

IOE



Investing in rural people

Independent Office of Evaluation



Evaluation  
Committee

124<sup>th</sup> session

# Republic of Rwanda: Country Strategy and Programme Evaluation

*Key findings and recommendations*

22 March 2024

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# Agenda

Introduction

Key findings

Conclusions

Recommendations

- The third country-level evaluation in Rwanda
- Evaluated period: 2013-2022
  - COSOPs 2013-2018 and 2019-2024
  - Portfolio: 9 projects, 4 completed and 5 on-going
  - US\$509.6 million, of which US\$280.1 million IFAD financing
- Theory-based and mixed-methods approach
  - Desk review
  - Stakeholder interviews
  - Mission



Strong government involvement allowed for close **alignment** with national priorities



IFAD positioned itself clearly, with a **strategic focus** on watershed development, livestock and agricultural export

The **SPIU**-approach allowed for synergies and sharing knowledge within the portfolio, but faced staffing issues



Many **innovations** were introduced and contributed especially to increased productivity

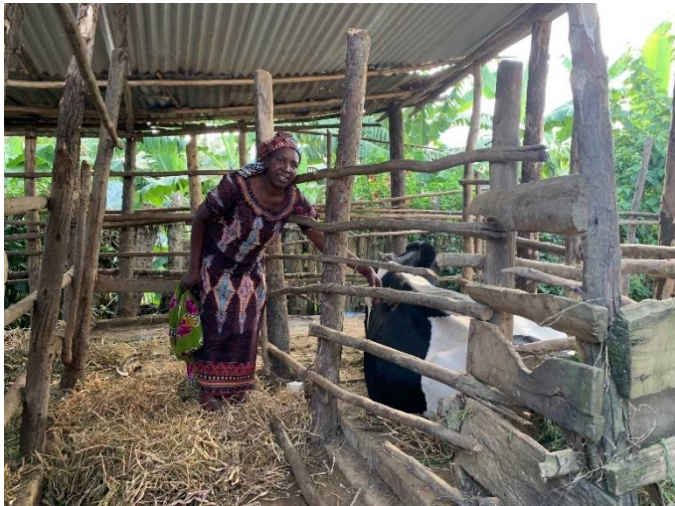
Strategies to reach **target groups** were not always clearly developed, for example in the case of **youth**

There was a lack of a strategic approach to **knowledge management**

Several **policy** processes were supported, but some priority areas did not receive sufficient attention and there were capacity issues

**Partnerships**, like that with Heifer international and Cordaid, added value to the portfolio, while private sector engagement was limited





Projects contributed to increased households' **income** and improved **food security**, but had limited impact on **malnutrition**

Community-level organisations contributed to **human and social capital**, while the business-orientation of cooperatives remained weak

**Women** were increasingly involved in agri-food value chains, yet faced challenges in terms of workload

Strong **government ownership** helped to ensure sustainability

Projects contributed to a more efficient use of **water** and preventing **soil erosion**

The application of IFAD's climate and environmental **safeguard** requirements needed more attention

**Scaling up** beyond replication in subsequent IFAD-funded projects was limited



Country programme showed **continuity** in terms of strategic themes and some **progression**

Various **innovations** introduced and significant results in terms of increased production and **productivity**

**Youth** outreach was significantly below expectations

Mixed results in terms of embedding a **market** orientation

Projects did not address the underlying causes of **malnutrition**

Limited engagement in **KM, partnership-building, and policy engagement**

The **SPIU** allowed for efficiency gains and cross learning, but also faced challenges



**Recommendation 1 :** Sharpen the thematic focus, with a greater reliance on markets and private initiative

**Recommendation 2 :** The next COSOP should clearly state a focus on environment and natural resources management and climate change and addressing malnutrition

**Recommendation 3:** Refine the targeting strategies to sharpen the poverty focus and increase attention to youth inclusion

**Recommendation 4:** Articulate a coherent action plan for non-lending activities that allows to increase IFAD's scale of impact and influence

**Recommendation 5:** Make sure the SPIU is fit-for-purpose

