEB warehouse

5. MARKETING, PROMOTION AND SALES OF AGRICULTURAL EXPORT COMMODITIES

5.1 Coffee

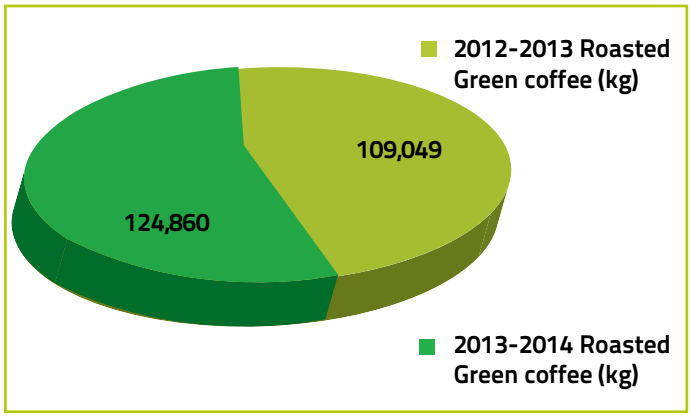
To improve awareness of Rwandan coffee in key markets, NAEB took up targeted communication initiatives. The entire communication effort was conceptualized on a basic strategy to create a unique image for Rwandan coffee. To achieve this, the following actions were taken to develop the national coffee brand.

NAEB had projected an annual average growth rate of 5% in exports keeping in view the high production projections originally envisaged. However, due to shortfall in production, revised export targets had to be set based on production on a year-to-year basis.

5.1.1 Coffee local sales

Due to different barriers in export markets, there is a need to start developing domestic consumption through opening up of large number of café outlets by the private sector. The eight main coffee roasters are Kinunu, Maraba coffee, Sacof, Aromec Tora, Nyungwe high coffee, Huye high mountain coffee and the Bourbon coffee shop. It is estimated that the domestic coffee consumption has reached a level of around 125 MT. The year-wise details of domestic consumption of coffee are given in Figure 22 below.

Figure 24: Coffee local consumption



Coffee local consumption is still low when compared to coffee exported, during this fiscal year only 125 metric tons of green coffee were consumed locally however there is an improvement where quantity consumed increased by 13% when compared to the previous fiscal year.

5.1.2 Coffee Marketing and Promotion

Coffee marketing promotion include collection of information of market situation, price movement trends to various segments of the industry and developing data base and publication of market reports on regular basis. There is also a need to carry out crop estimates forecasts and coordinate the domestic coffee status.

The marketing also consist in providing Coffee Export Licenses, conducting promotional and advertising activities, develop marketing profiles for each CWS, develop a coffee marketing strategy, coffee exporters and cooperatives training and value addition strategy

During the year under review the marketing department concentrated efforts on Identification of coffee exporters and facilitating them in acquiring coffee export licenses, collecting market information, publication of information through radio spots and production of promotion materials such as 20 banners and 6,000 brochures.

The Rwandan coffee was also exhibited in different international coffee exhibition like SCAA, SCAJ, EAFCA and two local exhibitions. On the other hand and in line with the coffee branding strategy, a proposal for the logo was agreed upon. Finally facilitation of coffee exporters in coffee export logistics and export control activities were done.

5.1.3 Cup of excellence 2013

Cup of Excellence 2013 program has been conducted from July starting with sampling coffee from registered coffee washing stations in all provinces of Rwanda.

In total 159 lots were collected, followed with a pre-selection process and a national cupping stages which selected only 59 lots to be qualified for the international cupping and final phase. The international cupping stage led to 15 lots which were awarded Cup of excellence 2013 in a colorful ceremony that took place in Huye District (Simbi Sector) Southern Province on 16th August, 2013.

The awarded coffee were internet auctioned on 8th October, 2013 and has generated $ 238,174 (around 159,576,580 Rwf) and the highest bid from the auction was 45.86 $/Kg .

Figure 25: Cup of excellence Awarding ceremony 2013



Coffee Multistakeholder platforms

This year's multistakeholder forum was organized on international level in the framework of international Coffee Research Symposium in collaboration with the Ministry of Agriculture and Animal Resources together with Rwanda Agriculture Board (RAB) and in partnership with Rwanda Development Board, University of Rwanda, and Global Knowledge Initiative. It was hosted at Lemigo Hotel from 17th to 18th March, 2014 under the theme 'Collaborative research and extension as a driver to enhancing coffee quality and alleviating the potato taste defect in coffee in Eastern Africa". The aim of the research symposium was to discuss factors affecting coffee quality in Eastern Africa especially coffee pests and potato taste defect, and initiating collaborative efforts to conduct joint research, and undertake appropriate extension activities to support coffee farmers. Below are the pictures elaborating meeting participants. For the entire fiscal year 4 coffee stakeholders were organized at provincial level and one at international level;

Figure 26: Coffee multistakeholder conference at Lemigo hotel.



Fig. 26 a) Coffee research symposium presided over by the Minister of Agriculture and Animal resources

Fig 26 b) Coffee Research Symposium participants

5.1.4 Coffee Exports Performance

Rwandan coffee is predominantly an export-oriented commodity and over 95 % of the coffee produced in the country is exported. The balance is locally consumed. Exported coffee is firstly processed by 229 wetmills into parchment coffee which is then processed into green by different dry mills. During the year under review the National Agriculture Export Board registered more than 40 private exporters..

During the reporting period, exported volumes of coffee export went up from 16,989 MT to over 19,969 MT of green coffee and generated $USD55.2 million as stated in the Table 24 below.

From the table below , the general prices for all coffee grades reduced where by fully washed prices reduced by 17.7%, semi washed by 24.2%, triage by 20% and Robusta by 16.6% when compared to previous calendar year. This decrease is attributed mainly by coffee price shocks at the international market. The percentage of fully washed (FW) coffee was 33.3%.

Table 24: Coffee export comparison of calendar year 2012 and 2013

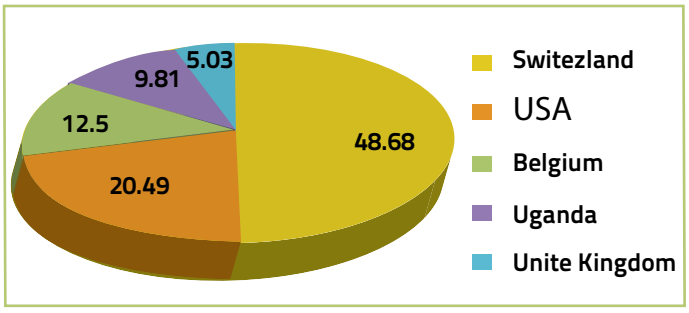
	2012			2013		
Type	Export (kg)	Revenues (U$D)	Average price/kg	Export (kg)	Revenues (U$D)	Average price/kg
Fully-Washed (FW)	5,669,452	25,683,072	4.5	6,655,171	24,720,459	3.7
Semi-washed	9,639,900	32,618,028	3.3	10,568,280	27,087,831	2.5
Triage	1,467,578	2,202,480	1.5	2,521,438	3,037,008	1.2
Robusta	212,800	383,280	1.8	224,824	359,051	1.5
TOTAL	**16,989,730**	**60,886,860**	**3.5**	**19,969,713**	**55,204,349**	**2.7**

The targeted volumes for the fiscal year period being 26,000 metric tons for the green coffee and the target revenue USD$73 millions and the achievement was 68.6% of targeted volume and 64.3% in expected revenue.

5.1.5 Rwanda Coffee export Destinations

Most of the Rwandan coffees are exported to European countries whereby 67% of the coffee exported goes to Switzerland, Belgium and United kingdom, 20.5% to America, 11% to Uganda and Kenya and the remaining 2% goes to Asian countries. The chart below show major country buying Rwandan coffee.

Figure 27: Five major destinations of Rwandan Coffee



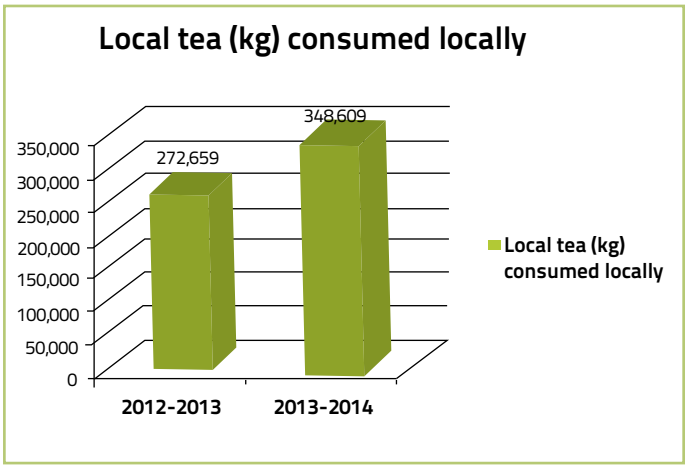


5.2 Tea

5.2.1 Local tea sales

Tea is consumed by majority of Rwandan population as hot beverage alone or with milk and sugar. The tea consumed domestically is either branded or packaged by the respective processing factories (RTP, SORWATHE, PFUNDA, Highland Tea and GISOVU) or by private retailers who import the made tea (from Burundi) and blended tea (Mukwano and Rwenzori) for local consumption. Through proper manufacturing advisory services geared to market demands given by NAEB to local packers, the overall sales average of local tea consumption growing at 30% every year. In total, 348,609 kg of value added tea were consumed and generated a revenue of 1,107,602,462 Rwf. In terms of value addition, tea is registering an improvement where local consumption increased by 28% when compared to the previous local tea consumption in 2012-2013 as depicted in the Figure 25 below:

Figure 28: Local tea consumption comparisons for 2012-2013 & 2013-2014



5.2.2 Green Leaf Prices

From July 2012, the green leaf price is determined by a pricing model whereby the price should be greater than 30% average sale price of each factory for the previous year, or 30% of national average sale price for the previous year with additional or deduction of 5 Rwf for GL quality ≥ 70 % and ≤65 % respectively.

Before July 2012 the green leaf price was determined by considering the green leaf cost of production with marginal profit of 20%. For the 2013-2014, the Green Leaf price ranged from 117 Rwf per kg to 160 Rwf per kg.

Table 25: Applicable Green Leaf Price, Year 2013-2014 Rwf/kg

Period	July-Sept 2013	Oct-Dec 2013	Jan-March 2014	April-June 2014
Factory				
Mulindi	125	127	117	119
Shagasha	125	127	117	119
Gisakura	125	127	117	119
Gisovu	157	160	153	156
Mata	125	127	117	119
Pfunda	139	142	117	119
Nyabihu	149	151	132	134
Rubaya	140	142	134	136
Nshili	148	151	124	126
Sorwathe	125	127	117	119
Kitabi	152	154	141	143
Karongi *	-	-	122	124

5.2.3 Tea Marketing and Promotion

The tea promotion and marketing concentrated efforts on enhancing the consumption of Rwandan tea in local and international. Interventions were also oriented on elaboration of the tea branding strategy and tea marketing strategy, assessment of the value added tea packaged teas, on tea market analysis and tea market identification, and on tea promotion.

Tea convention

In order to showcase and promote Rwandan tea on the international market, Rwanda agreed to host the 2nd Africa Tea convention and Exhibition organized by the East African Tea Trade Association (EATTA) in partnership with The National Agricultural Export Development Board (NAEB) on 28th -30th August 2013 at Kigali Serena Hotel and was officially opened by His Excellence Paul KAGAME, the president of the republic of Rwanda.

The convention and exhibition was attended by tea growers/ tea producers/processors, tea brokers, tea traders, tea

buyers, Expert tea speakers, tea bodies, private investors in tea sector, local authorities and more than 375 attended the event. During the 2nd Africa Tea convention and Exhibition, cupping tea competitions were organized and 2 Rwandan tea factories emerged first and third.

Figure 29: Awarding ceremony of the best tea company at the second tea convention at Serene hotel



H.E Paul KAGAME President of the Republic of Rwanda awarding trophies to the winning tea company

Figure 30: Invited guest posing for photo



Group photo of the with some guests and stakeholders

For the year 2013, among 375 samples which participated in the competitions, samples from Kitabi tea factory were awarded as overall winner of best tea in Black CTC tea while Kangaita tea Factory was overall winner of specialty teas. During awarded teas factories were:

In the category of specialty tea:

- Best white tea: KANGAITA Tea Factory
- Best orthodox Tea: KANGAITA Tea factory
- Best Green Tea: SORWATHE Tea factory
- Best Purple Tea: CHOMOGONDY Tea Factory

In the category of Black CTC teas awarded tea factories were:

- Best D 1 tea grade: KITABI TEA FACTORY
- Best Pd grade: KARONGI TEA FACTORY
- Best BP1 tea grade: KITABI TEA FACTORY
- Best PF 1 tea grade: GISOVU TEA FACTORY

Overall winners were

1. In the category of Black CTC teas : KITABI TEA FACTORY
2. In the category of specialty teas : KANGAITA TEA FACTORY

A specialized tea exhibition was part of the 2nd Africa Tea convention program in 2013 whereby tea processors, tea machinery manufactures, inputs dealers, tea services providers, tea sector regulators, tea brokers, others services providers like financial sectors , regulators and tea certifiers took part. In general 40 Exhibitors participated in the exhibition.

On the inauguration day of the 2nd Africa Tea convention and Exhibition, the expositions were visited by his Excellence Paul Kagame the President of the Republic of Rwanda, different ministers and other high level officials as well as participants in the exhibitions.



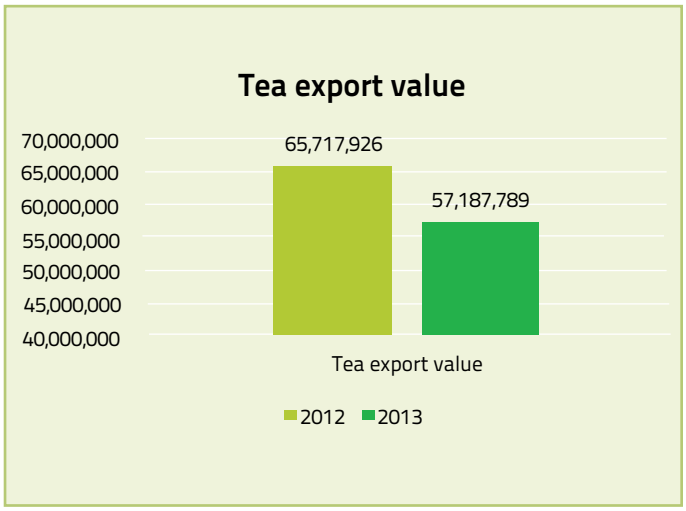
5.2.4 Market Analysis and new markets identification

The tea market analysis is conducted on a monthly basis, and the marketing department worked with SORWATHE to access the Sudanese tea market for spicy teas with a team from Sudan. Though the transactions are not yet successful, the samples were well appreciated. In June 2014, they were still working on the prices. On the over hand, five additional market were assessed including South Africa, Congo Brazzaville, Nigeria and the Juba, market for Rwandan teas. This has been successful and the teas are on the market. The 5th is the U.S market which is not yet successful.

Made Tea Export

For the reporting period, tea has been the most significant contributor to agricultural export revenues accounting for 24% of the export earnings. The export of Tea during this period generated 57 M USD. The low achievement in revenue was due to decline in world tea prices and Rwandan made tea is mainly sold through auction in Mombasa and only a small volume is sold through direct sales by tea factories that have direct contracts with buyers.

Tea exports performance and targets for fiscal year 2013 – 2014



Compared with the fiscal year targets this achievement is rated at 79.7% of volume targets and 64.8% in expected revenue.

5.3.Horticulture Produce

Different approaches have been attempted to market Rwandan produce. However, it has been noted that there is still much to do for producers to get the requested volumes and quality requested by exporters. Fruit and vegetable growers have not yet been able to sustain volumes requested by buyers as they still produce under rain-fed conditions. Organizing the horticulture value chain and progressively upgrading informal trading into formal trading will help achieve and sustain volumes.

5.3.1 Linking Summer flower producers with buyers

Market linkage was done for small holder producers of summer flower with buyers to facilitate them to increase the production. This was done in NAEB premises where producers exhibited their products and buyers were identified and invited to meet producers and exchange on summer flower business. NAEB has also conducted sensitization through presentation on summer flowers, media (TV and RADIO) and as a result 20 potentials farmers availed 30ha for summer flower production and they are waiting for the supply of planting materials.

Figure 31: Summer flowers exposed for market linkage at NAEB



Linking the farmers with Local buyers

5.3.2 Promotion of Horticulture produces

The advertisement programs for horticultural products included television adverts, radio awareness creations, write-ups with the media programs, billboards and write ups for the website. The promotional activities included give-away materials, brochures, banners and posters. These created an impact in the local, regional and international markets and attracted five potential buyers to come and explore horticulture opportunities in Rwanda and these investors include: Sunripe Ltd,Wamu Investment Ltd, Kandia Fresh Produce Suppliers Ltd, Interveg Exports Ltd, Chioven Enterprises Ltd.

For the first time the summer flower production was able to attend the National Agricultural exhibition and this was done with an objective to attract more summer flower growers to increase area of different varieties of summer flowers.

Through NAEB support, summer flower were exported to European market by Rwandan exporters and through NAEB support they were able to attend international exhibition such as Dubai market where the exporters got more contacts of different buyer's willing to buy summer flowers from Rwanda. The main objective of this participation was to secure the market in the Middle East countries.

Figure 32: The Rwanda exporters stand at the exhibition in Dubai



The Rwanda exporters stand at the exhibition

5.3.3 Horticulture market study and exploration.

Market studies on Rwandan horticulture products were carried out on Congo Brazzaville, Gabon, EU, Turkey and Dubai Markets, two match making session on vegetables and flowers were successfully carried outAs a result it was found that there is a range of Rwandan products that have the competitive advantages in terms of quality, price and attractiveness. During the trade show, some products attracted the premium prices (e.g. banana wine, carrot, onions, avocado, dried cassava leaves, etc). Table 26 below indicates the average prices for some products that identified in three large supermarkets:

Table 26: Market survey of some horticulture produce from super markets

Product	Quantity	Supermarket Price (FCFA)	Supermarket Price (FRW)
Long carrot	1 kg	5,590	7,491
Other Carrot	1 kg	1,490	1,997
Mushroom	1 kg	7,990	10,707
Tomato Roma (high quality)	1kg	6,275	8,409
Tomate ronde (high quality)	1kg	5,900	7,906
Indian chilli (long variety)	1 kg	2,990	4,007
Hot pepper (Habanero)	1 kg	2,990	4,007
French beans (extra fine beans) from South Africa	1 kg	5,900	7,906
French beans (fine beans)	1 kg	2,900	3,886
Banane fruit from Ecuador	1 kg	6,900	9,246
Café Gabonais (Roasted)	250 gr	2,290	3,069
Café Camerounais	500 gr	3,160	4,234

Prices of some products on Libreville market

Note: There is a range of products that are much cheaper than Rwandan products due to the reasons of different means of transport used that is they are transported by sea or by Air France on low freight price (e.g onions, juices, milk, cheese, etc)

5.3.4 Horticulture exports evolution

Though different promotional programs have been realized, horticulture as an export is not yet significant. Rwanda is exporting fresh fruits, vegetables, processed products of fruits and vegetables, summer flowers and their mixed products. The total value of export of these commodities increased from 1 M USD in 2016 to 10 M USD in 2013, and were mainly dominated by informal cross-border trade. We have seen an increase in formal exports and the volumes exported through informal exports decreased due to problems in DRC. Figures shown in the Table 27 below are for horticulture products fruits and vegetables combined.

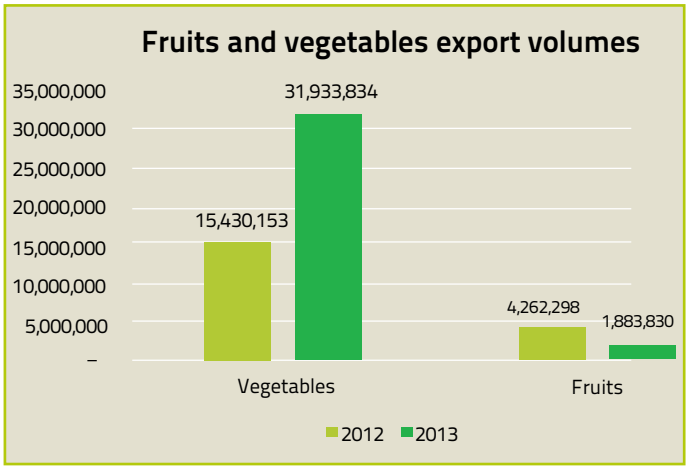
Table 27: Horticulture exports evolution

Year	Net weight (MT)	FOB ($)
2006	3,131	1,168,237
2007	4,633	1,292,629
2008	13,723	5,266,394
2009	9,477	2,470,323
2010	6,933	3,142,244
2011	35,519	11,244,453
2012	32,772	10,681,119
2013	34,378	10,218,276

Export of horticultural crops from Rwanda for the period January to December 2013 registered a significant increase in output. Collected data indicate that during the review period, total fruits and vegetables export increased by 99.9% over the efforts of the 2012. This increase was significant among vegetables while fruits registered a decline in export volumes when compared to the previous period. The chart below shows the total exported volumes of fruits and vegetables.

The increase in exported volumes was translated into increase in export earnings. In total the exported volumes were 31, 933,834 kgs for vegetables and generated 9,494,442 while the 1,883,830 kgs of fruits resulted in 651,852 USD.

Figure 33: Fruits export (kg) 2013/14





5.4 Refined Pyrethrum exports

Rwanda at present export pyrethrum products to the tune of 10 million USD while it has been estimated that this can be raised to 46 M USD. In a view of the innate Rwandan strengths which include a favorable ecosystems especially in the northern and western province, technical and farming capacity and existing processing capacity both for the crude, refinery and value added products, the pyrethrum industry can become a huge export opportunity

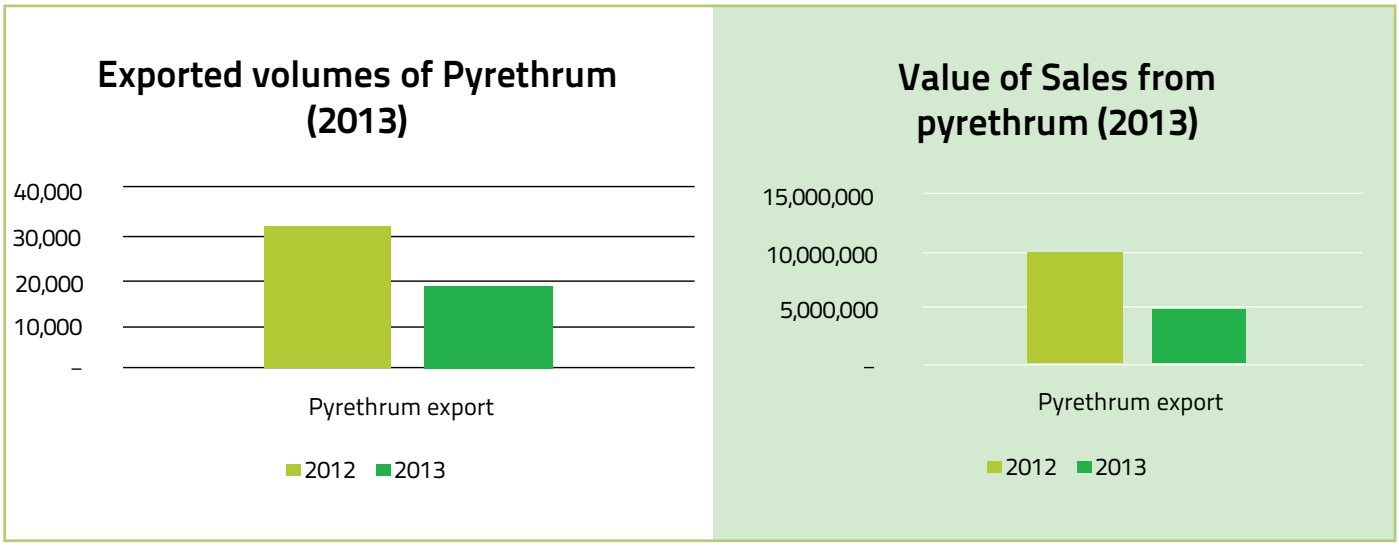
Apart from the requirement of pyrethrum insecticides for domestic use, Rwanda has been exporting a 50% refined pale pyrethrum extract mainly to the US market. In the year 2013, the exported volumes were 18,541 kg which generated around 5 million USD as indicated by the chart below:

During the course of this calendar year, pyrethrum exports encountered challenges in terms of accessing the market there by rendering few exports of refined pyrethrum.

The exports reduced by 42.7 % in comparison to the previous year. For the fiscal year 2013-2014 the annual target was 28,800 MT it was achieved at 50%. For the last year around 14.4 MT were exported.

According to SOPYRWA around 11 MT refined pyrethrum were still in the store at the end of 2013 and could be exported as soon as the market is secured.

Figure 34



5.5 DIVERSIFICATION OF EXPORT BASE

Emerging chains such as livestock products, grain and local products are generating income from regional export faster than expected.

Even though these were not included in priority export crops, yet during the past 3 years, emerging export chain showed a steady increase in foreign exchange earning and during the coming few years, Rwanda is planning to develop these sectors as new sector for export. The paragraphs below show achievements in export of new emerging chains

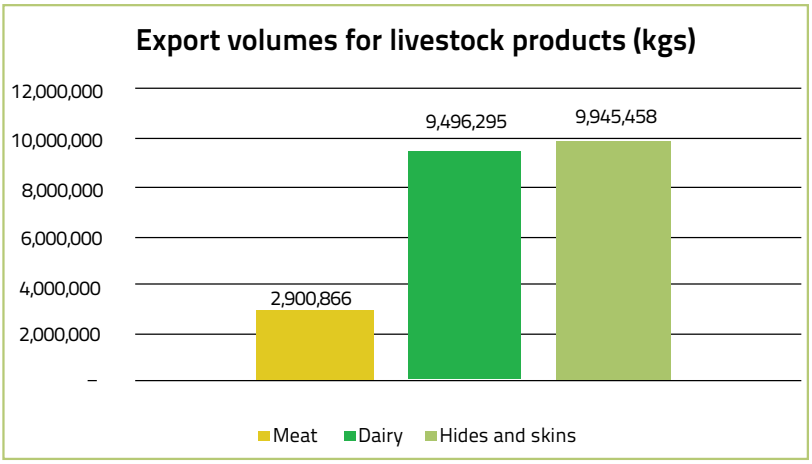
5.5.1 Export from diversified value chains.

Animal products and grain and cereal products are progressively becoming a growing source of income for the country.

Animal products such as hides and skins, meat and dairy products are changing livestock chains into one of the fastest growing sectors in Rwandan exports especially on the regional markets.

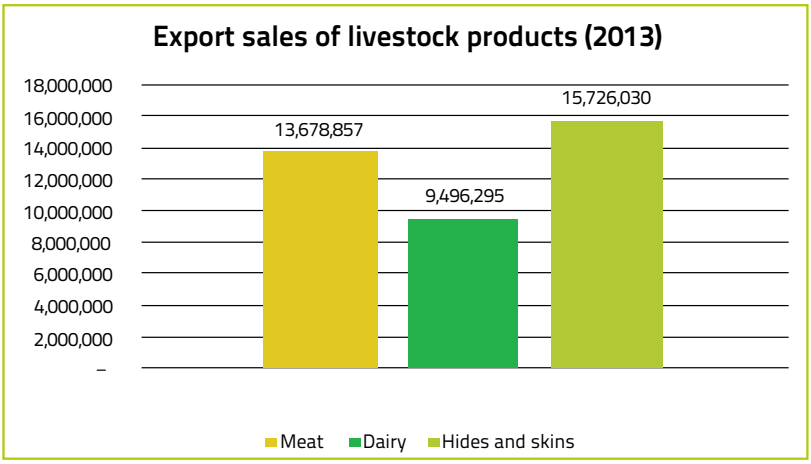
Improving the organization of these value chains to enhance the export of these products could contribute to more foreign exchange earnings. In Rwanda, livestock products exports have been consistently moving up during the past years. During the year 2013, the volume of Livestock products exported are summarized in the chart on the next page

Figure 35:



From this chart, the biggest volumes were from hides and skins while beef (meat) contributed to the lowest extent.
Export of livestock products for the calendar year 2013 continued to increase. The main performers were hides and skins, dairy and meat. In terms of revenues generated by livestock products, a total of 38,901,182 USD were generated as follows

Figure 36:



The Rwandan livestock products are mainly exported in the region in formal and informal trade. These products are mainly **exported in RDC, Burundi and Uganda.**

5.5.2 Status of essential oils export

This year, the export of essential oils recorded was 404 kg as indicated in Table 28 below. Geranium oil dominated export at 72% in terms of quantity.
The second commodity by weight was Tagetes minuta with 15% while Patchouli was the third one. In terms of revenues (72 488 USD), Geranium leads the sector with 86% while other two commodities had the same proportion at 7% per each commodity type.

Table 28: EXPORT OF ESSENTIAL OILS 2013-2014

PERIOD	PRODUCT	PRODUCTION (KG)
Aug-13	Geranium essential oils	51
Oct-13	Tagetes essential oils	60
Dec-13	Geranium essential oils	116
Mar-14	Geranium essential oils	124
Jun-14	Patchouli essential oil	53
Total		404

6. SUPPORT SERVICES

Article 66 of the Organic Law N° 12/2013/OL of 12/09/2013 on State Finances and Property requires budget agencies to submit annual reports which include all revenues collected or received and all expenditures made during the fiscal year, as well as a statement of all outstanding receipts and payments before the end of the fiscal year.
NAEB's sources of revenues include transfers from Treasury, transfers from other government reporting entities, grants from donor projects and internally generated revenues
The budget performance was executed at 96.5% whereby the total revised revenues were 5,378,484,116 FRW and the total expenditure was 5,189,565,422Frw.

Table 29: Budget Performance for the financial year 2013/2014

	Financial Year 2013/2014	Financial Year 2013/2014	Financial Year 2013/2014	Variance	Performance
			Month June 2014		
	Approved Budget (FRW)	Revised Budget (FRW)	Actual (FRW)	FRW	%
		A	B	A-B	(A/B)*100
Revenue					
Transfers from Treasury	2,567,180,943	3,005,507,507	2,799,170,797	206,336,710	93.13%
Transfers from other Government Reporting entities		1,389,596,450	1,389,596,450	-	100.00%
Grants (PRICE ,BTC,..)	73,444,710.00	73,444,710	46,674,365	26,770,345	63.55%
Internally generated revenues	909,935,449	909,935,449	870,570,744	60,602,942	93.34%
Total Revenue	3,550,561,102	5,378,484,116	5,106,012,356	293,709,997	94.93%
Expenses					
Compensation of Employees	1,632,834,882	1,265,153,387	1,264,838,529	314,858	99.98%
Use of Goods and Services	4,100,913,395	2,139,656,964	2,589,218,668	(449,561,704)	121.01%
Transfers to Reporting Entities	155,356,400	700,000	700,000	-	100.00%
Social Assistance	1,000,000	50,000	50,000	-	100.00%
Other Expenses	485,437,000	75,081,181	73,371,981	1,709,200	97.72%
Capital Expenditure	1,145,300,000	1,897,842,584	1,261,386,244	636,456,340	66.46%
Total expenses	**7,520,841,677**	**5,378,484,116**	**5,041,451,215**	**188,918,694**	**93.73%**

6.1 Implementation of the procurement plan

The procurement planning process includes identification of needs and priorities from beneficiary departments /divisions with a prior study for tenders of Works, identification of the methods of tendering, estimation of the value of the tender to be awarded, specification of the source of financing.

In total 48 tenders composed of goods, services and works were executed during the fiscal year 2013/2014. Seven (7) tenders were canceled due to different reasons like higher Price quotations than the available budgets.

Table 30: Contracts Carried forward from 2012/2013 to 2013/2014

S/N	Title of the Tender	Observation
1	Construction for Gishali Flower park	The contract expired 30/05/2014 and it is in penalties
2	Gutegura Ingemwe z'imbuto za avoka, Imyembe muri pepiniyeri ziri mu Turere dutandukanye	The contract will end on 30/09/2014
	Total	2

Table 31: Ongoing contracts performed during the year

S/N	Title of the Tender	Observation
1	Contract for loading and un loading	Will end on 31/05/2015
2	Contract for supervision for construction of Gishali flower park	Depending on when the contractor (EMMR) will complete the work
3	Amasezerano yo gukodesha tax voiture zitwara abakozi ba l eta mu mugi wa Kigali	Will end on 7th /12/2014
4	Annual frame work contract for supply of tyres for NAEB vehicles	Will end on 4th /03/2015
5	Annual framework contract for supply of office stationeries	Will on 14th /03/2015
6	Annual frame work contract for maintenance of NAEB vehicles	Will on 21st /03/2015
7	Contract for cleaning and gardening services	Will end on 17th /10/2014
8	Annual frame work contract for subscription Sports activities for NAEB staff	Will end 9th/9/2014
9	Annual framework contract for rehabilitation works	Will end 29/01/2105

Figure 37: Procurement Methods used During the Period 2013-2014 fiscal year

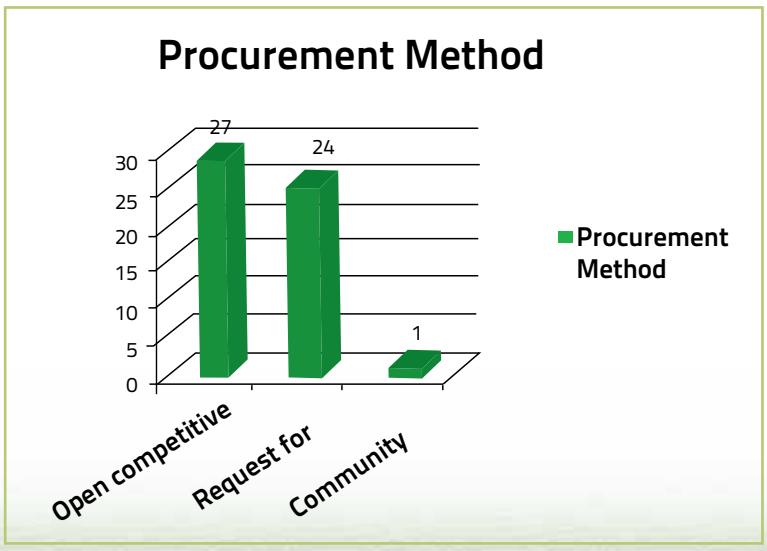
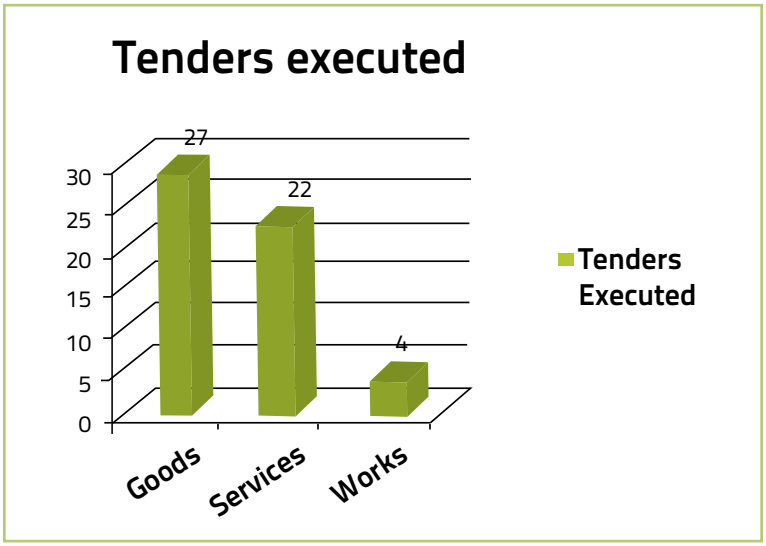


Figure 38:Tenders executed by type during the period 2013-2014 fiscal year



Of the 48 tenders executed during the fiscal year 2013-2014, 55% were tenders for goods, 46% for services and 8.5% for works

6.1.1 Tenders where bidders not did not respond

During the fiscal year 2013-2014, two tenders of hiring an independent exporting company for COE 2013 and hiring an independent exporting company for COE 2014 were not bid for.

Table 32: Canceled Tenders

S/N	Title	Reason
1	Tender for re-calibration and repairing services of NAEB Tea laboratory	Price quoted higher than available budget
2	Supply of one roaster machine for coffee cupping	Price quoted higher than request for proposal threshold of 1,000,000 FRW
3	Supply of 20 tyres for NAEB vehicles	Because there was another one for annual framework
4	Supply of one handset receiver for NAEB	Price quoted higher than request for proposal threshold of 1,000,000 FRW
5	Supply of 25 pairs to be used in NAEB UPS	Price quoted higher than request for proposal threshold of 1,000,000 FRW
6	Tender for the supply of green coffee to be roasted	Price quoted higher than available budget
7	Hiring an independent audit firm	Price quoted higher than available budget

All the tenders that had been planned were launched during the period and more than 90% were successfully executed and given improvement registered during the year there is no doubt that the fiscal year 2014/2015 will be better.

1. Capacity building

For NAEB the capacity building is a continuous process through which staff, NAEB as an organization and NAEB stakeholders enhance their ability to identify and meet agriculture export development challenges. NAEB facilitate the capacity building by providing resources and skills through formal trainings, coaching, mentoring etc. NAEB capacity building activities are done at individual level, organizational level and institutional level. Strengthening beneficiaries skills is done in priority areas such as agriculture, trade, organizational management and agribusiness and for stakeholders this process often took the form of assisting with administration, physical equipment's and infrastructure and formal training. Through the fiscal year 2013-2014 NAEB continued to give the appropriate attention to the capacity building concerns and the following are areas where NAEB conducted capacity building actions.

2. Institutional level

NAEB has put emphasis on availing needed framework for the agriculture export subsectors to have a conducive environment. In this framework the horticulture strategy has been elaborated and the draft of horticulture policy, tea policy and coffee policy were elaborated. On the other hand, NAEB participated in drafting a new law establishing NAEB as a corporate body and the law submitted to competent authorities

3. Organizational level

NAEB medium term strategy has been finalized and approved by the board. NAEB also initiated the process of developing a Quality Management System against which it would be certified. This QMS requires NAEB to have different procedures manuals for which drafts have been elaborated. NAEB organizational structure was also revised to meet the new mandate of being a corporate organization with double mandate to regulate the agriculture export subsector and invest when necessary in areas which private sector is reluctant to invest in.

4. Staff trainings

Staff knowledge and skills need to be upgraded and refreshed time to time in order to meet the changing business environment under which they operate. For training NAEB staff received both in-house trainings while others were sent abroad for skills improvement. In this context NAEB has been running the following courses according to different needs:

- In partnership with COLEACP through e-learning, NAEB trained its horticulture division, quality, certification and marketing units on requirements of European markets. These included HACCP principles and practice, Implementation of ISO 26000 within the organization, management of Food Safety, Standards Map and Trade Map , Chemical Pest control, pest and Crop Protection, Regulation and Private standard, Traceability and ITC Tool Standards Map and Trade.
- 3 NAEB staff were trained Monitoring of Plant Clinics in collaboration with RAB/CABI
- NAEB sent a laboratory technician in the center for Flavour and Fragrance Development in Kannuaj India to be trained on Essential Oils.
- Quality staff were trained on QMS especially on ISO 9000:2008 family standards
- 2 members of NAEB staff were trained on different subjects. One trained on International trade staff was sent to Australia, one trained on Public private partnerships in the International course on Nairobi Kenya (Strathmore Business School) and on Market oriented agriculture for Executive officers in Africa in Kansai Japan.
- The tender committee was trained on the Public procurement law

5. Stakeholders capacity building

Small holder farmers remain the major players in supplying raw material for agriculture export in Rwanda. Due to different issues such as their level of literacy, their access to the latest information due to poor extension contact, lack of exposure etc... NAEB and stakeholders have been putting greater emphasis on training of farmers and exporters to empower them and to improve their skills in modern and business oriented farming through demonstrations, field visits and exhibitions as well as to assist them in accessing quality inputs. During the year 2013, major areas of training for farmers included:

- Training on different Post-harvest techniques: The horticulture division in collaboration with ADRA trained 32 Cooperative representatives supported by ADRA on different Postharvest techniques where they got introduction on Postharvest Technology and Market linkage, subject such as Green Leaf Vegetable Handling, Zero Energy Cooling System and Vegetable sun drying. This was done in June 2014.
- In collaboration with the quality unit a training on post harvest of pineapple was given to members of Tuzamurane cooperative in Gahara and themes like handling fresh pineapples for drying , slicing and sizing, drying process, packing and storing were discussed with trainees.13 horticulture cooperatives under QMS certification were provided with awareness on QMS standard especially QMS general requirement in the standard implementation
- 3 cooperatives representatives CODEPRAG, COOPAGI, KAIDU were trained on Production of onion Post harvest handling and Marketing of onions
- In the coffee subsector 6 cooperatives were introduced to Fairtrade certification and given insight on the subject such as Introduction to fair trade certification, opportunities for fair trade certification; Introduction to fair trade standards; Social, economic standards, Marketing standards; Environment standards while representative of 20 more cooperatives received an awareness training on certification. They were sensitized on the standards such as Fair-trade, Rainforest Alliance, Utz Certified, 4C, and CAFÉ Practices
- 10,000 coffee farmers benefited from FFS programs
- A turnaround program was initiated for 25 cooperatives

6.2 Administration & HR development unit

Administration and Human Resources Development unit ensures smooth running of NAEB by providing administrative and logistical support. This lights the key areas that make up Administration namely logistical support, Human resources management and Estate management. HR management is governed by the following laws and orders:

- Law no 22/2002 of 9/07/2002 on General statute for Rwanda Public Service;
- Law no 13/2009 of 27/05/2009 regulating Labour
- Presidential Order no 83/01 of 9/12/2010regulating the procedure of recruitment of Public Servant;
- Ministerial order 121/03 of 08/09/2010establishing the procedure of performance appraisal and promotion on Public Servant.

Among the key day to day of the department were:

- Assist Management in ensuring that Human Resource Management best practices are done. Such practices include:
- Recruitment, training and Development, motivation, Performance appraisal, promotions,Transfers, compensation.
- Facilitation of staff (transport, leaves etc...)
- Supervision of staff in conjunction with direct supervisors (observing arrival time, short period permissions.
- Advise management on administrative issues

Table 33: NAEB STAFF STATUS

Staff status	Total number of staff	Number of female staff	Number of male staff	% of male staff
Permanent staff	152	48	104	31.5
Contractual staff	49	11	38	22.4
Total	201	59	142	29.4

6.2.1 Main achievement in the Human resource & Administration

During this financial year NAEB recruited 6 staff, 29 staff ended their contract while 6 staff left on their own.

Table 34:Staff Recruitment

Division/Unit	Post of the staff recruited	Number of staff recruited
Corporate	IT officers	2
Directorate office	Legal officer	1
Administration	Drivers	3
Total		**6**

6 2.2 Corporate Social Responsibilities

In the framework of coordinating staff and other events, through Human Resource and Administration Unit different functions ranging from organizing community work, labor day preparation, staff meeting, genocide commemoration event and stakeholders meetings were fully organized and logistically supported.

6.2.3 Construction of NAEB memorial

With the effort of NAEB as an institution and its staff, a memorial site was constructed for its former employees who died during the 1994 Tutsi Genocide.
On the 26th June 2014, the staff of the National Agricultural Export Development Board, the families of the victims, the stakeholders, and the well-wishers gathered at NAEB headquarters in remembrance of the employees of the former OCIR THE and OCIR CAFÉ

Figure 39: Participation of NAEB staff in different events







Figure 40: Commemoration day of Tutsi Genocide at NAEB Memorial site



6.2.4 NAEB Restructuring

The export development programs related to agriculture were handled by multiple agencies including NAEB, v, RDB which often overlap with each other. In order to bring synergy among the various programs and meaning to the enormous expenditure being made by different agencies and involved ministries on similar programs, there has been a program to bring implementation programs in implementing agencies and policies and capacity building issues at the level of the ministry.

NAEB was also thought to be an income generating corporate but the law did not give this mandate. The new structure and law governing NAEB responsibilities and mandate were proposed to be reviewed and a new structure aligned division to value chains was approved by the cabinet while the draft proposal of the law corporatizing NAEB was drafted and will be sent to the parliament soon. The chart below show the new structure of NAEB.

NATIONAL AGRICULTURE EXPORT DEVELOPMENT BOARD - ORGANIZATIONAL - 2014

MINAGRI

BOARD OS DIRECTIONS

CHIEF EXECUTIVE OFFICER
- Admnistrative assistant (1)
- Legal Affair (1)
- HRM Specialist (1)
- Marketing Strategy Specialist (1)
- Investment Analysis Officer (1)
- Internal Auditor (2)
- public Relations and Communication Officer (1)

SPIU

Strategic Planing Division
- Division Manager (1)
- Planning Officer (1)
- M&E Officer (1)
- Resource mobilization Officer (1)
- Statistician (1)

CORPORATE SERVICES DIVISION
- Division Manager (1)
- Administrative Liaison Officer (1)
- Procurement Officer (1)

DAF Unit
- Director (1)
- Accountant (2)
- Budget Officer (1)
- Cashier (1)
- Estate Manager (1)
- Logistics Officer (1)
- Documentation and Archive Officer (1)
- HR Officer (1)
- Head of Secretariat (1)
- Secretary (2)

ICT Unit
- Director (1)
- Database Administrator (1)
- Network and Application Administrator (1)
- Online and Social Media Officer (1)

CHIEF OPERATIONS OFFICER
- Admnistrative assistant (1)
- Zone Export Coordinator (4)
- GIS Officer (1)
- Warehousing Management Office (2)

Coffee chain Division
- Division Manager (1) Coffee Production
- Support Officer (1)
- Coffee Processing and Value addition Officer (1)
- Coffee Plant Protection Officer (1)
- Coffee Export Control Officer (1)
- Coffee Cooperative Officer (1)
- Coffee marketing Officer (1)

Tea Chain Division
- Division Manager (1)
- Tea production Support Officer (1)
- Tea Processing and Value addition Officer (1)
- Tea Export Logistics Support Officer (1)
- Tea Cooperative Officer (1)
- Tea marketing Officer (1)

Horticulture Chain Division
- Division Manager (1)
- Vegetable Officer (1)
- Fruit Officer (1)
- Flowers Officer (1)
- Horticulture Diseases and Pesis Officer (1)
- Horticulture Value addition Officer (1)
- HorticultureExport Logistics Officer (2)
- Marketing Officer (1)

Quality Assurance and Regulatory Division
- Division Manager (1)

Quality Assurance unit
- Director(1)
- Coffee Quality Assurance Officer (1)
- Tea Quality Assurance Officer (1)
- Horticulture Quality Assurance Coffee (1)
- Divesified products Quality Assurance Officer (1)
- Lab Technician (2)
- Coffee Cupper (2)
- Tea Cupper (2)

Regulatory unit
- Director(1)
- Coffee Regulation Officer (1)
- Tea Regulation Officer (1)
- Horticulture Regulation Officer (1)

Diversification and Products Development Division
- Division Manager (1)
- Agriculture Products Development Officer (1)
- Livestock Products Development Officer (1)
- Horticulture Products Development Officer (1)
- Pyrenthum Specialist (1)
- Sericulture Specialist (1)
- Essensial Oils Specialist (1)
- Diversification Marketing Officer (1)

7. ANNEXES

Annex 1 : Production of coffee seedlings and increase of coffee acreage

Province	District	Target area-NAEB (ha)	Needed seedlings	Available seedlings	% available seedlings compared to needed ones	Planted area (ha)	% planted vs target NAEB
East	Bugesera	243	607,500	654,636	108	256	105
East	Gatsibo	1,309	3,272,500	3,037,664	93	1,215	93
East	Kayonza	366	915,000	442,967	48	155	42
East	Kirehe	579	1,447,500	775,263	54	246	43
East	Ngoma	435	1,087,500	954,746	88	381	88
East	Nyagatare	75	187,500	201,444	107	81	107
East	Rwamagana	505	1,262,500	950,778	75	380	75
TOTAL/East		3,512	8,780,000	7,017,498	80	2,713	77
South	Gisagara	288	720,000	800,999	228	311	108
South	Huye	405	1,012,500	1,068,920	338	407	100
South	Kamonyi	145	362,500	402,211	140	160	110
South	Muhanga	166	415,000	434,023	144	167	100
South	Nyamagabe	450	1,125,000	1,200,993	403	467	104
South	Nyanza	219	547,500	685,976	162	243	111
South	Nyaruguru	360	900,000	970,270	291	370	103
South	Ruhango	389	972,500	1,106,038	299	400	103
TOTAL/South		2,422	6,055,000	6,669,430	2,005	2,525	104
West	Karongi	540	1,350,000	1,274,132	94	442	82
West	Ngororero	288	720,000	788,825	110	262	54
West	Nyabihu	180	450,000	441,500	98	142	79
West	Nyamasheke	450	1,125,000	1,237,872	110	490	109
West	Rubavu	180	450,000	416,931	93	139	77
West	Rusizi	342	855,000	931,330	168	367	107
West	Rutsiro	396	990,000	1,019,500	103	395	100
TOTAL/West		2,376	5,940,000	6,110,090	103	2,238	94
North	Burera	10	25,000	27,328	109	11	109
North	Gakenke	440	1,100,000	1,108,298	101	438	100
North	Gicumbi	520	1,300,000	1,264,718	97	501	96
North	Musanze	14	35,000	46,142	132	18	132
North	Rulindo	680	1,700,000	1,743,461	103	692	102
TOTAL/North		1,664	4,160,000	4,189,947	101	1,661	100
Kigali City	Gasabo	20	50,000	51,647	103	21	103
Kigali City	Nyarugenge	6	15,000	20,010	133	8	131
TOTAL/Kigali City		26	65,000	71,657	110	28	109
TOTAL ALL PROVINCES		10,000	25,000,000	24,058,622	96	9,166	92

Annex 2 : Distribution and application of mineral fertilizer NPK 22 6 12+S for 2014 A&B

Province	District	Qty delivered in season A (Tons)	Qty applied in season A (Tons)	Delivered (tons)/ Season B	Applied (tons)/ season B	Total delivered A&B(tons)	Total applied A&B (tons)
East	Bugesera	17	16			7	16
	Gatsibo	66	66	23	32	89	98
	Kayonza	14	14	11	10	25	24
	Kirehe	81	81	43	32	124	113
	Ngoma	77	77	41	41	118	118
	Nyagatare	4	4	4	4	8	8
	Rwamagana	77	77	57	57	134	134
Sub total East		336	335	179	176	515	512
Nord/ Kigali City	Gakenke	174	174	125	115	299	291
	Gicumbi	26	26	41	21	67	47
	Rulindo	31	31	40	40	71	71
	Gasabo	6	6	4	4	10	10
Sub total North and Kgli City		237	237	210	180	447	419
West	Karongi	84	84	29	29	113	113
	Ngororero	18	18	18	18	36	36
	Nyabihu	2	3	6	6	8	9
	Nyamasheke	296	296	195	188	491	484
	Rubavu	18	18	20	-	38	18
	Rusizi	207	207	115	115	322	322
	Rutsiro	135	134	89	26	224	160
Sub tot Ouest		760	760	472	382	1,232	1,142
South	Gisagara	68	68	159	159	227	227
	Huye	85	85	70	62	155	147
	Kamonyi	133	133	164	164	297	297
	Muhanga	32	32	21	19	53	51
	Nyamagabe	60	59	112	106	172	165
	Nyanza	58	57	20	16	78	73
	Nyaruguru	48	48	120	113	168	161
	Ruhango	66	66	39	39	105	105
Sub total South		550	548	705	678	1,255	1,226
		1,883	1,881	1,566	1,417	3,449	3,300

Annex 3: Organic fertilizer production from coffee pulps 2013 season and its application

Province	District	Total Number of CWS in 2014	Theorical capacity in cherries of Total number of CWS (T)	Total number of CWS that are operating in 2014)	Cherries received (T) until 26/05/ 2014	Capacity utilization rate (%) of operated CWS	Total number of CWS which did not work till now
West	Nyamasheke	36	16,400	36	10,576	64	0
	Rusizi	22	9,950	21	7,217	76	1
	Rutsiro	19	11,400	17	8,230	77	2
	Rubavu	3	2,650	3	1,293	49	0
	Karongi	11	4,850	9	1,806	54	2
	Ngororero	4	900	4	451	50	0
	Nyabihu	1	150	1	100	67	0
	Sub Total W	96	46,300	91	29,673	67	5
South	Kamonyi	11	4,650	7	2,202	83	4
	Muhanga	5	1,400	2	164	41	3
	Ruhango	7	1,700	3	545	61	4
	Nyanza	8	1,850	7	481	30	1
	Huye	16	5,950	14	1,835	35	2
	Gisagara	9	3,000	9	768	26	0
	Nyaruguru	5	2,250	4	758	43	1
	Nyamagabe	7	2,650	7	1,462	55	0
	Sub Total S	68	23,450	53	8,215	45	15
East	Rwamagana	11	4,950	8	1,918	48	3
	Kayonza	3	1,000	3	482	48	0
	Ngoma	7	3,500	5	1,528	56	2
	Kirehe	10	3,150	9	1,587	60	1
	Gatsibo	7	3,000	7	2,779	93	0
	Nyagatare	1	250	0	-	0	1
	Bugesera	3	1,000	3	315	32	0
	Sub Total E	42	16,850	35	8,609	60	7
North and KV	Gakenke	13	6,000	11	2,115	40	2
	Gicumbi	4	1,500	4	824	55	0
	Rulindo	5	2,150	4	689	42	1
	Gasabo	1	500	1	405	81	0
	Sub Total N & K	23	10,150	20	4,033	45	3
GRAND TOTAL		229	96,750	199	50,530	59	30

Annex 4: Summary of CWS Season by district until 30th June 2014

Province	District	Total Number of CWS in 2014	Total theorical capacity CWS (T)	Cherries received until 30/06/ 2014 (tons)	Capacity utilization rate (%) of operated CWS	CWS operating in 2014)	CWS which did not work
West	Nyamasheke	36	16,400	10,935	67	36	0
	Rusizi	22	9,950	7,644	81	21	1
	Rutsiro	19	11,400	8,374	79	17	2
	Rubavu	3	2,650	1,295	49	3	0
	Karongi	11	4,850	1,845	55	9	2
	Ngororero	4	900	470	52	4	0
	Nyabihu	1	150	104	69	1	0
	Sub Total W	96	46,300	30,666	70	91	5
South	Kamonyi	11	4,650	2,290	86	7	4
	Muhanga	5	1,500	174	35	2	3
	Ruhango	7	1,700	545	61	3	4
	Nyanza	8	1,850	492	31	7	1
	Huye	16	5,950	2,003	39	14	2
	Gisagara	9	3,000	777	26	9	0
	Nyaruguru	5	2,250	786	45	4	1
	Nyamagabe	7	2,650	1,636	62	7	0
	Sub Total S	68	23,550	8,704	48	53	15
East	Rwamagana	11	4,950	1,945	49	8	3
	Kayonza	3	1,000	574	57	3	0
	Ngoma	7	3,500	1,640	60	5	2
	Kirehe	10	3,150	1,700	64	9	1
	Gatsibo	7	3,000	2,856	95	7	0
	Nyagatare	1	250	-	0	0	1
	Bugesera	3	1,000	311	31	3	0
	Sub Total E	42	16,850	9,026	63	35	7
North and Kigali-City	Gakenke	13	6,000	2,324	44	11	2
	Gicumbi	4	1,500	824	55	4	0
	Rulindo	5	2,150	731	44	4	1
	Gasabo	1	500	406	81	1	0
	Sub Total N & K	23	10,150	4,285	48	20	3
GRAND TOTAL		229	96850	52,680	62	199	30

Annex 5: Distribution and application of imidacloprid against antestia bug

PROVINCE	District	Total distributed	Total applied	% Applied
Western	Karongi	229	228.5	100
	Ngororero	96	96.0	100
	Nyabihu	26	26.0	100
	Nyamasheke	899	899.0	100
	Rubavu	71	71.0	100
	Rusizi	571	571.0	100
	Rutsiro	380	366.0	96
		2,272	2,257.5	99
Southern	Kamonyi	421	405	96
	Muhanga	203	203	100
	Ruhango	214	180	84
	Nyanza	254	254	100
	Nyamagabe	284	282	99
	Huye	411	379	92
	Gisagara	171	171	100
	Nyaruguru	251	249	99
		2,209	2123	96
Eastern	Rwamagana	230	229	100
	Kayonza	81	79	98
	Gatsibo	202	202	100
	Nyagatare	30	30	100
	Ngoma	317	317	100
	Kirehe	302	302	100
	Bugesera	189	189	100
		1,351	1,348	99.8
Northern	Gicumbi	55	55	100.0
	Gakenke	284	284	99.9
	Rulindo	249	246.8	99.0
	Musanze	7	7.1	100.
	Burera	6	5.9	100.
		602	598.8	99.5
Kigali city	Nyarugenge	9	8.5	100
	Gasabo	16	16	100
	Kicukiro	8	7.5	100
		32	32	100
	TOTAL	6,465	6,359	98

Annex 6: COFFEE FARMERS REWARDS FROM COFFEE FARMING COMPETITION

Province	District	Number of sectors	Number of sprayers	Number of cows
South	Ruhango	9	59	1
	Muhanga	12	62	1
	Kamonyi	12	59	1
	Nyanza	10	51	1
	Nyamagabe	10	41	1
	Nyaruguru	10	45	1
	Huye	14	58	1
	Gisagara	13	57	1
Total		90	432	8
West	Rubavu	4	14	1
	Rutsiro	11	44	1
	Ngororero	12	51	1
	Nyabihu	4	20	1
	Karongi	13	51	1
	Nyamasheke	15	63	1
	Rusizi	17	81	1
Total		76	324	7
North & Kigali City	Rulindo	17	71	1
	Gakenke	18	81	1
	Gicumbi	13	54	1
	Musanze	5	17	1
	Burera	5	11	1
	Nyarugenge	3	7	1
	Kicukiro	2	4	1
	Gasabo	8	38	1
Total		71	283	8
East	Kirehe	10	42	1
	Ngoma	14	64	1
	Bugesera	13	39	1
	Rwamagana	14	56	1
	Gatsibo	12	56	1
	Nyagatare	5	14	1
Total		68	271	6
G Total		305	1310	29

Annex 7: Number of sprayers purchased by farmers and CWS

PROVINCE	District	Number of sprayers purchased by farmers and CWS
Western	Karongi	34
	Rutsiro	35
	Rubavu	0
	Nyamasheke	234
	Rusizi	113
	Ngororero	15
	Nyabihu	0
	TOTAL	431
Southern	Gisagara	6
	Huye	118
	Kamonyi	17
	Muhanga	0
	Nyamagabe	25
	Nyanza	16
	Nyaruguru	20
	Ruhango	20
	Total	222
Eastern	Bugesera	22
	Rwamagana	36
	Kayonza	12
	Ngoma	51
	Kirehe	50
	Gatsibo	53
	TOTAL	224
Northern	Burera	0
	Gakenke	40
	Gicumbi	1
	Musanze	0
	Rulindo	2
	Total	43
Kigali City	Gasabo	0
	Kicukiro	0
	Nyarugenge	0
	Total	0
TOTAL		920

Annex 8 Tea Plantations Surface Area

Tea Factory	Plantation type	Total area	Productive area
MULINDI	BI	136.11	136.11
	TV	1066.7	1005.7
	COOPTHE	686.87	573.87
	TOTAL	1889.68	1715.68
SHAGASHA	BI	6	6
	TV	956	956
	Bigutu	30	30
	Niyibizi	2.5	2.5
	COOPTHE	524.5	524.5
	TOTAL	1,519.00	1,519.00
GISAKURA	BI	357	357
	TV	443.11	443.11
	COOPTHE	647.33	647.33
	TOTAL	1447.44	1447.44
MATA	BI	682.56	614.19
	TV	482.06	464.36
	TOTAL	1164.62	1078.55
KITABI	BI	739	465
	TV	853	750
	TOTAL	1592	1215
GISOVU	BI	350.73	340.85
	TV	897.19	858.36
	CRP	52.53	52.53
	TOTAL	1300.45	1251.74
NSHILI	BI	731	731
	COOTHENK (Bloc)	225	225
	COOTHENK (TV)	295	180
	PDCRE	222	222
	TOTAL	1473	1358
RUBAYA	BI	912.37	648.23
	TV	542.61	400.61
	TOTAL	1454.98	1048.84
NYABIHU	BI	1014.46	636
	TV	81.6	31
	TOTAL	1096.06	667
PTC	BI	234.11	123.7
	TV	837.35	735.15
	TOTAL	1071.46	858.85
SORWATHE	BI	284.78	281.43

Tea Factory	Plantation type	Total area	Productive area
	TV	960	870
	TOTAL	1244.78	1151.43
MUGANZA –KIVU	BI	330	220
	TV	1,569.52	300
	TOTAL	1,899.52	520
MUSHUBI	MIG	463	400
	TV	924	350
	TOTAL	1387	750
KARONGI	BI	464	464
	TV	1,557	740
	TOTAL	2,021	1204
RUTSIRO	BI	338	320
	TV	1264.22	324.8
	TOTAL	1602.22	644.8
GATARE	BI	400	400
	TV	1479.48	328
	Total	1879.48	728
TOTAL	BI	7443.12	6143.51
	TV	14,740.87	9,269.12
	COOPTHE	1858.7	1745.7
	TOT	24,042.69	17,158.33

Annex 9: Fertilizer Formulations and application regimes in soil fertility management

S. No	Experiment title	Sites	Establishment Date	Duration	Findings and recommendations
1	Response of clone 6/8 tea to rates and formulations of NPK fertilizers	Kitabi, Mulindi, Gisovu	Feb 2006 (Kitabi) Feb 2007 (Gisovu, Mulindi)	10 years	As far as yield is concerned, the results would imply that any of the tested formulations (NPK 25:5:5, NPK 26:4:8, NPK 20:10:10) could be used in plantations of Kitabi, Gisovu and Mulindi considering the cost, availability and handling facility. The yield linearly increased with increasing nitrogen rates. At Kitabi, peak yield was observed at 300 kg N/ha/year whereas it was found at 225 kg N/ha/year at Gisovu and Mulindi. Updated yield, soil and tea nutritional (leaf) data are required to make right conclusions.
2	Evaluation of lime and fertilizer formulations on soil chemical and physical properties, yield and quality of tea	Mata and Gisovu	January 2009	12 years	Mata: There was no significant yield difference due to NPK formulations or interaction with lime. Lime significantly increased the yield up to the rate of 1.5 t ha-1. At the rate of 2 t constantly decreased. Gisovu: there was no interaction between NPK(S) fertilizer formulations and lime on yield. The annual yield response to NPK(S) fertilizers was strongly significant; the NPK(S) treatments (NPK 25:5:5, NPK 20:10 10) were significantly higher than the control but they were not significantly different between each other in terms of yield differences. The yield decreased with increasing lime rates. Results from subsequent years (long-term) will be needed to definite conclusions.
3	Effects of splitting fertilizer application on yield distribution and quality of seedling tea	Mata	January 2009	8 years	Splitting annual fertilizer in two, three, four and six applications were not different from once application as far as yield was concerned. No trend was observed.
4	Evaluation of the response of clone TRFK 6/8 to nitrogen fertilizer rates and harvesting intervals in East African countries	Kitabi	October 2008	8 years	Shortest plucking interval (7 days) produced highest yields. The nitrogen rate of 225 kg N ha-1 y-1 led to highest made tea yield. However, this (yield) was not significantly different from the common rate of 150 kg N ha-1 y-1 used in normal production; this suggests that the later could be sufficient for economic returns. These results need nonetheless to be confirmed at long term and be supplemented by soil and tea nutrition status as well as by quality evaluation.
5	Evaluation of organic fertilizers on tea: effect on productivity and value.	Cyohoha-Rukeri	Jan 2011	4 years	Effects of organic manures and inorganic fertilizers on yield did not come out clearly during the two years of the experiment. Extra time and closer technical monitoring are needed to get satisfactory results.

Annex 10l: Husbandry practices used in tea for yield improvement

S. No	Experiment title	Sites	Establishment Date	Duration	Findings and recommendations
1	Shear plucking and its effects on yield and quality of made tea	Gisakura and Mata	April, May (Mata) 2009	8 years	Gisakura: Shorter plucking round (7 days) resulted in significantly higher annual yield compared to 12-day round and shears in all 4 years of the experiment. Fresh leaf quality from shear plucked plots was consistently and significantly lower than hand plucking irrespective of plucking rounds. Mata: there were no significant differences in yield, fresh leaf quality and plucker productivity between shear plucking and (hand) harvesting intervals. Longer plucking rounds led to higher rise of plucking table, followed by shorter plucking round and lowest table rise resulting from shear plucking.
2	Effects of plucking frequency on yield and components of the yield of clone 6/8 tea.	Gisovu	Dec 2007 (Gisovu)	8 years	The shorter plucking round significantly produced higher yield compared to other plucking intervals. The longer plucking round led to lowest yield. It is expected that the result will be confirmed by subsequent year's data and quality assessment.
3	Evaluation of effect of different plant densities on yield of tea	Mushubi	December 2008	8 years	At this stage of the experiment (2nd and 3rd years of the experiment) closer planting densities (high number of tea bushes per ha) resulted in high yields compared to low plant population densities.
4	Evaluation of genotype by environment interactions and genotype stability among twelve tea clones in Rwanda	Shagasha	December 2008	8 years	Although analysis of variance did not show significant yield difference between tea clones the trend revealed that clone TRFK 301/5 yielded higher than all other clones during two years followed by the group of clones TRFK 11/4, BB 35, TRFK 301/4, then the category of TRFK 303/577 TRFK 6/8 and TRFK 100/5. Clones TRI 204, TRFK 31/8, TRFK 54/40 were found in a group of low yield. Despite this, it would be biased to formulate any conclusion as far as yield is concerned given that tea in the experiment is still young.

Annex 11: Tea cultivars for their yield and quality traits under different Rwanda tea growing conditions

S. No	Experiment title	Sites	Establishment Date	Duration	Findings and recommendations
1	Evaluation of genotype by environment interactions and genotype stability among twelve tea clones in Rwanda	Shagasha	December 2008	8 years	Although analysis of variance did not show significant yield difference between tea clones the trend revealed that clone TRFK 301/5 yielded higher than all other clones during two years. This clone was followed by the group of clones TRFK 11/4, BB 35, TRFK 301/4, then the category of TRFK 303/577 TRFK 6/8 and TRFK 100/5. Clones TRI 204, TRFK 31/8, TRFK 54/40 were found in a group of low yield. Despite this, it would be biased to formulate any conclusion as far as yield is concerned given that tea in the experiment is still young.

Annex12: Mapped Areas for Pyrethrum planting

PROVINCE	DISTRICT	SECTOR	CELL	VILLAGE	SITE	AREA_HA	X_COORD	Y_COORD
North	Burera	Cyanika	Gasiza	Bahimba	Bahimba	75.5	467405	9845469
North	Burera	Cyanika	kabyiniro +Nyagah	Nyagisenyi +Mbona	Nyagisenyi	25.1	469639	9846872
North	Burera	Gahunga	Gisizi	Kigote	Kigote	56.2	462246	9842392
North	Burera	Gahunga	Gisizi	Nyagasozi	Nyagasozi	75.6	463007	9842446
North	Burera	Gahunga	Nyangwe	Gikoro	Gasagara	167.7	464060	9842653
North	Burera	Gahunga	Nyangwe	Karuheshi	Karuheshi	7.2	465461	9842873
North	Burera	Gahunga	Nyangwe	Nyangwe	Nyangwe-Bihanga	15.0	465041	9842904
North	Burera	Rugarama	Cyahi	Gakore	Gakore	12.7	467181	9844953
North	Burera	Rugarama	Cyahi	Nyabihu +Busura	Nyiraruhimbye	19.7	466583	9844494
North	Burera	Rugarama	Karangara	Muhabura	Rukore	24.3	465961	9844074
	Burera Total					479.0		
North	Musanze	Busogo	Sahara	Nyarubuye	Rwankeri	30.2	449574	9828142
North	Musanze	Busogo	Sahara	Nyiragaju	Nyiragaju	41.7	448941	9826992
North	Musanze	Busogo	Sahara	Ryamukutsi	Kabaya	32.2	449091	9828434
North	Musanze	Gataraga	Murago	Karurambi	Karurambi	19.4	448661	9828884
North	Musanze	Gataraga	Murago	Manjari	Manjari	48.7	448769	9829300
North	Musanze	Kinigi	Kampanga	Kamakara	Rukore, Nyaruband	59.5	450783	9839442
North	Musanze	Kinigi	Kampanga	Rugi	Rushubi	145.6	451253	9841551
North	Musanze	Musanze	Kabazungu	Kidendezi	Kidendezi	97.4	448124	9837671
North	Musanze	Musanze	Kabazungu	Nyabageni	Nyabageni	43.4	448969	9838615
North	Musanze	Nyange	Muhabura	Mucaca	Kwishyamba	144.9	461284	9842861
North	Musanze	Nyange	Muhabura	Nkogote	Kidendezi	57.3	460687	9842874
North	Musanze	Nyange	Ninda	Kabagorozi	Rwankuba	20.3	457940	9841513
North	Musanze	Shingiro	Mudende	Nyamiyaga	Nyamiyaga	38.6	447735	9833022
North	Musanze	Shingiro	Mudende	Nyarutembe	Nyarutembe	49.4	448580	9833655
North	Musanze	Shingiro	Mudende	Rutakara	Rutagara	28.8	447773	9832392
North	Musanze	Shingiro	Mugali	Kabeza	Kabagabo	128.8	448555	9836059
North	Musanze	Shingiro	Mugali	Kimanzi	Kimanzi	52.0	447800	9835994
North	Musanze	Shingiro	Mugali	Rebero	Rebero	23.6	448128	9834736
	Musanze Total					1061.9		
North	Rubavu	Bugeshi	Mutovu	Kimpongo, Kabuhan	Gashihe, Mburamaz	18.7	428565	9829595
North	Rubavu	Bugeshi	Rusiza	Kabarore, Nyacyon	Kabarore, Nyacyon	123.8	429051	9826957
North	Rubavu	Busasamana	Gacurabwenge	Nyacyonga	Nyacyonga	132.0	427885	9825768
North	Rubavu	Busasamana	Gasiza	Kibavu	Kibavu-Gisura	25.5	428409	9823946
North	Rubavu	Kanzenze	Kanyirabigogo	Giramata	Giramata	37.8	433912	9820364
North	Rubavu	Kanzenze	Nyamikongi	Rwamikungu	Gardienne	114.9	432462	9819930
North	Rubavu	Mudende	Bihungwe, Kanyund	Rukeri, Murambi,B	Rukeri, Murambi,B	89.9	432813	9823895
North	Rubavu	Mudenge	Micinyiro	Micinyiro	Micinyiro	392.2	429661	9823370
	Rubavu Total					934.9		
	Grand Total					2475.9		

ANNEX 13: PROGRESS REPORT FOR THE EXECUTION OF THE PROCUREMENT

N°	Title of the tendert	Type of the tender	%tExecution progress
1	Construction of a drainage system of erected 2 HA green houses phase one at Gishali flower park	Works	100 %
2	Supply of five tyres	Goods	100%
3	Hiring cleaning and gardening services	Serv	
4	Hiring 4 mobile toilets	Serv.	100%
5	Lunch for 100 guest in Cup Excellence	Serv.	100%
6	Supply of 30 pairs of batteries to be used in NAEB UPS	Goods	100%
7	supply of office furniture ,one lockable cabinet and one high glass cabinet to NAEB	Goods	100%
8	Supply 4000 litres of Imidacloprid insecticide	Goods	100%
9	Annual framework contract for rehabilitation works for NAEB buildings	Works	60%
10	Construction work for Rusiga collection Center with a cold room	Works	90%
11	Supply and construction of NAEB fence at the side of RWACOF	Works	100%
12	Study and supervision services for NAEB's Head Quarters and its training center construction works	Serv.	90%
13	Request for proposals for carrying out the architectural designs and business plan for Kigali Wholesale Market for fresh produce project	Serv.	70%
14	Tender for supervision services for construction of Rusiga collection with cold room	Serv.	90%
15	Hiring an insurance company for providing comprehensive insurance coverage for NAEB vehicles	Serv.	95%
16	Supply of 10,000litres of Fuel to NAEB Head office	Goods	100%
17	Annual frame work contract for maintenance and repair services for NAEB vehicles	Serv.	70%
18	Supply of 30 Shelves to NAEB Head office	Goods	100%
19	Annual framework contract for supply of tyres for NAEB vehicles	Goods	90%
20	Supply of 1400 tons of NPK 22-6-12+S for coffee	Goods	100%
21	Supply and installation of time attendance machine with its accessories	Goods	100%
22	Supply of one dustbin for NAEB	Goods	100 %
22	Maintenance of NAEB's collection Center cold room and supply of the cold room gas at Kamonyi collection center	Goods	100 %
22	Annual frame work contract for supply of office stationeries	Goods	60%
23	Supply of one micro kjeldahl nitrogen distillation apparatus	Goods	100%
24	Individual consultant for NAEB organizational restructuring	Serv.	100%
25	Repair for the roasting machine/NAEB	Serv.	100%
26	Production of radio sport	Serv.	100%
27	Supply of electrical materials	Goods	100%
28	Supply and installation of clear glass	Goods	100%
29	Hiring consultancy services for verification and Calibration of NAEB coffee weighbridge	Serv.	100%

30	Hiring a hummer lift and fork lift	Serv	100%
31	Annual frame work tender for Hiring Hotel Services	Serv	40%
32	Maintainance Services for IT Electronical equipment	Serv	40%
33	Supply and Installation of anti -virus to NAEB	Serv	40%
34	Annual framework contract for Promotional materials to NAEB	Goods	40%
35	Hiring consultancy for Codification Services for NAEB Assets	Serv	40%
36	Supply of 8,750 litres of imidacloprid insecticide for control of coffee antestia and 100litres of pyrethrum 5% EW (2 Lots)	Goods	40%
37	Tender supply of water for coffee cupping and different materials	Goods	60%
38	Supply of fuel 1,500litres	Goods	75%
39	Supply of uniforms for coffee roasters	Goods	40%
40	Supply of 2 portable tripod projectors, 2 presentor projector screens, 2 presentor pointers, 2 digital camers and 1 color printer	Goods	40%
41	Supply of different tea ingredients	Goods	50%
22	Request for quotation for hiring a cultural troupe	Services	100%
43	Tender for the annual frame work contract for hiring tents, chairs and decoration services for NAEB different events	Services	40%
44	Annual frame work contract for Repair and maintenance services of laboratory equipments and machines	Services	40%
45	Request for Proposals for hiring a media company for coverage and news reporting for a period of 12 months	Services	40%
46	Design and implementation of Web based of Management Information System (MIS)	Services	40%
47	Preparation and supply of coffee seedlings	Supply	40%
48	Request for hiring courier services company for transporting samples for NAEB products world wide	Services	30%

ANNEX:14 GREEN LEAF PRODUCTION 2013/14

Tea Factory	July	August	September	October	November	December	January	February	March	April	May	June	Total
MULINDI	601,122	423,265	445,044	1,398,803	1,428,952	1,437,289	1,752,688	1,023,990	1,185,725	1,654,513	1,439,600	1,224,946	14,015,937
SHAGASHA	374,718	144,595	188,706	921,640	540,993	846,356	951,824	745,747	870,045	961,153	866,095	654,304	8,066,177
GISAKURA	433,619	214,864	177,522	609,853	562,192	733,850	813,975	630,063	713,493	802,819	885,687	720,023	7,297,960
MATA	338,592	161,101	183,709	670,009	519,606	502161	831,902	551,668	598,087	657,274	635,859	550,005	6,199,973
GISOVU	460,362	227,242	258,454	895,101	733,600	517985	878,784	803,753	725,161	728,870	893,253	656,010	7,778,575
NSHILI	288,418	207,415	225,992	432,254	527,517	422,048	534,920	445,530	464,211	477,620	494,363	384,638	4,904,926
Sorwathé	532,457	335,637	397,989	1,471,097	1,050,500	1,023,874	1,614,061	1,016,369	1,379,246	1,533,554	1,519,146	1,069,952	12,943,882
PFUNDA	470,344	345,744	530,969	1,191,824	858,213	826646	1,079,703	696,326	815,733	842,277	907,477	648,543	9,213,799
RUBAYA	593,716	455,621	543,285	933,930	719,004	715,317	960,976	693,403	546,569	748,166	819,482	628,922	8,358,391
NYABIHU	215,292	167,735	248,449	462,566	522,392	409,278	572,075	424,601	390,082	432,729	463,374	341,085	4,649,658
KITABI	452,427	306,702	318,491	868,878	814,432	578,233	981,808	817,846	767,315	898,667	853,697	682,919	8,341,415
Karongi	108,874	77,398	67,732	145,507	195,970	130,731	234,861	205,412	161,312	192,543	204,146	165,705	1,890,191
Mushubi				83,095	136,603	102,406	196,449	232,125	128,223	142,760	179219	148,938	1,349,818
TOT NATIONAL	4,869,941	3,067,319	3,586,342	10,084,557	8,609,974	8,246,174	11,404,026	8,286,833	8,745,202	10,072,945	10,161,398	7,875,990	95,010,702

ANNEX:15Summary of the results on the site

Site		Baseline			Farmers data/IPM			Follow up period		
	Treated plots	No of antestia	No of trees treated	Bug/ tree	No of antestia	No of trees treated	Bug/ tree	No of antestia	No of trees treated	Bug/ tree
Gashonga	IPM managed	4	1000	0.004	11	1300	0.008	1	30	0.03
	Traditionally managed				-	100	-	t7	30	0.23
Cyingwa	IPM managed	21	225	0.093	300	5,000	0.06	4	30	0.13
	Traditionally managed				-	70	-	7	30	0.23
Gitesi	IPM managed	9	242	0.037	81	443	0.18	1	30	0.03
	Traditionally managed				-	400	-	7	30	0.23
Muhura	IPM managed	19	34	0.55	94	301	0.31	10	30	0.3
	Traditionally managed				-	85	-	25	30	0.83
Sake	IPM managed	2	2	1	489	300	1.6	4	30	0.13
	Traditionally managed				-	400	-	8	30	0.26
Huye	IPM managed	4	214	0.018	17	420	0.04	2	30	0.06
	Traditionally managed				-	600	-	4	30	0.13
Ngoma	IPM managed	7	42	0.166	20	3,500	0.005	4	30	0.13
	Traditionally managed				-	300	-	7	30	0.23
Rulindo1	IPM managed	22	310	0.07	26	400	0.06	4	30	0.13
	Traditionally managed				-	1,500	-	0	30	0
Rulindo2	IPM managed	6	320	0.01	0	300	0	14	30	0.46
	Traditionally managed				-	300	-	15	30	0.5
Gakenke	IPM managed	94	2389	0.039	1038	11,964	0.086	30	240	0.125
	Traditionally managed				-	-	-	80	270	0.296

ANNEX:16 Statement of revenues and expenditure for the period ended 30 June 2014

	Notes	Financial Year 2013-2014	Financial Year 2012-2013
		Month to 30 June 2014	Month to 30 June 2013
Revenues			
Operating revenue			
Tax Revenue	1	-	-
Fees, fines, penalties and licenses	2	514 014 667.00	39 570 891.00
Transfers from Treasury	3	2 799 170 797.00	2 024 711 609.00
Transfers from other Government Reporting entities	4	1 389 596 450.00	1 482 627 884.00
Grants	5	46 674 365.00	37 934 620.00
Other revenue	8	268 337 237.00	6 128 389 164.00
Net operating revenue		5 017 793 516.00	9 713 234 168.00
Capital Receipts			
Proceeds from sale of capital items	6	66 980 603.00	-
Loans and borrowings			
Proceeds from borrowings	7	-	-
Total Revenues (A)		5 084 774 119.00	9 713 234 168.00
Expenses			
Operating expenses			
Compensation of Employees	9	1 264 838 529.00	1 689 413 031.00
Use of Goods and Services	10	2 589 936 618.00	7 132 143 466.00
Transfers to Reporting Entities	11	700 000.00	78 057 894.00
Grant and other transfer payments	12	-	-
Social Assistance	13	50 000.00	2 080 000.00
Finance cost	14	-	-
Other Expenses	15	72 671 981.00	235 917 011.00
Total operating expenses			
Capital payments			
Capital Expenditure	16	1 261 386 244.00	802 635 755.00
Repayment of borrowings			
Loans repayments	17	-	-
Total expenses (B)		5 189 583 372.00	9 940 247 157.00

ANNEX:17 Financial Assets and Liabilities as at 30 June 2014

	Notes	Financial Year 2013-2014	Financial Year 2012-2013
		Month to 30 June 2014	Month to 30 June 2013
		FRW	FRW
Financial Assets			
Bank Balances	18	1 324 970 480.23	2 320 616 144.00
Cash Balances	19	31 202.00	395 999.00
Accounts Receivables and Advances	20	11 176 338 226.50	12 335 025 684.00
Less: Financial liabilities			
Accounts Payables	21	(13 776 021 258.85)	(14 544 397 849.00)
Net Financial assets		(1 274 681 350.35)	111 636 978.00
Representing			
Accumulated surplus (Deficit) from previous years	22	111 636 978.00	(3 085 848 811.00)
Net surplus / (Deficit) for current year		(104 809 253.00)	(227 012 989.00)
Prior year adjustment	23	(1 281 512 075.35)	3 424 501 778.00
Total closing balances		(1 274 681 40.35)	111 636 978.00

ANNEX: 18 Cash flow statement for the 30 June 2014

	Financial Year 2013-2014	Financial Year 2013-2014
	As at Month of June 2014	As at Month of June 2013
	FRW	FRW
Cash flow from operating activities		
Tax Revenue		
Fees, fines, penalties and licenses	514 014 667.00	39 570 891.00
Transfers from Treasury	2 799 170 797.00	2 024 711 609.00
Transfers from other Government Reporting entities	1 389 596 450.00	1 482 627 884.00
Grants from Donors	46 674 365.00	37 934 620.00
Other revenue	268 337 237.00	6 128 389 164.00
Operating revenue	5 017 793 516.00	9 713 234 168.00
Adjustments		
Changes in receivables	1 158 687 458.00	(6 447 414 406.00)
Changes in payables	(768 376 590.00)	2 555 213 091.00
Total cash receipts from operating activities	5 475 084 986.00	5 821 032 853.00
Payments for operating expenses		
Compensation of Employees	(1 264 838 529.00)	(1 689 413 031.00)
Use of Goods and Services	(2 589 936 618.00)	(7 132 143 466.00)
Transfers to Reporting Entities	(700 000.00)	(78 057 894.00)
Grant and other transfer payments	-	-
Social Assistance	(50 000.00)	(2 080 000.00)
Finance cost	-	-
Other Expenses	(72 671 981.00)	(235 917 011.00)
Total payments for operating activities	(3 928 197 128.00)	(9 137 611 402.00)
Net cash flow from operating expenses	1 546 887 858.00	(3 316 578 549.00)
Cash flows from Investing Activities		
Purchase of capital items	(1 261 386 244.00)	(802 635 755.00)
Proceeds from sale of capital items		
Net cash flows from Investing Activities	285 501 614.00	(4 119 214 304.00)
Cash flow from Financing Activities		
Repayment of borrowing	-	-
Proceeds from borrowing	-	-
Net cash flow from financing activities	-	
Net increase in cash and cash equivalents	285 501 614.00	(4 119 214 304.00)
Cash and cash equivalent at the Beginning year	2 321 012 143.00	(3 015 724 669.00)
Adjustments during the year	(1 281 512 075.00)	(3 424 501 778.00)
Change in cash and cash equivalent during the year	1 325 001 682.00	2 321 012 143.00