



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

Evaluation of RWANDA WFP Country Strategic Plan 2019-2024

Terms of reference

October 2022

Table of Contents

Table of Contents	2
1. Background	3
1.1. INTRODUCTION.....	4
1.2. Context.....	4
2. Reasons for the evaluation.....	13
2.1. Rationale.....	13
2.2. Objectives	13
2.3. Stakeholder Analysis.....	14
3. Subject of the evaluation.....	15
3.1. Subject of the Evaluation	15
3.2. Scope of the Evaluation.....	22
4. Evaluation approach, methodology and ethical considerations	23
4.1. Evaluation Questions and Criteria.....	23
4.2. Evaluation Approach and Methodology.....	24
4.3. Evaluability assessment	25
4.4. Ethical Considerations.....	28
4.5. Quality Assurance.....	28
5. Organization of the evaluation.....	29
5.1. Phases and Deliverables.....	29
5.2. Evaluation Team Composition.....	29
5.3. Roles and Responsibilities	31
5.4. Security Considerations	32
5.5. Communication.....	32
5.6. The Proposal.....	32
Annexes	33
Annex 1: Rwanda, Map with WFP Offices in 2022	33
Annex 2: Rwanda Fact Sheet	34
Annex 3: Timeline.....	37
Annex 4: Preliminary Stakeholder analysis	41
Annex 5: Evaluability assessment	45
Annex 6: WFP Rwanda presence in years pre-Country Strategic Plan	47
Annex 7: Rwanda CSP Line of Sight	48
Annex 8: Key information on beneficiaries and transfers	50
Annex 9: Communication and Knowledge Management plan.....	55
Annex 10: Template for evaluation matrix.....	61
Annex 11: Approved WFP Country Strategic Plan Rwanda.....	65
Annex 12: Terms of Reference for the Country Strategic Plan Evaluation’s Internal Reference Group (IRG).....	66
Annex 13: Bibliography.....	68

List of Figures

Figure 1: Rwanda, percentage of food insecure households per district (2021).....	7
Figure 2: International assistance to Rwanda (2019-2021), USD million.....	11
Figure 3: Top five donors of gross official development assistance for Rwanda, (2018-2020 yearly average), USD million	11
Figure 4: Top five donors of humanitarian assistance for Rwanda (2018-2021 yearly average), USD million	11
Figure 5: Rwanda Bilateral ODA, share by sector, years average (2019-2020)	12
Figure 6: Rwanda- Funding against response plans and appeals (2020 and 2021) (sub-component of total Humanitarian Assistance), in percent and USD million	12
Figure 7: Planned and actual beneficiaries (in thousands and as % of reached beneficiaries), by year (2019-2021)	18
Figure 8: Assisted beneficiaries by age (average share computed over 2019, 2020 and 2021)	19
Figure 9: Beneficiaries reached by residence status (2019-2021) (%).....	19
Figure 10: Rwanda CPB (2019-2024): breakdown of needs-based plan by focus area (as share of total).....	21
Figure 11: Rwanda CSP (2019-2024) top 5 Donors.....	21
Figure 12: Rwanda CPB (2019-2024): directed multilateral contributions by earmarking level	22
Figure 13: Actual versus planned female beneficiaries in Rwanda, (2019-2021)	51
Figure 14: Actual versus planned male beneficiaries in Rwanda, (2019-2021).....	51
Figure 15: Planned and Actual Food Beneficiaries by Activity and Year (Thousands and %)	52
Figure 16: Planned and Actual Food Beneficiaries by Activity and Year (Thousands and %)	52
Figure 17: Planned vs. actual food and CBT distributions in Rwanda (2019-2022), in metric tonnes and million USD	54

List of Tables

Table 1: Rwanda CSP-relevant policies, plans and regulations (in addition to Vision 2050 and NST).....	6
Table 2: UNSDCF 2018 - 2024 Common Budgetary Framework (Humanitarian, Development and Peace) (December 2021)	13
Table 3: Rwanda CSP (2019-2024), Overview of Strategic Outcomes, Focus Areas and Activities (after Budget Revision 3)16	
Table 4: CSP Rwanda budget revisions 1, 2 and 3. Rationale and elements of revision	17
Table 5: Rwanda Planned Beneficiaries CSP 2019-2024, after BR3.....	18
Table 6: Rwanda CSP (2019-2024), Cumulative financial Overview.....	20
Table 7: Summary Timeline- key evaluation milestones.....	29
Table 8: Summary of evaluation team and areas of expertise required	30
Table 9: Rwanda CSP (2019-2023) logframe analysis	45
Table 10: Analysis of results reporting in Rwanda Annual Country Reports (2019-2022).....	45
Table 11: Actual versus planned beneficiaries by year (2019-2021), strategic outcome, activity category and gender	50
Table 12: Planned and Actual Food and CBT Beneficiaries by SO and Year.....	53
Table 13: Actual beneficiaries by Residence Status and Year.....	53

1. Background

These terms of reference (ToR) were prepared by the WFP Office of Evaluation (OEV) based upon document review and consultation with stakeholders. Section 1 of these TOR describes the evaluation's context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio and the scope of the evaluation; Section 4 identifies the evaluation approach and methodology; and Section 5 indicates how the evaluation will be organized.

1.1. INTRODUCTION

1. Country strategic plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders.

1.2. CONTEXT

General overview

2. Rwanda is a mountainous landlocked country of 26,338 km², bordered by Uganda, Tanzania, Burundi, and the Democratic Republic of the Congo (DRC).
3. With a population of 13.3 million people (51 percent of which are women)¹, Rwanda is densely populated and one of the countries with the youngest population, with people between 0 to 14 years of age representing around 40 percent of the total population². Life expectancy at birth is 69. The total fertility rate in 2015 of 4.1 per woman accounts for a steep and continued annual population growth of 2.5 percent (average 2015 -2021). The adolescent birth rate in the country stands at 39.13⁴.
4. Rwanda's population lives predominantly (approximately 82 percent⁵) in rural areas. In 2006, with the aim of decentralization, the country was restructured in five provinces: the Northern, Southern, Eastern and Western Provinces, and the Municipality of Kigali in the centre. Rwanda's principal language is Kinyarwanda, with English and French as additional official languages.
5. Rwanda has guarded its political stability since the 1994 genocide against the Tutsi and important economic and structural reforms have brought about significant achievements in poverty reduction, gender equality, environmental sustainability, education, and public health, in line with the Millennium and Sustainable Development Goals (SDGs). Rwanda experienced the second fastest growth of Gross Domestic Product (GDP) in Eastern Africa in the last 5 years. Human development indicators related to mortality, school enrolment and others improved as well.
6. However, statistics of the United Nations Development Programme (UNDP) indicate that in 2019, over 38 percent of the population lived below the poverty line⁶. Rwanda also has an unequal resource divide translating in a GINI (inequality) coefficient of 43.7percent (2016)⁷. In addition, the onset of the COVID-19 pandemic in 2020 has curtailed economic activities leading Rwanda's GDP down with -3.4 percent from 2019 (MINECOFIN, 2021). Although the GDP has recovered after, the global energy crisis since June

¹ World Bank data base, Rwanda country page. Data extracted in August 2022

² *ibidem*

³ Births per 1,000 women ages 15-19. 2021 data.

⁴ UNDP. Human development Report. 2020

⁵ World Bank data base, Rwanda country page. Data extracted in August 2022

⁶ UNDP. Human development Report. 2020

⁷ A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality

2022 has caused an increase of the average price of the food basket by 11.5 percent compared to May 2022, i.e. 54 percent higher compared to June 2021 ⁸.

7. Rwanda is vulnerable to a wide range of climate induced natural hazards and to earthquakes and volcano eruptions. Rwanda has not only been affected by the Covid-19 pandemic but due to its shared border with the DRC and Uganda has also been at risk of Ebola outbreaks. Finally, Rwanda is home to 150,501 refugees and asylum seekers⁹, mostly coming from DRC and Burundi.

National policies and the SDGs

8. In the 2021 Human Development Index, Rwanda ranked 165 among 191 countries as a Lower Income country. The Government of Rwanda aspires to reach Middle Income Country-status by 2035 and a High-Income Country-status by 2050. Initiatives towards this aspiration are guided by the national development plan Vision 2050 and a series of seven-year National Strategies for Transformation (NST) which were preceded by two Economic Development and Poverty Reduction Strategies (EDPRS 1 and 2) that governed since 2008. The current NST1 2017-2024 is organized around three pillars (1. economic transformation; 2. social transformation; and 3. transformational governance) complemented with crosscutting areas. NST1 embraces the UN Agenda 2030; the Africa Union Agenda 2063; and the East African Community (EAC) Vision 2050.
9. Rwanda's progress on SDGs was ranked 124 among 163 counties with a global index score of 59.42 percent¹⁰. The Africa SDG Index and Dashboards Report 2020 details that Rwanda has performed well in eight SDGs.
10. Rwanda's progress towards the SDGs has been analysed under a Voluntary National Review (VNR) in 2019. The VNR underscores the Government's commitment to implementing the SDGs . It also highlights the importance of building on Home Grown solutions and the need to integrate planning, delivery and monitoring moving forward.
11. Rwanda has an ample policy framework that complements and reinforces the NST1 and Vision 2050 (see [Table 1](#)).

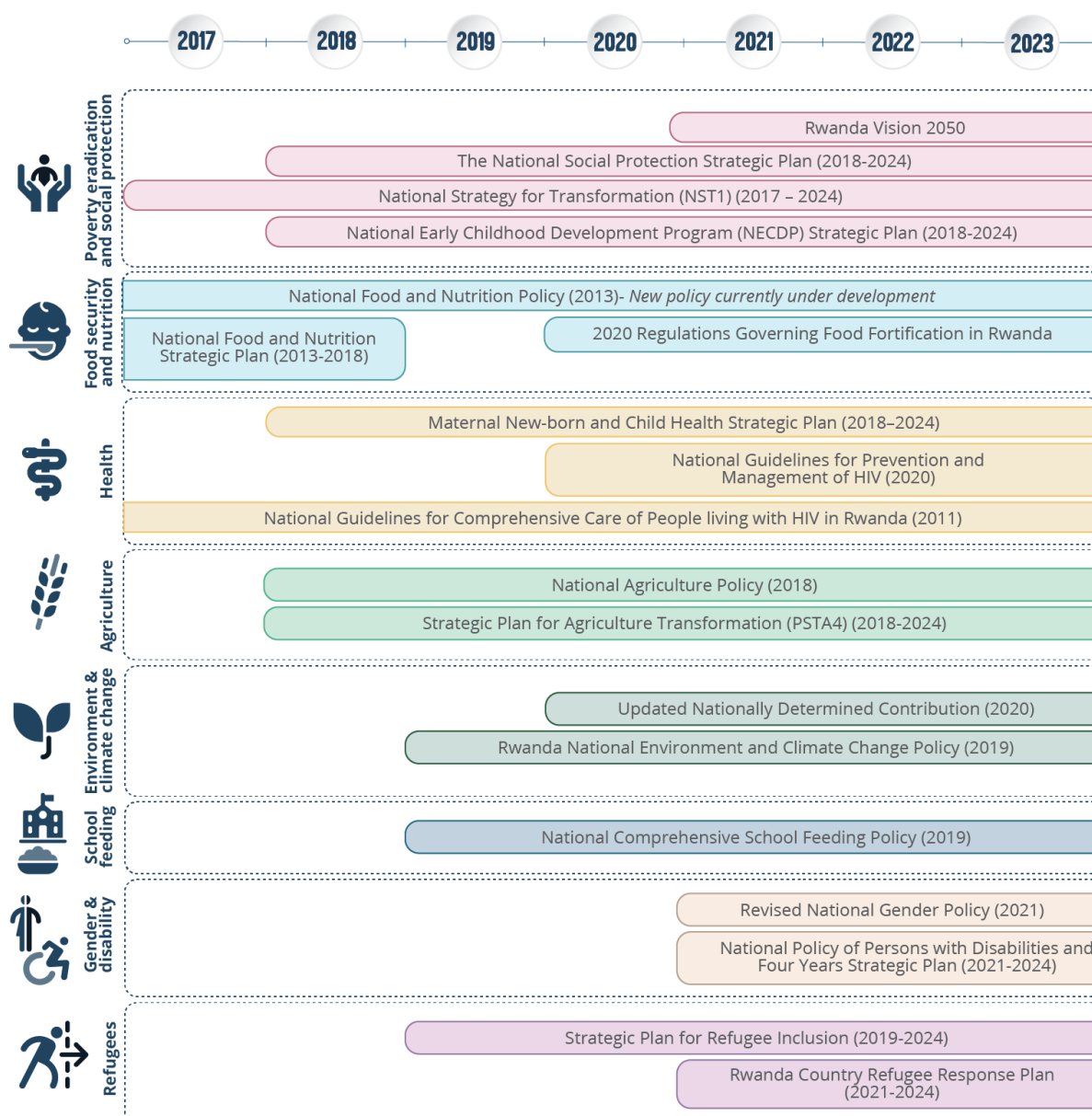
⁸ WFP Rwanda Country Brief, June 2022

<https://api.godocs.wfp.org/api/documents/82775be287a34436a6a1cbf976509519/download/>

⁹ UNHCR, June 2022 <https://www.unhcr.org/rw/>

¹⁰ Sustainable Development Report 2022, dashboard. Data extracted in August 2022.

Table 1: Rwanda CSP-relevant policies, plans and regulations (in addition to Vision 2050 and NST).



Source: Office of Evaluation

Food and nutrition security

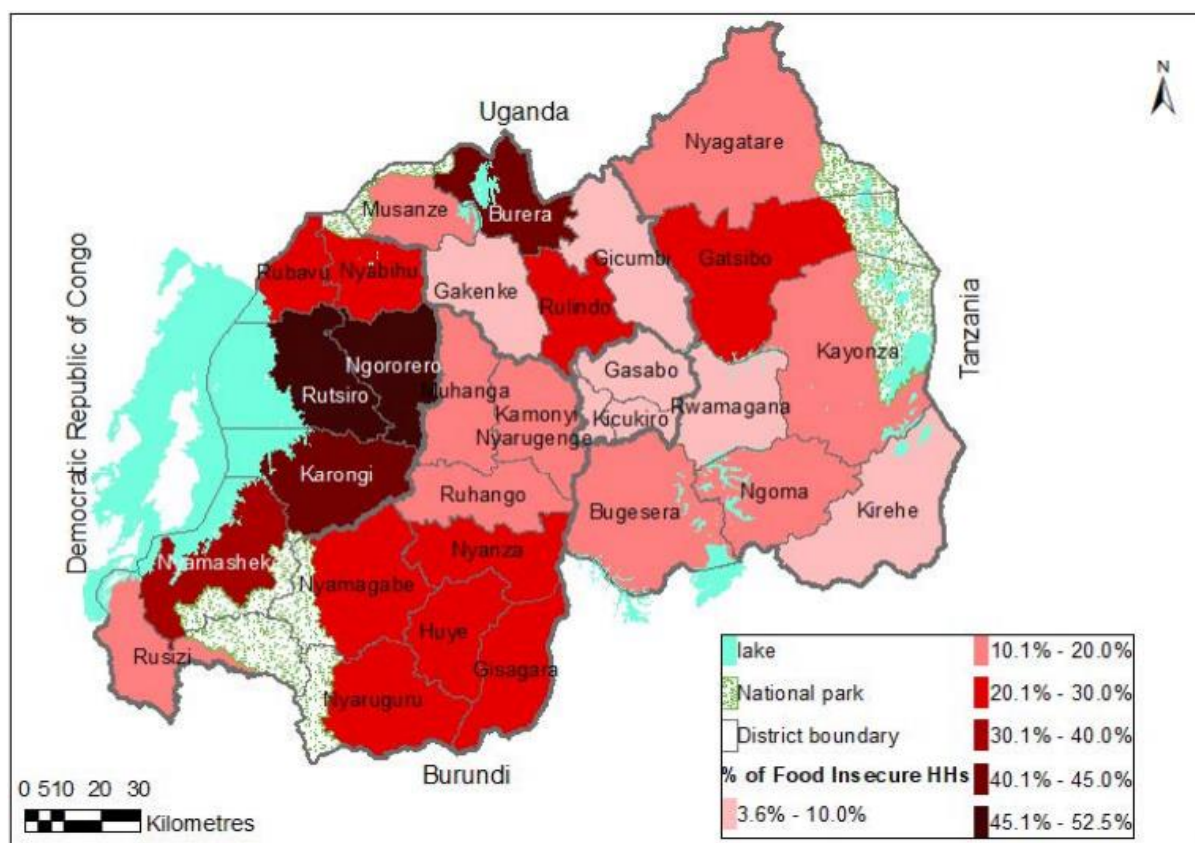
12. According to the latest Rwanda Comprehensive Food Security and Vulnerability Analysis (CFSVA) conducted in 2021¹¹, overall food insecurity levels have slightly worsened compared to the prior 2018 CFSVA. In 2021, out of a total of 2.6 million households, 20.6 percent (approximately 543,500 households) were found to be food insecure (18.8 percent were moderately food insecure and 1.8 percent severely food insecure). The Western Province was the most food insecure (35.3 percent) region and capital Kigali the least (5 percent of moderately food insecure households) (Figure 1). Higher levels of food insecurity were found in households where the head was not of working age¹², with a low level of education, single or with disabilities.

¹¹ WFP.2021. Rwanda 2021 Comprehensive Food Security and Vulnerability Analysis

¹² Below 18 or above 60 years old

13. To the contrary, national stunting rates for children under 5 years of age dropped from 34.9 percent in 2018¹³ to 33 percent in 2019¹⁴, reaching 32.4 percent in 2021 (the highest levels were found in Western and Northern Province with 37.9 percent)¹⁵. Positive trends were observed also for prevalence of wasting in children aged 6-59 months, which decreased from 2 percent in 2018¹⁶ to 1.1 percent in 2021.¹⁷

Figure 1: Rwanda, percentage of food insecure households per district (2021)



Source: Rwanda Comprehensive Food Security Vulnerability Analysis (CFSVA), 2021

14. Despite climate change effects, weaknesses in agricultural practices and in food marketing (see paragraph 20 below) there has been a steadily growing crop production in Rwanda over the past years¹⁸. Nevertheless, food availability has been insufficient.

15. Furthermore, food access has been constrained by people's low purchasing power which recently has further decreased in consequence of steep food price increases¹⁹ caused by the rise in transportation and fuel costs. In terms of food utilization, household food consumption is undiversified with limited

¹³ WFP.2018. Rwanda 2021 Comprehensive Food Security and Vulnerability Analysis

¹⁴ Rwanda DHS 2019-20_Final Report_#.pdf

¹⁵ WFP.2021. Rwanda 2021 Comprehensive Food Security and Vulnerability Analysis

¹⁶ FAO. 2019. The State of Food Insecurity and Nutrition in the World.

¹⁷ FAO. 2022. The State of Food Insecurity and Nutrition in the World.

¹⁸ The Seasonal Agricultural Survey 2021A (September- February) showed an increase in the global crop production compared to 2020 (7 percent higher for maize, 14 percent for beans, 5 percent for white flesh sweet potato and 8 percent for Irish potato). Compared to 2018, crop productions globally increased by 3 percent for beans, 14 percent for maize, 1 percent for white flesh sweet potato, and 5 percent for Irish potato nationally.

¹⁹ WFP's monthly food price monitoring indicated the average price of the food basket in May 2022 increased by 40 percent compared to the same time in 2021 and the World Bank includes Rwanda among the top 10 countries with the highest food price inflation worldwide: [Food-Security-Update-LXXI-October-13-2022.pdf \(worldbank.org\)](https://www.worldbank.org/press/2022/10/13/food-security-update-lxxi-october-13-2022).

intake of nutritional supplements. making people more vulnerable to malnutrition. Refugees are disproportionately affected by the aforementioned constraints.

16. The 2018 “Rwanda Country Strategic Review of Food and Nutrition Security” commissioned by the Ministry of Gender and Family Promotion - and supported by WFP - presented the country’s response to food and nutrition security issues and formulated recommendations to address a number of identified political challenges.

Agriculture

17. Agriculture is the backbone of Rwanda’s economy, accounting for 33 percent of the GDP. According to the 2021 Labour Force Survey conducted by the National Institute of Statistics²⁰, around 47.8 percent of the working population is employed in agriculture, and 89 percent of rural households are involved in small-scale or subsistence farming²¹. Women were more engaged in market-oriented agriculture than men (52.5 percent women versus 47.5 percent men²²). Farmers in Rwanda have two or three yearly periods for cultivation, and 49 percent of the country’s territory is classified as arable²³. Women are disadvantaged in terms of their right to own land, and regarding access to finance.
18. Rwanda in 2019 exported agricultural products with a value of USD 428 million but imported products for a higher value of USD 523 million²⁴. Food availability is challenged by weaknesses in terms of agricultural practices entailing the limited access of farmers to fertilizers and improved seeds. Climatic conditions alongside pests and diseases further compound the situation. Also, food processing capacities are weak. Consequently, of the total food produced in the country only 34 percent reaches the market²⁵.
19. In response to the COVID-19 pandemic, Rwanda maintained agricultural subsidies and food deliveries to disadvantaged groups, thus avoiding a steep decrease in terms of food availability and access.

Climate change and vulnerability

20. Changes in temperature and extreme precipitation patterns (both excess and deficit) are the key drivers of many of the natural hazards (droughts, floods, and landslides). Recurrent disasters result in damage to infrastructure, loss of lives, property and crops; and contribute to soil erosion and water pollution. Vulnerability to climate-related shocks stem from weak water resource management and high dependence of Rwandans on rain-fed agriculture; as well as from poor road networks and low capacities to manage climate risks. The Notre Dame Global Adaptation Initiative Index (2019)²⁶ ranks Rwanda as the 124th country in a list of 182 countries worldwide.

Education

21. Rwanda is among the top performing countries in sub-Saharan Africa in terms of access to education. The country has nearly reached universal primary education with a net enrolment rate of 98.9 percent

预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_32019

