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# Final Evaluation Report of Phase I Climate Smart Agriculture and Market Development - Enhancing Livelihoods of Refugees and Their Host Communities in Rwanda

**FINAL EVALUATION REPORT**

**JANUARY 2025**

Conducted by: CIBLE Ltd & CIBA Ltd JV

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### **Evaluation Office**

United Nations High Commissioner for Refugees  
Case Postale 2500  
1211 Genève 2  
Switzerland  
[www.unhcr.org](http://www.unhcr.org)

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## Evaluation Key Information

|                                      |                                                                                                                                                                                                                        |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Title of the evaluation              | Project Evaluation of “Climate-Smart Agriculture and Market Development for Enhancing Livelihoods of Refugees and their Host Communities in Rwanda”                                                                    |
| Project Implementation Locations     | Nyamagabe District (Mushishito marshland covering Kigeme Refugee Camp), and; Gatsibo District (Nyabicwamba marshland covering Nyabiheke Refugee Camp).                                                                 |
| Overall Objective of the project     | To improve the food security and self-reliance of 728 refugees and 1,155 host community households (over 7,500 individuals) through climate-smart agricultural practices and a market development approach.            |
| Evaluation team                      | Mr. Gaspard Kabalisa (Team Leader); Dr. Athanase Ephraim Iyakaremye (Research Expert); Mr. Tafadzwa Hove (Research Expert), Mr. Enock Ngendahimana (Statistician) and Mr. Willy Gasafari Mpabuka (Qualitative Expert). |
| Type of evaluation exercise          | Decentralized Project Performance and Intermediate Impact Evaluation                                                                                                                                                   |
| Evaluation commissioned by           | UNHCR Rwanda                                                                                                                                                                                                           |
| Date                                 | January 2025                                                                                                                                                                                                           |
| Evaluation Manager/ Contact in UNHCR | Dania Kattan <a href="mailto:kattand@unhcr.org">kattand@unhcr.org</a> and Anne-Lyse Bizindavyi <a href="mailto:bizindav@unhcr.org">bizindav@unhcr.org</a>                                                              |
| Support Staff                        | Marcellin Mugabe <a href="mailto:mugabe@unhcr.org">mugabe@unhcr.org</a>                                                                                                                                                |

## List of Acronyms

|              |                                                                              |
|--------------|------------------------------------------------------------------------------|
| AAP          | Accountability on Affected People                                            |
| AGD          | Age, gender, and diversity                                                   |
| AIF          | Africa Improved Food                                                         |
| BPR          | Banque Populaire du Rwanda                                                   |
| CAPI         | Computer-Assisted Personal Interviews                                        |
| CFSVA        | Comprehensive Food Security and Vulnerability Analysis                       |
| CRRF         | Comprehensive Refugee Response Framework                                     |
| CSA          | Climate-Smart Agriculture                                                    |
| DED          | Development Engagement Document                                              |
| DKK          | Danish Krone                                                                 |
| DUHAMIC-ADRI | Duharanira Amajyambere y'icyaro - Action pour le Développement Rural Intégré |
| EAX          | East Africa Exchange                                                         |
| ERG          | Evaluation Reference Group                                                   |
| FAO          | Food and Agriculture Organization                                            |
| FDG          | Focus Group Discussion                                                       |
| GCR          | Global Compact on Refugees                                                   |
| GDP          | Gross Domestic Product                                                       |
| GoR          | Government of Rwanda                                                         |
| GRF          | Global Refugee Forum                                                         |
| HH           | Household                                                                    |
| IFC          | International Finance Corporation                                            |
| KEQ          | Key Evaluation Question                                                      |
| KII          | Key Informant Interview                                                      |
| M&E          | Monitoring and Evaluation                                                    |
| MINAGRI      | Ministry of Agriculture and Animal Resources                                 |
| MINEMA       | Ministry in charge of Emergency Management                                   |
| OECD         | Organization for Economic Co-operation and Development                       |
| PoC          | Population of Concern                                                        |
| PSTA         | Strategic Plan for the Transformation of Agriculture in Rwanda               |
| RAB          | Rwanda Agricultural Board                                                    |
| RB           | Regional Bureau                                                              |
| RDO          | Rwanda Development Organization                                              |
| SDGs         | Sustainable Development Goals                                                |
| SPSS         | Statistical Package for the Social Sciences                                  |
| STATA        | Statistical Software for Data Science                                        |
| UDHR         | Universal Declaration of Human Rights                                        |
| UN           | United Nations                                                               |
| UNEG         | United Nations Evaluation Group                                              |
| UNHCR        | United Nations High Commissioner for Refugees                                |
| VSLA         | Village Saving and Lending Association                                       |
| WB           | World Bank                                                                   |
| WFP          | World Food Programme                                                         |

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## EXECUTIVE SUMMARY

**Climate Smart Agriculture (CSA) Project Description:** UNHCR Rwanda received funding support from the Government of Denmark for the implementation of the first phase of a three-year (September 2020 - August 2023) joint agriculture project for refugees and host community farmers entitled “Climate-Smart Agriculture and Market Development Project for Enhancing the Livelihood of Refugees and Their Host Communities in Rwanda.” UNHCR collaborated with the Government of Rwanda (GoR) and the districts of Nyamagabe and Gatsibo to identify arable land for the project. Both districts provided the Mushishito and Nyabicwamba marshlands, and a tripartite Letter of Understanding (LOU) was signed between the Ministry in Charge of Emergency Management (MINEMA), UNHCR, and each district.

The project was undertaken in partnership between UNHCR and MINEMA as the counterpart ministry and while the districts of Nyamagabe and Gatsibo the marshlands for the project and took the lead at the local level. The Rwanda Agriculture Board (RAB) also provided technical support throughout the project cycle. Other partners included refugees, host communities, and their cooperative leadership, buyers of the cooperatives’ produce, such as African Improved Food (AIF), EAX, DUHAMIC ADRI, and Mount Meru Soyco Ltd.

The Climate Smart Agriculture Approach (CSA) - was used as a driver of increased food production among refugees. CSA was applied as an integrative approach that aimed to address the linked challenges of climate change and food security. This focused on building agricultural system that is developed and implemented with two main objectives - sustainably increasing agricultural productivity and incomes; and adapting and building resilience to climate change.

The main project activities implemented under the project included agricultural value chain analysis, environmental impact assessment, marshland rehabilitation and development of irrigation infrastructure, provision of agricultural inputs (seeds, fertilizers, and tools), training of farmers on climate-smart agricultural practices and market-based approaches, construction of post-harvest infrastructure, support in the establishment of joint cooperatives and training on their sustainable management, and market linkage.

**Purpose and Scope of the Evaluation:** This summative, external, and independent evaluation aims to assess the progress of the “Climate-Smart Agriculture (CSA) and Market Development for Enhancing Livelihoods of Refugees and their Host Communities in Rwanda” hereinafter referred to as the-CSA project. The evaluation was conducted among refugees and host communities in Mushishito Marshland (Nyamagabe District) and Nyabicwamba Marshland (Gatsibo District), where baseline data and benchmarks were compared with findings in this end-line evaluation. This evaluation process provided findings and strengthened learning and accountability through clarity of findings, conclusions and recommendations. The evaluation also documented opportunities for sustainability and potential scale-up of this, and similar projects.

The **specific objectives** of the evaluation as outlined in the inception report were to:

- Evaluate the project performance in alignment with the project's outputs and outcomes.
- Evaluate the intermediate impact of the project on refugees and the refugee hosting community at project locations.
- Document lessons learned, good practices, and recommendations on sustainability and scale-up strategies and opportunities for future programming.

The evaluators adhered to a set of ethical considerations, which were upheld during the inception, data collection, analysis and report writing processes. As part of UNHCR’s normative framework, the evaluation was guided by the United Nations Evaluation Group (UNEG) ethical guidelines, the Code of Conduct for



Evaluations in the UN system: UNHCR Data Protection Policy,<sup>1</sup> UNHCR AGD (age, gender, and diversity) Policy,<sup>2</sup> and UNHCR Disability Inclusion Strategy.<sup>3</sup>

**Target Audience:** The primary users of this evaluation are UNHCR Rwanda (Livelihood section, the Executive Team and Field Offices), the Government of Rwanda (GoR) represented by MINEMA (MINEMA) and the district authorities that hosted the project, and the donor (the Government of Denmark). The evaluation results inform the primary users on the project's findings, lessons learnt and recommendations.

**Evaluation Approach and Methodology:** The evaluation utilized a non-experimental **mixed method approach** using both qualitative and quantitative data collection methods. Collection of qualitative primary data was conducted through three methods: (i) in-depth interviews with key informants (ii) focus group discussions (FGD) and (iii) observations. Quantitative data was collected through two modes - collated statistical data from literature review and a household survey with participants of the project through an administered questionnaire. The evaluation design and approach were guided by the objectives, questions, and other requirements specified in the terms of reference (ToRs), aligning with the Organization for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) criteria: relevance, effectiveness, efficiency, impact, and sustainability. The evaluation also addressed questions related to human rights, Age and Gender Diversity (AGD), partnership and cooperation, and program strategic direction. The following were the data collection tools administered (and their reach).

1. **Focus Group Discussions:** A total of **8 FGDs** were conducted among the host communities and refugee communities broken down by the distinctive groups; of female, male, youth and disability.
2. **In-depth key Informant Interviews:** A total of **21 key informant interviews** were conducted with relevant UNHCR staff, MINEMA, local community leaders, cooperative leaders, contract buyers, RAB and district authorities.
3. **Household Survey:** A total of **1,006 people (381 refugees and 625 host community members)** were successfully interviewed as per a randomly selected representative sample.
4. **Observations:** The evaluation included observations on the state of the marshlands, infrastructure (such as irrigation systems and harvesting facilities), machinery and tools, and cultivated crops at the time of the field visits. It also covered livestock and other productive assets.

## Findings

**Effectiveness:** The CSA project successfully achieved all output targets outlined in the Development Engagement Document (DED), supporting 2,036 refugees and host community members. Key achievements included:

- **Access to arable land and productive kits:** Beneficiaries received necessary resources to start and maintain agricultural activities.
- **Training on agricultural production, financial literacy, and business entrepreneurship:** These trainings equipped beneficiaries with essential skills for improving productivity and managing finances.
- **Conducting assessments and surveys:** A baseline survey, market and value chain analysis, and environmental impact assessment were conducted to inform project activities.

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<sup>1</sup> UNHCR (2015). *Policy on the Protection of Personal Data of Persons of Concern to UNHCR*

<sup>2</sup> UNHCR (2018). *UNHCR Policy on Age, Gender and Diversity*.

<sup>3</sup> United Nations (2019). *United Nations Disability Inclusion Strategy*.

The selection of crops was based on a value chain assessment, which increased the likelihood of improved yields. Access to adequate and productive land and markets were key success drivers. The ability of cooperatives to find markets for members' harvests improved notably, with 96% of refugees and 87.7% of host community members confirming this in 2024. Contractual agreements with potential buyers for food products like maize and potatoes became more prevalent, particularly for refugees, indicating enhanced market integration and better commercial opportunities.

The combination of services, including training, extension, and strengthening the cooperative approach, along with specific inputs, added value and contributed to the project's effectiveness. The implementation approach of having refugees farm side by side with host communities facilitated knowledge exchange and cohesion, furthering progress towards the project's objectives. However, climatic shocks posed a continued risk to productivity and self-reliance, leading to reliance on humanitarian assistance during adverse seasons. This highlights the need for a stronger scenario-based resilience and preparedness approach, integrating crop insurance with other risk mitigation measures.

**Income and Financial Inclusion:** Yearly income increased significantly from baseline for refugees (six-fold) and for host communities (2.3 times). However, only 14.7% of beneficiaries achieved an annual income above the targeted threshold of USD 600. Both refugees and host communities surpassed the target of a 50% increase from their baseline income. The increase in income was mainly due to surplus agricultural produce being sold after setting aside some for consumption, thus strengthening food security.

The proportion of **beneficiaries who owned a bank or mobile account** at endline was 93.3% for both refugees and host community members, showing significant increases from baseline. There were no significant differences in access and usage of bank accounts by age or sex. Regression analysis showed that having a household member with a bank or mobile money account and receiving cooperative management training significantly increased household income.

At baseline, 92.6% of households **depended exclusively on aid**, which dropped to 32.3% by endline, with slightly higher reliance among male-headed households (37.4%) compared to female-headed ones (29.3%). Households with members who have chronic illnesses exhibited the highest reliance on humanitarian aid at 57.1%, while those with disabilities and elderly members had lower dependence (24.5% and 32.0%, respectively).

**Impact:** Although self-reliance was not fully realized, the project significantly impacted beneficiaries' lives by **enhancing food security, savings, asset acquisition, and access to social services** such as healthcare and education. It also fostered improved peaceful co-existence between refugees and host communities, who used community-based mechanisms to ensure the inclusion of the most vulnerable.

**The percentage of refugee households experiencing little to no hunger increased significantly** from 19.9% to 55.4%, a positive change of 35.5%. For the host community, this figure rose from 42.2% to 67.9%, a 25.7% increase. There were minor differences between men and women and different age groups, but less progress was observed among more vulnerable groups (chronically ill, people living with disabilities, and the elderly).

**Ownership of agricultural productive assets**, such as tea plantations and forests, as well as non-agricultural productive assets like motorcycles, bicycles, and milling machines, was male-dominated. Correlation analysis showed that owning livestock and productive assets increased the likelihood of higher productivity and income accumulation, significantly influencing self-reliance. Regression analysis on household food

security identified key factors that significantly impacted food security, with ownership of livestock, agricultural, and other productive assets and access to markets positively contributing to food security.

An unintended positive impact of the CSA project was the decrease in land rental costs due to increased supply of land from the marshlands. This provided an opportunity for refugees and host communities to rent extra land and expand their farming activities.

**Financial literacy training** improved financial management practices, with 90.4% of beneficiaries saving money for investments and household expenses. Savings were used for purchasing farming inputs, livelihood security, paying health insurance, and business investments, indicating a move towards self-reliance. Endline evaluation statistics, KIIs, and FGDs showed that some of the income saved went towards uplifting refugees and host communities and increasing their access to social services such as health, education, and improved housing.

**Sustainability:** The gains of the CSA project have some likelihood of being sustained beyond current project funding, supported by government integration and political will. Continued access to marshlands, irrigation systems, productive assets, and the knowledge and skills provided to beneficiaries contribute to sustainability. However, sustainability is threatened by the ongoing need for humanitarian assistance, support with agricultural inputs, and market access during periods of climatic shocks.

**Social cohesion between refugees and host communities** also supports sustainability. Co-existence facilitated the project's sustainability as both groups worked together within the same marshlands and collaborated regularly. Focus group discussions showed that refugees and host communities have established their own knowledge transfer mechanisms and joint marketing approaches, grounded in their contextual realities. These mechanisms offer a strong foundation for sustainability and adaptability to evolving contexts.

**Relevance:** The CSA project was highly relevant to the needs of refugees and host communities, supported by policy, regulatory, constitutional, and legal provisions. These were made through commitments to multiple conventions by the Government of Rwanda and its pledges to the Global Refugee Forum (GRF) on food security and self-reliance. The project's relevance is further underscored by evidence from various studies, assessments, and surveys, including the 2021 participatory assessment, which identified the lack of money for daily use and insufficient food as major needs for refugees.

The project was non-discriminatory, offering equal opportunities for male, female, youth, the elderly, and households with people living with disabilities. However, due to child labor laws, child-headed households were not included. A key finding was that the project (farming) did not fully appeal to the youth and was more challenging for people with disabilities or chronic illnesses.

**Efficiency:** The activities of the CSA project were executed as planned in the DED, with technical and human resource support from UNHCR, MINEMA, and district staff. There were slight delays in some program activities, but these did not significantly affect overall delivery. Significant delays included:

- **Rehabilitation of Mushishito marshland:** Not completed after being destroyed by floods, with contractors failing to meet timelines.
- **Irrigation scheme in Nyabicwamba Marshland:** Not finalized even at the end of the project.
- **Baseline survey:** Delayed due to a longer-than-planned procurement process for hiring a consultant.
- **Trainings and cooperative formulation and implementation:** Affected by COVID-19 restrictions.

- **Final Project Evaluation:** the exercise also faced significant delays due to lengthy procurement procedures, thus delaying findings that could have informed the design of Phase II.

## Conclusions

The project was hinged on application of a set of climate smart, market based agricultural practices that integrate social cohesion and knowledge sharing that would lead to increased productivity and incomes that would consequently lead to self-reliance while leaving no one behind. This was largely achieved, with the sequencing of the project initiatives as well as the partnership and responsibility sharing with government and participatory engagement of beneficiaries contributing to continued relevance, achievement of results and enhanced the likelihood of sustainability.

The CSA project was found to be highly relevant to the needs of refugees and host communities. The project was also embedded with supportive legal, regulatory, and policy provisions and aligned to Rwanda's commitments and pledges at the Global Refugee Forum (GRF) on food security and self-reliance. The project offered equal opportunities for male, female, youth, and disability-headed households (with a few caveats) in agriculture related livelihood initiatives.

Climatic shocks however exposed beneficiaries to shocks and consequently led to a reversal of some gains. This highlighted the need for the project to have integrated a stronger scenario-based resilience and preparedness lens from design and throughout implementation. The evaluation found that project did not consistently apply adaptive management for some of the critical areas of the programme that had higher levels of risk than initially anticipated or had significant delays in implementation or required additional capacity (technical, financial or human resource) than initially planned. Some of the critical areas that could have benefited from adaptive planning was on the phasing out provision of inputs, engagement of the most vulnerable beneficiaries to adapt to their capacities, maintenance of critical infrastructure, timely and adequate response to flood, drought, and infestation management.

Sustainability was strengthened through approaches that embedded inclusion and social cohesion. Co-existence between refugees and host communities was found to have facilitated the project's sustainability as both groups worked together within the same marshlands and collaborate regularly. Observations, KII and FGDs showed that refugees and host communities established their own knowledge transfer mechanisms and joint marketing approaches that are grounded on their contextual realities. These mechanisms offer a strong foundation for sustainability and adaptability to evolving contexts.

The project showed evidence of progress towards impact and sustainability with host communities and refugees increasingly using their income and savings to contribute towards their own basic needs and well-being. This was seen through their enhanced prioritization of spending their savings on meeting their own health, education and improved housing needs which are very important facets of dignity and human life. This may indicate that refugees feel a bit more responsible towards investing in their own welfare as opposed to relying on UNHCR or having these needs unmet if / when they cannot be met by UNHCR and other agencies.

## Recommendations

1. The project needs to more systematically engage the vulnerable (elderly, chronically ill and those living with disability) to identify other livelihood opportunities that are more appropriate for them and will lead to more meaningful progress towards resilience and self-reliance.
2. At the programmatic level, UNHCR should strengthen resilience and mitigate against the effects of recurring climatic shocks by pro-actively integrating disaster risk reduction, forecasting and scenario planning in livelihood programming. This should be with the objective of in building resilience capacities, preparedness, anticipatory action, and shock management strategies into projects.
3. A participatory, scenario and evidence-based exit strategy should be developed based on needs and experiences from men, women, the youth, the elderly, people living with disability, the chronically ill and key stakeholders to ensure no one is left behind.
4. UNHCR and partners should clearly integrate adaptive management practices where evidence is used during implementation, to inform programmatic, capacity development and resource allocation adjustments that can contribute to inclusion, sustainability planning and effective risk management.
5. UNHCR, with engagement of the youth, should develop an approach to introduce innovative approaches to farming and marketing that can increase engagement by the youth.
6. UNHCR should use evidence from the evaluation to strengthen their procurement of prospective contractors to ensure quality and timely delivery of tasks.
7. UNHCR should consider increasing the capacity of cooperatives to better manage surplus, fund productive kits, and market their produce more effectively to strengthen sustainability.

# 1. CHAPTER ONE: INTRODUCTION

## 1.1 Purpose and Scope of the Evaluation

This summative, external, and independent evaluation aims to assess the progress of phase I of the **“Climate-Smart Agriculture and Market Development for Enhancing Livelihoods of Refugees and their Host Communities in Rwanda”** project. It serves a dual purpose: as a performance measurement tool and to meet accountability and learning requirements. Additionally, the evaluation provides robust evidence to inform and enhance programming, ultimately benefiting refugees and host communities in Mushishito Marshland (Nyamagabe District) and Nyabicwamba Marshland (Gatsibo District). Baseline data and benchmarks for project outputs and outcomes were established at the project’s inception, and this serves as an endline evaluation. Informed by the findings, the evaluation proposes time bound recommendations with clear responsibilities and outlines lessons learned to document opportunities for sustainability and potential scale-up of similar projects. Ultimately, the evaluation aims to optimize the United Nation’s High Commissioner for Refugees (UNHCR) and its partners’ contributions to improving refugee self-reliance and socio-economic inclusion in future projects.

**Scope of the evaluation** - The evaluation was an in-depth, external, independent performance and intermediate outcome evaluation focusing on the beneficiaries (refugees and the host community) of the project in both locations of Mushishito Marshland/Nyamagabe District and Nyabicwamba Marshland/Gatsibo District. The project’s focus was limited to refugees and host communities who benefitted from the project in targeted project locations and did not establish or evaluate control group comprising of refugees and host communities who did not directly benefit from project interventions. This was due to limitations related to the selection of those from the control group that would have limited the applicability of findings from such a control group. The limitations are further outlined in the methodology section. The evaluation covered the whole implementation period, i.e. from 1st September 2020 to 31st August 2023, and all project outputs and intermediate outcomes as highlighted in the data collection tools.

The **specific objectives** of the evaluation as outlined in the inception report are to:

- Evaluate the project performance in alignment with the project's outputs and outcomes.
- Evaluate the intermediate impact of the project on refugees and the refugee hosting community at project locations.
- Document lessons learned, good practices, and recommendations on sustainability and scale-up strategies and opportunities for future programming.

**Target audience for the evaluation:** The primary users of this evaluation are UNHCR Rwanda (Livelihood section, the Executive Team and Field Offices), the Government of Rwanda (GoR) represented by Ministry in Charge of Emergency Management (MINEMA) the district authorities that hosted the project, and the donor (the Government of Denmark). The evaluation results inform the primary users on the project's findings, lessons learnt and recommendations.

Additionally, the evaluation results are valuable for other implementing and operational partners engaged in livelihoods programming in Rwanda who are secondary users of the evaluation findings, lessons and recommendations. This extends to a broader audience, including the UN's country-level and regional livelihoods sector working group members, humanitarian-development partners, other United Nations agencies, other government partners at central and district level working on development issues, private sector collaborators, bilateral development partner agencies, and multilateral financial institutions.

## 1.2 Ethical Considerations

The evaluators adhered to a set of ethical considerations, which were upheld during the inception, data collection, analysis and report writing processes.

As part of UNHCR's normative framework, the evaluation was guided by the United Nations Evaluation Group (UNEG) ethical guidelines, the Code of Conduct for Evaluations in the UN system: UNHCR Data Protection Policy,<sup>4</sup> UNHCR AGD Policy,<sup>5</sup> and UNHCR Disability Inclusion Strategy.<sup>6</sup> As a single programme performance evaluation that is not meant to contribute to generalisable data on a population, it does not fit the definition of research with human subjects and did not need ethical review board approval. All attempts were made to ensure that there was a gender balance in the participants that are engaged in the qualitative interviews.

All individuals participating in any data collection method provided verbally informed consent prior to the start of any interview and no informants below the age of 18 were interviewed. The participants were informed of the purpose of the evaluation and their role in the interview, how that information would be used and the evaluators ensured that the participants were comfortable with the steps taken to ensure their anonymity in line with UNEG and UNHCR data protection guidelines. The specific steps to ensure that specific information provided in an interview, survey or FGD, cannot be traced back to the individual source were included in the data collection tools and explained to participants in the language they understand. Data collection tools for household surveys and FGDs were translated into Kinyarwanda which is the language spoken by most participants. The evaluation team sought to minimize risks to, and burdens on those participating in the evaluation. This included ensuring that participants were interviewed in the language they were comfortable with and ensuring that interviews lasted no longer than one hour. The timing for interviews was also to ensure that they do not disrupt participants working hours.

In addition, the consultants adhered to the data protection policy and compliance with safeguards of all data shared by UNHCR and its partners. Furthermore, all data generated through this evaluation

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<sup>4</sup> UNHCR (2015). *Policy on the Protection of Personal Data of Persons of Concern to UNHCR*

<sup>5</sup> UNHCR (2018). *UNHCR Policy on Age, Gender and Diversity*.

<sup>6</sup> United Nations (2019). *United Nations Disability Inclusion Strategy*.



remains internal to the evaluation and are not to be shared without the express consent of participants and/or removal of all personally identifying information included in the data. The datasets were anonymized and shared with UNHCR in line with the data sharing protocols and in line with data protection guidelines. The datasets have to be destroyed by the consulting firm within four months of contract completion.

## 1.3 Background and Operational Context

### 1.3.1 Country Context

**Population:** Rwanda has one of the highest population densities in Africa. The recent population and housing census (2022)<sup>7</sup> reveals that Rwanda has an average population density of nearly 500 people per kilometer square, with a total population nearing 14 million. Despite a low urbanization rate, Rwanda's population is youthful, with more than 60% of the total population under 25 years old.

**Refugee Population:** More than 135,000 refugees were in Rwanda as of October 2023, 91% of whom lived in refugee camps. Burundi (37%) and the Democratic Republic of the Congo (62%) account for around 99% of the refugees.<sup>8</sup> Rwanda has a history of providing protection and opportunities for refugees, including: work and employment opportunities, financial services, freedom of movement, access to national services, and livelihood initiatives, among others. Together, UNHCR and the GoR are dedicated to furthering the goal of increasing refugees' access to economic possibilities to increase their level of independence and decrease their need for humanitarian aid.

**Legal and Regulatory Context:** Rwanda has been a state party to the 1951 Convention Relating to the Status of Refugees since 15 November 1979. Additionally, Rwanda has ratified the 1967 Protocol related to the Status of Refugees, the 1969 OAU Convention Governing the Specific Aspects of Refugee Problems in Africa, the 1954 Convention relating to the Status of Stateless Persons, and the 1961 Convention on the Reduction of Statelessness. Rwanda's commitment extends to a majority of ratified international and regional human rights treaties beyond those specific to refugees and asylum seekers. As per Article 95 of the 2003 Constitution of the Republic of Rwanda, revised in 2015, in its articles 10, 16, and 100, further pledges to safeguard citizens and foreigners in Rwanda from discrimination and division based on various factors, including ethnic origin, family or ancestry, clan, skin colour or race, sex, region, economic status, religion or faith, opinion, fortune, cultural differences, language, physical or mental disability, or any other form of discrimination<sup>9</sup>. Rwanda stands out as one of the African countries whose constitutions



Figure 1: The Map of Rwanda

<sup>7</sup> National Institute of Statistics of Rwanda (2022). *National Population and Housing Census*.

<sup>8</sup> UNHCR Rwanda (2025). *Where We Work*, available at <https://www.unhcr.org/rw/where-we-work>, accessed on March 27, 2024.

<sup>9</sup> Republic of Rwanda (2023). *The Constitution of the Republic of Rwanda*, available at [https://www.constituteproject.org/constitution/Rwanda\\_2015](https://www.constituteproject.org/constitution/Rwanda_2015)



explicitly criminalize discrimination which is punishable under Article 163 of Law No 68/2018 determining offences and penalties in general<sup>10</sup>.

Law No 13er/2014 of 21/05/2014<sup>11</sup> relating to refugees and Law N° 042/2024 of 19/04/2024 Governing Refugees and Applicants for Refugee Status in Rwanda mirror most of the provisions of the 1951 Convention. Article 18 of this law stipulates that “without prejudice to other laws, any person having obtained refugee status in Rwanda shall enjoy the rights and liberties provided for by international instruments on refugees ratified by Rwanda”. The law on refugees is also complemented by Prime Minister’s Order No 112/03 of 2015 which determines the organization and functioning of the refugee status determination committee<sup>12</sup>. In light of this framework and in the absence of conflicting legal provisions, refugees are lawfully entitled to access a diverse array of social, economic, civil, and political rights in Rwanda. Furthermore, the ministerial Instruction No. 02/2016 of 1/06/2016 determining the management of refugees and refugee camps specifies four commitments by Government of Rwanda to integrate refugees through: (i) a joint economic inclusion strategy; (ii) inclusion in the national systems for education; (iii) inclusion in national health insurance scheme, and (iv) providing them with documentation.<sup>13|14</sup>

**Rwanda has made additional pledges at the Global Refugee Forum (GRF):** In 2019, the Government of Rwanda made additional pledges during the Global Refugee Forum (GRF), which builds on previous pledges from the leader’s summit in 2016, to improve refugees’ education; access to jobs and livelihood; access to energy, infrastructure and environment, protection and solutions, and access to health services. Additionally, Rwanda is among the 193 Member States of the United Nations who adopted the New York Declaration for Refugees and Migrants in September 2016. The declaration contains historic and wide-ranging commitments that reaffirm the commitment by Member States to respect the human rights of refugees and migrants and to support the countries that welcome them<sup>15</sup>. In 2023, Rwanda's has renewed its commitments for refugees that include: protection, access to education, supporting refugees in the workforce, providing business development skills, resettlement opportunities, promoting voluntary repatriation, supporting local integration, and accommodating new asylum-seekers.

**General Context:** Rwanda is a small, landlocked country in East-Central Africa bordering the DRC in the West, Burundi in the South, Tanzania in the East, and Uganda in the North. Rwanda, spans approximately 26,338 square kilometers. The total country land area<sup>16</sup> is estimated at 2.377 million hectares, for which 1.367 million hectares (57.5% of total country land) is used for agriculture. In 2023 Season A, 1 million hectares were used for Seasonal crops, 0.5 million hectares were covered by permanent crops, while 0.126 million hectares were used for permanent pasture. Generally, the production of major crops decreased, except for Maize and Banana (an increase of 12% and 2.3% respectively) when compared to season A of the previous year<sup>17</sup>.

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<sup>10</sup> Republic of Rwanda (2018), Law n°68/2018 of 30/08/2018 Determining Offences and Penalties In General, available at <https://rwandafda.gov.rw/wp-content/uploads/2022/11/penalcode2018.pdf>

<sup>11</sup> Republic of Rwanda (2014). *Law No. 13 ter/2014 of 21/05/2014 relating to refugees*, available at <https://www.refworld.org/legal/legislation/natlegbod/2014/en/101192>, accessed on 01 April 2024.

<sup>12</sup> *Prime Minister’s Order No 112/03 of 19/06/2015 Determining the Organisation and Functioning of the National Refugee Status Determination Committee and Benefits Granted to its Members.*

<sup>13</sup> *Ministerial Instruction No. 02-2016 of 1 06 2016 determining the management of refugees and refugee camps,*

<sup>14</sup> *It is important to note that a new law Governing Refugees and Applicants for Refugee Status in the Republic of Rwanda was ratified in Rwanda on 19 April 2024.*

<sup>15</sup> <https://www.unhcr.org/comprehensive-refugee-response-framework>

<sup>16</sup> *Seasonal Agricultural Survey - 2023 Annual Report, NISR, Dec. 2023*

<sup>17</sup> *Seasonal Agricultural Survey, Season A, 2023 Report*

The challenges in the agriculture sector<sup>18</sup> are drivers of rural poverty. Despite remarkable improvements over recent years, the agricultural sector in Rwanda still faces many challenges:

- **Land degradation and soil erosion** are among the main challenges faced by agriculturalists. Around 90% of Rwandan territory lies on slopes with the consequent effect of soil loss, erosion and decreasing fertility. It is estimated that 1.4 million tons of soil per year is lost, accounting for a loss of 320.000 US dollars.
- The pressure of a growing population also has a negative effect on land availability. As a result, land holdings are becoming more and more fragmented.
- **Land use and distribution.** In Rwanda, land categorized as rural is nearly 98% of the total land area, with around 49% of this land classified as arable. A Land Law passed in 2005 established a private market for land titles and eliminated customary land tenure systems. Under the law, landowners are obliged to register their land holdings and land titles are equally available for women and men. However, in some cases informally married women have insecure land rights and women in general face difficulties in claiming inheritance.
- Rwandan agriculture is heavily dependent on rainfall and is therefore vulnerable to climatic shocks. The low-level use of water resources for irrigation makes agricultural production unpredictable from one season to another.
- **Low levels of productivity for both crops and livestock due to low input use, poor production techniques and inefficient farming practices.** The use of chemical fertilizers in Rwanda saw a steady rise since 2007 when the Government of Rwanda (GoR) started the Crop Intensification Program (CIP). Under the program, subsidized fertilizers are provided to farmers for the cultivation of six priority crops. Despite this, farmers' adoption of fertilizers remains quite low when compared to other countries in the region.
- **Weak processing capacity and higher value-added products placed on the market.** Between 1999 and 2008 the share of food crops processed never exceeded 6.5%. Furthermore, of the total food produced in the country only 34% reaches the market. The reasons for unexploited processing capacity lie in the lack of appropriate technologies, expertise, financing incentives and rural infrastructure. Lack of access to an adequate water supply and at times energy supply makes it difficult for processing businesses to function.

Due to shortage in land availability, the Government of Rwanda is promoting intensification as a strategy to increase production and farmers' incomes. According to the 5<sup>th</sup> Strategic Plan for the Transformation of Agriculture in Rwanda 2024-2029 (PSTA V – from its French acronym for *plan stratégique pour la transformation agricole*), "In the long term, the goal is to move Rwandan agriculture from a largely subsistence sector to a more knowledge-intensive, market-oriented sector, sustaining growth and adding value to products." To do so, in line with Vision 2050 and the National Strategy for Transformation 2024-2029 (NST-2), the GoR considers agriculture a catalytic sector to promote the development of value chains with a stronger links with the private sector. The crops of interest include coffee, dairy, horticulture and cereals among others.

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<sup>18</sup> Rwanda at a glance, FAO, 2024

In Rwanda, the agricultural sector not only forms the cornerstone of the economy but also serves as the primary source of livelihood for most citizens. As of 2023, agriculture was second contributing sector to Rwanda's Gross Domestic Product (GDP) with 27%. According to the NAEB annual report, agriculture export performance 2022-2023 reached US\$857,2 million representing more than 60% of Rwanda exports products<sup>19</sup>. Additionally, inadequate food processing capabilities result in only 34% of the total food produced reaching the market.<sup>20</sup> Rwanda is vulnerable to increasingly frequent climate-induced natural disasters as well as to rising temperatures and changing rainfall patterns. The University of Notre Dame Global Adaptation Initiative (ND-GAIN), Index (2023), ranks Rwanda as 124<sup>th</sup> out of 182 countries concerning the country's vulnerability to climate change and other global challenges as well as its readiness to improve resilience<sup>21</sup>. These recurrent disasters cause damage to infrastructure, loss of lives, property and crops, exacerbating issues such as soil erosion and water pollution.

**The Climate Smart Agriculture Approach (CSA), a driver of increased food production among refugees:** CSA is an integrative approach that aims to address the linked challenges of climate change and food security. CSA refers to an improved agricultural system that is developed and implemented with two main objectives: i) Sustainably increase agricultural productivity and incomes; and ii) Adapting and building resilience to climate change.

In this line and based on the fifth action point of the Climate Smart Agriculture (CSA), UNHCR implemented the project **"Climate Smart Agriculture and Market Development Enhancing Livelihoods of Refugees and Their Host Communities in Rwanda"** to improve the food security and self-reliance<sup>22</sup> of refugees and host community households. The first agricultural project model in Rwanda was initiated in September 2018 in Misizi marshland, Gisagara district for Mugombwa camp and host community households. Before it, there was no available land for agricultural projects jointly benefiting refugees and members of the host community.

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<sup>19</sup> NAEB, June 2023 statistics report, July 2023

<sup>20</sup> World Trade Organization, extracted July 2022, available at [https://www.wto.org/english/res\\_e/statistics\\_e/daily\\_update\\_e/trade\\_profiles/RW\\_e.pdf](https://www.wto.org/english/res_e/statistics_e/daily_update_e/trade_profiles/RW_e.pdf)

<sup>21</sup> <https://www.elibrary.imf.org/view/journals/002/2023/422/article-A004-en.xml>

<sup>22</sup> *Self-reliance is the social and economic capacity of an individual, family or community to meet their basic needs in a sustainable manner and with dignity. Self-reliance, as a programmatic approach refers to the development and strengthening of sustainable livelihoods of persons of interest and the reduction of their vulnerability and dependence on humanitarian or external long-term assistance (NISR, RPHC-2022, Refugees Thematic Report).*

At Mugombwa camp, a joint endeavor involving 1,427 farmers (300 refugees and 1,127 members of the host community) was initiated to cultivate 55 hectares of marshland allocated by Gisagara District.

This project encompassed the supply of farming equipment, irrigation systems, quality seeds, and fertilizers, in addition to the construction of two drying facilities. Market connections were established to enhance competitive sales, while farmers received training in contemporary agricultural techniques and cooperative management, ensuring expertise for ongoing crop production. The cooperative structure facilitated refugees' access to governmental initiatives, leading to increased earnings, food security, and harmonious co-existence between refugees and host communities

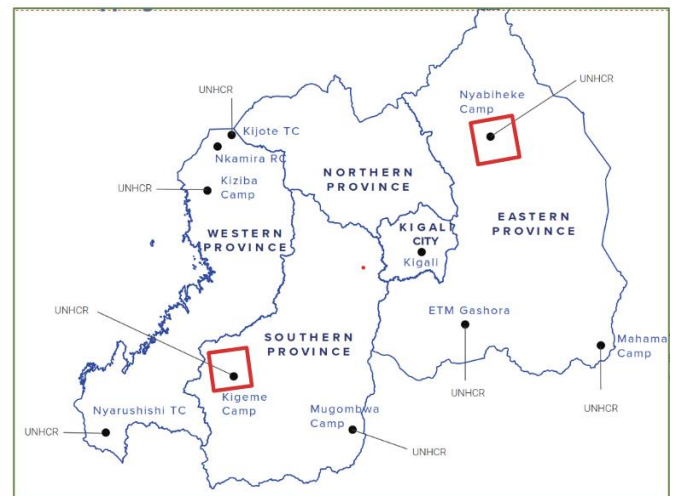


Figure 2: Map of Rwanda Showing CSA Project Intervention Areas

### 1.3.2 Context of the Two Districts Hosting the Project

**Nyamagabe District:**<sup>23</sup> Situated in the southern part of the Republic of Rwanda, Nyamagabe District shares borders with Huye, Nyanza, Karongi, Ruhango and Nyamasheke districts. Home to a population of 371,501, the district boasts a population density of 313 per square kilometers. Agriculture and livestock occupy 45,300 Ha (41.46%). The soil in Nyamagabe district consists mostly of sandy and clay soils and typically exhibit acidity, with a pH ranging from 3.6 to 5. Furthermore, the soil is saturated with aluminum cations, hence limiting agricultural production unless organic and mineral fertilizers are applied. The district's uneven altitude, particularly near the Congo Nil Crater, coupled with increased rainfall, makes the soil more susceptible to erosion and land degradation. Therefore, proper soil management practices are crucial to sustain agricultural productivity in Nyamagabe district. Nyamagabe district is favorable for both export cash crops (Tea and Coffee Arabica) and food crops (and Irish potatoes). In Nyamagabe District, food crops such as wheat Irish potatoes, beans (both climbing and bush beans), peas, soybeans, maize and sorghum are suitable.

**Gatsibo District:** Gatsibo District is one of the seven districts of the Eastern Province. Gatsibo District is in the East-Northern part of the country; it is bordered by Tanzania in East, Nyagatare District in North, Gicumbi District in West and in South by both Rwamagana and Kayanza Districts. The district covers a surface area of 1,585.3 square meters<sup>24</sup>. Gatsibo District has a population of 551,164 people<sup>25</sup> (52% are female). It has a population density of 435 persons per km<sup>2</sup>. Gatsibo has suitable land for agriculture and the landscape is favorable for mechanized farming. It is a District that is highly suitable for commercial agriculture, agro-processing and tourism. Gatsibo District is known of the low rainfall and high temperatures that limit the availability of water. The district is in the granite low valley whose average altitude is 1,550m spread on the plateau and the savannah of the Eastern part of the country. Agriculture

<sup>23</sup> Nyamagabe District Land Use and Development Master Plan 2024-2050, NLA, 2024

<sup>24</sup> Rwanda National Land Use and Development Master Plan, GGGI, April 2022

<sup>25</sup> Fifth Population and Housing Census, Rwanda, 2022

production and livestock is the principle economic activity in Gatsibo District. According to EICV5, 16.8% is percentage of land under consolidation; 72.7% is percentage of land protected against soil erosion and 3.7% is percentage of land under irrigation.

## 1.4 Project Description

UNHCR Rwanda received funding support from the Government of Denmark for the implementation of a three-year (September 2020 - August 2023) joint agriculture project for refugees and host community farmers, entitled “**Climate-Smart Agriculture and Market Development Project for Enhancing the Livelihood of Refugees and Their Host Communities in Rwanda.**” UNHCR collaborated with the Government of Rwanda (GoR) and the districts of Nyamagabe and Gatsibo to identify arable land for the project. Both districts provided the Mushishito and Nyabicwamba marshlands, and a tripartite Letter of Understanding (LOU) was signed between MINEMA, UNHCR, and each district.

During the project design phase, targeting began by selecting refugees based on the marshland’s size and capacity, and identifying local farmers (host community farmers) who were farming in the marshlands and some in the hilly areas. The selection of project participants was conducted with the support of district and local authorities.

The main project activities implemented include agricultural value chain analysis, environmental impact assessment, marshland rehabilitation and development of irrigation infrastructure, provision of agricultural inputs (seeds, fertilizers, and tools), training of farmers on climate-smart agricultural practices and market-based approaches, construction of post-harvest infrastructure, support in the establishment of joint cooperatives and training on their sustainable management, and market linkage. (Error! Reference source not found.) shows the main project activities by phase.

Table 1: Main Project Activities by Phase

| Phase                   | Main Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Preparatory Work</b> | <ul style="list-style-type: none"> <li>• Quick feasibility study and Agricultural value chain analysis to determine the high profitable crops (for both Mushishito and Nyabicwamba locations).</li> <li>• Environmental impact assessment (for both Mushishito and Nyabicwamba locations).</li> <li>• Rehabilitation/construction of drainage-irrigation infrastructures including plot leveling for 93 Ha in both Mushishito and Nyabicwamba locations.</li> </ul>                                                          |
| <b>Crop Production</b>  | <ul style="list-style-type: none"> <li>• Distribution of agriculture inputs (fertilizer/Organic manure, lime, Seeds, integrated pest management inputs etc. for 2,036 farmers in Mushishito and Nyabicwamba locations).</li> <li>• Distribution of agriculture tools for 2,036 farmers in Mushishito and Nyabicwamba locations.</li> <li>• Introducing low-cost water efficient irrigation technologies (using renewable energy; solar and small-scale irrigation for both Mushishito and Nyabicwamba locations).</li> </ul> |

| Phase                   | Main Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         | <ul style="list-style-type: none"> <li>• Training of farmers'/ lead farmers on climate-smart agricultural practices, organic manure/compost production and organic pest control methods, land and water conservation, market development, and business entrepreneurship, book-keeping and cooperative management, village savings and loans groups.</li> </ul>                                                                                                                                             |
| <b>Post- Production</b> | <ul style="list-style-type: none"> <li>• Invest in post-harvest handling training, technologies, facilities to reduce post-harvest losses (including building infrastructures for drying and bulking facilities, community engagement- 2 in Mushishito and 1 in Nyabicwamba location).</li> <li>• Facilitate market linkage with private sector. This could include contract farming mechanisms.</li> <li>• Facilitate access to financial services for refugees and host communities' farmers.</li> </ul> |

**Actual and potential partners with the CSA project:** UNHCR collaborated with MINEMA as the counterpart ministry and with the districts of Nyamagabe and Gatsibo, which provided the marshlands for the project and took the lead at the local level. The Rwanda Agriculture Board (RAB) also provided technical support throughout the project cycle. Other stakeholders included refugees, host communities, and their cooperative leadership. Additional partners included potential buyers of the cooperatives' produce, such as African Improved Food (AIF), EAX, DUHAMIC-ADRI, and Mount Meru Soyco Ltd.

## CHAPTER TWO: EVALUATION APPROACH AND METHODOLOGY

### 2.1 Evaluation Design and Approach

The evaluation utilized a non-experimental **mixed method approach** – using both qualitative and quantitative data collection methods. Collection of qualitative primary data was conducted through three methods: (i) in-depth interviews with key informants (ii) FGDs and (iii) observations. Quantitative data was collected through two modes - collated statistical data from literature review and a household survey with participants of the project through an administered questionnaire. Furthermore, the evaluation adopted a **consultative and participatory** process – holding meetings with UNHCR and stakeholders, review, input and finalization of the methodology during the inception phase, review of the draft report, and convening of an evaluation findings validation workshop with relevant stakeholders. The evaluation also included interactions with refugees and host community members. The evaluation involved **engagement with multiple levels of stakeholders**, including project field staff, agricultural officers at the district and sector levels, and community agronomists working within local communities.

The evaluation design and approach were guided by the objectives, questions, and other requirements specified in the ToRs, aligning with the OECD DAC criteria: relevance, effectiveness, efficiency, impact, and sustainability. The evaluation also addressed questions related to human rights, AGD, partnership and cooperation, and program strategic direction. The evaluation team referred to the evaluation matrix (see Annex 1) which was structured around the evaluation criteria, questions, sub-questions, indicators, data sources, and methods. This matrix illustrates how data collected was used for triangulation to respond to each evaluation criterion and demonstrated the approach taken.

The evaluation team consisted of five experts, including a team leader, technical experts and field-based data collection teams in the two districts. Tasks were allocated based on technical, methodological and contextual expertise, and the work was organized with a view to complementing and sharing knowledge within the team. An advisory group was set up comprising the evaluation manager, two staff members from the CO, the evaluation specialist from Geneva and the evaluation team leader. The group scheduled weekly meetings throughout the process to monitor the evaluation process, identify any issues and suggest measures to rectify these. Evaluation team members were invited into the regular meeting as required with the objective of providing substantial inputs into the meetings and decision-making processes.

## 2.2 Data Collection Methods

As a specific project evaluation that is not meant to contribute to generalizable data on a population, this evaluation does not fit the definition of research with human subjects and therefore did not need ethical review board approval. The evaluation used the following methods to collect relevant information and better address the key evaluation questions:

1. **Desk Review Analysis:** This involved analyzing relevant background documents, including but not limited to policy-level documents, partnership agreements and Letters of Understanding (LoUs), programmatic results and monitoring data, assessments, seasonal agricultural surveys, and studies conducted during implementation, as well as programmatic strategy documents. The list of consulted documents is provided in Annex 2: Bibliography.
2. **Focus Group Discussions (FGDs):** To ensure representatives from all key categories a long list of possible stakeholder interview participants was provided during the inception phase and based on this, a total of eight focus group discussions were conducted with project beneficiaries. This included groups for men, women, youth, and persons with disabilities in each of the districts. This ensured that there was representation of diverse interests and perspectives including from men, women, the elderly, and people living with disability. The questions were tailored to get in-depth information on how the project affected the specific needs of each of the groups (see Annex 4 for detailed FGD list for each of the beneficiary groups). FGD participants were identified among the project participants, and reference was made to the topics to be covered, to ensure that everyone had an opportunity to freely express their informed views. Participants discussed their experiences and challenges within the project. The FGDs were structured on project objectives, i.e. agricultural productivity, household income, self-reliance and reduction of reliance on humanitarian aid, market linkages and socio-economic inclusion. Each FGD was composed of 7-12 participants with homogenous characteristics (i.e., female, male), as detailed in (Error! Reference source not found.) below.

Table 2: Number of Focus Group Discussions Conducted

| Groups     | Number of Groups | Number of refugee groups | Number of host community groups | Number of male participants | Number of female participants |
|------------|------------------|--------------------------|---------------------------------|-----------------------------|-------------------------------|
| Female     | 2                | 1                        | 1                               | N/A                         | 16                            |
| Male       | 2                | 1                        | 1                               | 17                          | N/A                           |
| Youth      | 2                | 1                        | 1                               | 6                           | 6                             |
| Disability | 2                | 1                        | 1                               | 5                           | 5                             |

Source: FGD, May 2024



3. **In-depth key informant interviews (KIIs):** To ensure representation from all key categories, a long list of possible stakeholder interview participants was provided during the inception phase and based on this, a total of 21 key informants who represented key stakeholders directly involved in the project at the local and national levels were interviewed. The KIIs were focused and were used to supplement information from other data sources including literature review and the survey. Key stakeholders interviewed included relevant UNHCR staff at national and district levels, MINEMA officials involved in the project, local community leaders, district authorities, cooperative leaders, contract buyers, RAB and community leaders from the host communities, and others. Whenever feasible gender balance was applied in the selection of interviewees. This was not always possible because the interviews were held with the most relevant key informants. (Error! Reference source not found.) shows the key informants interviewed.

Table 3: Key Informants Interviewed

| Institution                                            | Number of Key Informants | Disaggregation Male (M) and Female (F) |
|--------------------------------------------------------|--------------------------|----------------------------------------|
| UNHCR (Programmes, Livelihoods, Administrative Office) | 5                        | 3 (M), 2 (F)                           |
| MINEMA and Camp Management                             | 3                        | 3 (M), 0 (F)                           |
| Government (Vice mayors and Cash crop Officers)        | 3                        | 3 (M), 0 (F)                           |
| Contract Buyers                                        | 4                        | 3 (M), 1 (F)                           |
| Cooperative Leaders                                    | 2                        | 2 (M), 0 (F)                           |
| RAB                                                    | 2                        | 1 (M), 1 (F)                           |
| Host community leaders                                 | 2                        | 1 (M), 1 (F)                           |

Source: KII, May 2024

4. **Household Survey:** A representative sample of 1,006 people (381 refugees and 625 host community members) were selected from the beneficiaries and interviewed in the household survey. The evaluation targeted individuals who were surveyed during the baseline who had been randomly selected and were representative. Majority of the sample of refugees and host community members were the same ones that were interviewed during the baseline and tracked over the implementation period. Those who had moved to different centers (16 households from Kigeme camp to Mahama refugee camp) were tracked and interviewed. Systematic sampling was applied to select replacements for those surveyed during the baseline but unavailable during the endline data collection by utilizing lists and profiles provided by UNHCR to match characteristics of those who were to be replaced.

During the inception phase, before data collection began, refugee respondents of the baseline survey were contacted by the evaluation team with support from UNHCR colleagues. In line with ethical guidelines, consent to be interviewed for the endline survey was requested and the right to accept or refuse was shared once again to determine how many of the baseline sample respondents would be available and willing to participate in the endline survey. The reasons for replacement of those who could not be traced was discussed and it was agreed that even though



the attrition rate was low (3.1%), where possible replacements based on similar characteristics would be done. With this extensive tracing work, sufficient response rates were established.

#### Sampling strategy for the survey

The sample size was calculated using the Raosoft sample size calculator, with a 95% confidence interval and a 5% margin of error. The sampling frame consisted of participants in the CSA project from both marshlands (Nyabicwamba and Mushishito). (Error! Reference source not found.) shows the sample size determination. It was agreed during the inception stage (between UNHCR and the consulting firm) that the sample size would be expanded to address potential attrition that was anticipated due to relocation and resettlement of refugees.

Table 4: Sample Size Distribution

| Location/ Category              | Refugee households |                 | Host Community households |                 | Total households |                 |
|---------------------------------|--------------------|-----------------|---------------------------|-----------------|------------------|-----------------|
|                                 | Population         | Selected sample | Population                | Selected sample | Population       | Selected sample |
| Gatsibo District (Nyabicwamba)  | 232                | 94              | 235                       | 92              | 467              | 186             |
| Nyamagabe District (Mushishito) | 500                | 287             | 1,069                     | 533             | 1,569            | 820             |
| <b>Total Households</b>         | <b>732</b>         | <b>381</b>      | <b>1,304</b>              | <b>625</b>      | <b>2,036</b>     | <b>1,006</b>    |
| <b>Percentage</b>               | <b>100.0%</b>      | <b>52.0%</b>    | <b>100.0%</b>             | <b>47.9%</b>    | <b>100.0%</b>    | <b>49.4%</b>    |
| <b>Actual reach</b>             |                    | <b>100.0%</b>   |                           | <b>100%</b>     |                  |                 |

Source: Sample Size Determined Based on the Total Number of Participants from the Project Documentation

The designed evaluation tools were in line with the baseline survey design for most indicators to allow comparison of information at both periods (ex-ante and ex-post) and ease evaluability of the project.

- Observations:** The evaluation included observations on the state of the marshlands, infrastructure (such as irrigation systems and harvesting facilities), machinery and tools, and cultivated crops at the time of the field visits. It also covered livestock and other productive assets. Observations were primarily used to verify the facts and findings of the evaluation.

## 2.3 Supervision, Data Checks and Cleaning

Two supervisors oversaw the training of enumerators and supervision of piloting and testing of the tools. The training of the enumerators aimed to increase and enhance their performance in collecting quality data. Right after the training of enumerators and before starting the data collection process a “pilot survey” was implemented. This phase was important as it allowed for testing of the coherence and reliability of the questionnaire. The pilot survey also helped in assessing whether the research protocol was realistic and workable.

The supervisors oversaw and managed all data collection processes and products. Their responsibilities included introducing data collectors, ensuring the accurate use of sampling methods (such as systematic sampling for replacements), checking the accuracy of data entry on tablets, and verifying data before submission. Once submitted, the data manager reviewed the data for inconsistencies, such as typing errors and incorrect calculations of land size or productivity and sent it back to supervisors for correction

while they were still in the field. Data cleaning took place after data collection, during which new variables like yield, annual income, and expenses were calculated. Outliers were identified using descriptive statistics, boxplots, and scatter plots, and adjustments were made using Winsorization or Z-scores.

## 2.4 Data Analysis

To create a verifiable body of evidence, the evaluation ensured triangulation of both qualitative and quantitative analyses for sense-making, validity checking, and explaining trends and findings. Annex 1 shows the evaluation matrix and how the different methods were utilized to answer the key and sub-questions of the evaluation.

### Quantitative Data Analysis

The data collection and tools for the survey were aligned and compared with the baseline data collection tools and dataset to allow for comparability and measurement of change from baseline to endline.

The baseline household survey data collected during the baseline was matched with endline data prior to conducting analysis. Variables from the baseline dataset were mapped with endline dataset while undertaking data cleaning and ensuring that the variables and respondent characteristics were consistent and comparable to both baseline and endline. Where applicable, unnecessary variables were dropped, and a few were revised (reworded) for clarity.

A comparative analysis of the household questionnaire results was conducted in relation to the baseline survey findings to highlight various status indicators of the climate-smart agriculture project. All indicators outlined in the results framework were calculated during this evaluation, and the results were triangulated with existing data, particularly concerning yield and productivity. Household data was collected using Android tablets (Kobo Collect) and promptly converted into STATA for cleaning and SPSS for data visualization. The findings were presented in tables and graphs to facilitate understanding among different audiences. Descriptive analysis was performed to identify various factors associated with or influencing project outcomes. The values of indicators from the baseline were compared to those from the endline to determine the differences between the two surveys, followed by in-depth analyses, including disaggregation, correlation, and regression applied to the endline data. Findings from project reports were utilized to validate the results of this evaluation. The evaluation utilized disaggregation by sex, age, and vulnerabilities (elderly and disabilities). Correlation and regression analyses were also used to explore associations and relationships between survey outcomes.

### Qualitative Data Analysis

Thematic analysis was employed for the qualitative data. Following data collection, transcripts of FGDs and KIIs were completed by supervisors and reviewed and quality assured by the team leader to ensure accuracy, consistency, and completeness. The translated KIIs and FGD transcripts of every district were imported into Atlas.ti software. To enhance quality assurance, Atlas.ti software was used for coding, analyzing and verifying coding and analyze qualitative data. The coding designed from qualitative tools was used to find common themes: repeated ideas or topics. Data was organized into themes and interpreted based on project indicators. If any transcription lacked detailed information, supervisors were contacted to refine the transcripts using recorded interviews. Once verified for quality, all transcripts were translated from Kinyarwanda to English. The data was then organized into themes for interpretation, and findings were presented including direct quotes.

## 2.5 Limitations of the Evaluation and Alternative Solutions

The evaluation does not answer questions generalizable to a larger population than the population studied within the evaluation scope.

In the evaluation, the team tried to use the same survey methodology as in the baseline to facilitate comparison of findings. The methods and tools were validated by UNHCR during the inception phase. It was agreed to follow up with the same respondents interviewed in the baseline study, only replacing those who had left the country and tracking those who had relocated to different camps. Accordingly, 16 refugees who participated in the baseline were tracked and re-interviewed. Replacements were systematically selected from the current participant list provided by UNHCR. However, there were some limitations within the process and methodology which is outlined and includes the contingency plan that was utilized (Error! Reference source not found.).

**Table 5: Limitations Encountered and Contingency Measures**

| No | Limitation                                                                                                                                                                                                                                                                                                                                                                            | Contingency plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Baseline results and benchmarks at the project start were available, but the corresponding datasets in Excel that were needed to perform a more in-depth inferential analysis were not fully accessible.                                                                                                                                                                              | In collaboration with UNHCR, the client and consultants agreed to conduct a comparative analysis using tables from the baseline report alongside the endline data. Interpretation of trends, means, frequencies, correlation and other statistics from baseline to endline could still be performed using these measures. Additionally, other contingency measures were employed to address the inaccessibility of baseline raw data, such as using qualitative methods like FGDs and key informant interviews (KIIs) to capture additional context and insights. |
| 2  | The baseline study included both treatment and control groups, allowing the baseline survey to compare these groups among refugees and hosts. But, during the evaluation, the list of control groups for both refugees and hosts were missing. It was also noted that the selection of treatment and control group was not randomized and therefore limited the applicability of RCT. | Instead of initiating new control groups during the end line evaluation, it was decided to set aside the randomized control trial (RCT) method and rely on alternative methods including the before-and-after comparisons and more detailed analysis of the endline data. Focus for the end line was primarily on the project beneficiaries. Additionally, qualitative methods such as FGDs and key informant interviews (KIIs) were used to capture insights and context in addition to literature review and observation.                                       |
| 3  | Certain variables such as yield data were challenging to compare, particularly in terms of disaggregation, as the baseline report did not provide a disaggregation of findings.                                                                                                                                                                                                       | The consultant calculated yield and productivity for the endline results without making comparisons to baselines. Where the figures were very different, national or regional statistics were used and disaggregation was applied solely to the endline data. The team also applied regression and correlation analysis to determine the extent to which                                                                                                                                                                                                          |

| No | Limitation | Contingency plan                                                         |
|----|------------|--------------------------------------------------------------------------|
|    |            | initiatives from the project contributed to expected / reported results. |

## 2. CHAPTER THREE: KEY FINDINGS

The findings section is presented as per the 5 KEQ (effectiveness, impact, sustainability, relevance and efficiency) and also includes a snapshot of the demographic characteristics. The following are the sub-sections.

1. Socio-Demographic Characteristics
2. Effectiveness
3. Impact
4. Sustainability
5. Relevance and
6. Efficiency

### 3.1 SOCIO-DEMOGRAPHIC CHARACTERISTICS

This sub section presents the distribution of respondents by targeted group, sex, age, education level, marital status and size of household. The population per district disaggregated by refugees and host community is shown below (Error! Reference source not found.).

Table 6: Distribution of Respondents

| Characteristics                                   | Refugees |      | Host community |      | Both groups |       |
|---------------------------------------------------|----------|------|----------------|------|-------------|-------|
| Location                                          | Count    | %    | Count          | %    | Count       | %     |
| Nyamagabe                                         | 287      | 35.0 | 533            | 65.0 | 820         | 100.0 |
| Gatsibo                                           | 94       | 50.5 | 92             | 49.5 | 186         | 100.0 |
| <b>Sex of Household Head</b>                      |          |      |                |      |             |       |
| Male                                              | 105      | 27.6 | 443            | 70.9 | 548         | 54.5  |
| Female                                            | 276      | 72.4 | 182            | 29.1 | 458         | 45.5  |
| <b>Age group of respondents</b>                   |          |      |                |      |             |       |
| Age less than 30 years                            | 28       | 7.3  | 32             | 5.1  | 60          | 6.0   |
| Between 31 and 50 years old                       | 207      | 54.3 | 228            | 36.5 | 435         | 43.2  |
| Over 51 years old                                 | 146      | 38.3 | 365            | 58.4 | 511         | 50.8  |
| <b>Marital status of the Respondent</b>           |          |      |                |      |             |       |
| Never married                                     | 26       | 6.8  | 9              | 1.4  | 35          | 3.5   |
| Married                                           | 184      | 48.3 | 443            | 70.9 | 627         | 62.3  |
| Divorced/separated                                | 44       | 1.5  | 30             | 4.8  | 74          | 7.4   |
| Widowed                                           | 99       | 26.0 | 115            | 18.4 | 214         | 21.3  |
| Living together                                   | 28       | 7.3  | 28             | 4.5  | 56          | 5.6   |
| <b>Level of completed education of respondent</b> |          |      |                |      |             |       |
| None                                              | 189      | 49.6 | 204            | 32.6 | 393         | 39.1  |
| Primary                                           | 46       | 12.1 | 185            | 29.6 | 231         | 23.0  |
| Secondary                                         | 16       | 4.2  | 14             | 2.2  | 30          | 3.0   |
| University                                        | 2        | 0.5  | 4              | 0.6  | 6           | 0.6   |
| Adult literacy                                    | 0        | 0.0  | 1              | 0.2  | 1           | 0.1   |

| Characteristics                            | Refugees |      | Host community |      | Both groups |      |
|--------------------------------------------|----------|------|----------------|------|-------------|------|
| Location                                   | Count    | %    | Count          | %    | Count       | %    |
| TVET                                       | 0        | 0.0  | 1              | 0.2  | 1           | 0.1  |
| <b>Size of household</b>                   |          |      |                |      |             |      |
| [<=3]                                      | 48       | 12.6 | 172            | 27.5 | 220         | 21.9 |
| [4-6]                                      | 123      | 32.3 | 320            | 51.2 | 443         | 44.0 |
| 7+                                         | 210      | 55.1 | 133            | 21.3 | 343         | 34.1 |
| <b>Vulnerability type</b>                  |          |      |                |      |             |      |
| Household with person with Chronic illness | 27       | 9.1  | 14             | 4.2  | 41          | 6.5  |
| Households with Person with Disabilities   | 31       | 10.4 | 17             | 5.1  | 48          | 7.6  |
| Households with elderly persons            | 51       | 17.2 | 102            | 30.6 | 153         | 24.3 |

Source: Endline Survey, May 2024

## 3.2 EFFECTIVENESS

The section on effectiveness is divided into two parts: one illustrating the achievement of outputs and the other demonstrating the attainment of outcomes. The attainment of outcomes also considers correlations with the achievement of outputs and other intermediate outcomes.

### 3.2.1 Attainment of Project Output Results<sup>26</sup>

**KEQ:** Has the project achieved all its outputs targets at the end of the project?

#### Output Areas

The project has three outputs, which are recorded in the log frame. Data is collected through monitoring exercises documented in various reports (including cooperative, training, and beneficiary list), culminating in annual reports. The following are the three output areas (9 indicators) which are presented in this evaluation report:

- **Output 1:** Access to agricultural production enabled (crop/livestock/fisheries)
- **Output 2:** Access to training and learning enabled (for enhancing agricultural production, farm income and self-employment in agriculture as business)
- **Output 3:** Assessment and analysis undertaken

**Finding 1:** The CSA project successfully achieved all **OUTPUT indicators** outlined in the DED. However, there were delays in completing output 3, which included the baseline survey, and the market survey/value chain analysis. Additionally, the COVID-19 restriction on movement caused delays in the construction and rehabilitation of irrigation systems and other activities including some trainings.

Error! Reference source not found. illustrates the achievement of output indicators in three areas as per the DED signed between Denmark's Ministry of Foreign Affairs and UNHCR:

1. **Agricultural Production (Output 1):** Access to arable land and productive kits.
2. **Training (Output 2):** Trainings on agricultural production, financial literacy, and business and entrepreneurship.
3. **Evidence and Preparatory Work (Output 3):** Assessment and analysis.

<sup>26</sup> See Annex 10 for the detailed Output Indicators' Report.

Table 7: Output Indicators Status for CSA Project

| Indicators                                                                                                                                                   | Achievement |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| <b>Output 1: Access to agricultural production enabled (crop/livestock/fisheries)</b>                                                                        |             |
| 1.1 # and % of households with access to arable land or other productive natural resources                                                                   | Achieved    |
| 1.2 # and % PoC receiving production kits or inputs for agriculture/ livestock/ fisheries activities                                                         | Achieved    |
| <b>Output 2: Access to training and learning enabled (for enhancing agricultural production, farm income and self-employment in agriculture as business)</b> |             |
| 2.1 # and % of refugees and host communities who have completed training related to agricultural production with/without a nationally recognized certificate | Achieved    |
| 2.2 # of refugees and host communities provided with financial literacy training for livelihood purposes                                                     | Achieved    |
| 2.3 # of refugees and host communities provided with entrepreneurship/business training, value chain and cooperative management                              | Achieved    |
| 2.4 # and % of targeted refugees and host communities who are members of a cooperative association, network or social group                                  | Achieved    |
| <b>Output 3: Assessment and analysis undertaken</b>                                                                                                          |             |
| 3.1 Market survey /value chain analysis conducted or available                                                                                               | Achieved    |
| 3.2 Socio economic profile and livelihood capacities of refugees and host community defined and monitored/baseline established                               | Achieved    |
| 3.3 Environmental Assessment of land use conducted or available                                                                                              | Achieved    |

**Sources of Data:** Indicator Targets – Development Engagement Document (DED); Achievements – Final Project Report (2024) & Annual Reports 2021-2023. (R) =732; Host Communities (HC)= 1,304

**Output 1 Indicators:** The project was implemented on 93 hectares of publicly owned marshlands: 70 hectares in Mushishito Marshland, Nyamagabe District, covering Kigeme refugee camp, and 23 hectares in Nyabicwamba Marshland, Gatsibo District, covering Nyabiheke refugee camp. According to the annual report, the rehabilitation and development of both marshlands and the construction of irrigation infrastructure were completed in 2022. However, delays occurred due to the COVID-19 pandemic in 2020-2021, and in Mushishito, heavy rains and flooding further delayed the construction of drainage infrastructure.

On average, each of the 2,036 beneficiary households (732 refugees and 1,304 host community members) operated 5 ares (0.12 acres) in Nyabicwamba and 3 ares (0.07 acres) in Mushishito. (Error! Reference source not found.) shows the disaggregated data by gender, youth, and disability. Triangulation with household survey respondents showed a marked increase in access to arable land from baseline to endline, with refugees' access rising from 7.4% to 88.5% (a 78.4% increase) and the host community's access increasing from 88.4% to 100% (an 11.6% increase); with women having the highest increase. Additionally, the CSA project provided productive kits to all 2,036 targeted participants. These kits included extension services, fertilizers, improved seeds, plant protection materials, machinery, and tools. To support proper harvest handling, three maize drying sheds were constructed in 2022—two in Mushishito and one in Nyabicwamba marshland.

Table 8: Number of Program Participants by gender, youth and disability status

| Gender     | Refugees | Host | Both groups |       |
|------------|----------|------|-------------|-------|
| Male       | 238      | 707  | 945         | 46.4% |
| Female     | 495      | 596  | 1091        | 53.6% |
| Youth      | 36       | 57   | 93          | 4.6%  |
| Disability | 11       | 19   | 30          | 1.5%  |

**Source:** Both cooperatives' leaders

**Output 2 Indicators:** Trainings gathered refugees and host communities from two cooperatives: (i) Cooperative Duhuze Imbaraga Gatsibo (CODIGA) and (ii) Cooperative Duhuze Imbaraga Mushishito (KODIMU). They were conducted using a peer training model. Training of Trainers (ToT) was provided to 222 lead trainers (group leaders, cooperative leaders, and zone leaders), who then cascaded CSA agriculture practices to 2,036 farmers. ToT sessions took place in June and September 2022 in Nyabicwamba and Mushishito, respectively. Subsequent and continuous peer-to-peer trainings occurred at various times from August through December 2022 in their respective zones (marshland sub-divisions). The trainings covered the following key areas: i) Agricultural production, ii) Financial literacy, and iii) Business training for livelihoods purposes.

**Output 3 Indicators:** Despite delays incurred in other activities (baseline and value chain analysis) under Output 3 indicators, the project successfully conducted all three planned analyses at the onset of the project. These analyses provided essential preparatory work and set the tone for all programming by offering evidence and recommendations related to programming indicators (baseline), choice of crops and markets (market and value chain analysis), and the environmental context (environmental impact assessment). The key analysis except for market analysis with potential buyers were not adapted or revised in line with new evidence from implementation or evolving contexts such as climatic shocks therefore missing an opportunity to apply adaptive programming. The three analyses conducted were:

**Value Chain Analysis<sup>27</sup> and Market Assessment:** The value chain analysis was conducted in 2021 as planned and helped determine profitable value chain crops and initiate preliminary market linkages. The survey included consultations with refugees and host communities to understand their preferences and experiences with farming certain crops. These experiences were triangulated with other agricultural characteristics such as soil suitability, climatic conditions, potential benefits, shelf life, pricing stability, harvesting costs, and length of production period. The value chain analysis helped to establish the most profitable crop value chains in the two areas and recommended the following crops:

- Maize and Irish potatoes for Mushishito Marshland
- Maize and soybeans for Nyabicwamba Marshland.

The project also facilitated seasonal market assessments with potential buyers (African Improved Food (AIF), EAX, DUHAMIC ADRI, Mount Meru Soyco Ltd, etc.) to identify the highest offerors for farmers. These assessments helped establish markets and form the basis for selecting buyers.

**Baseline Survey:** To set project benchmarks, a baseline survey was conducted at the start of the project. Although it was delayed due to COVID-19 lockdowns, it was eventually completed in 2022 instead of 2020. The annual reports also indicate general delays in the tendering process, which contributed to the

<sup>27</sup> UNHCR (2021) Value Chain Analysis Report



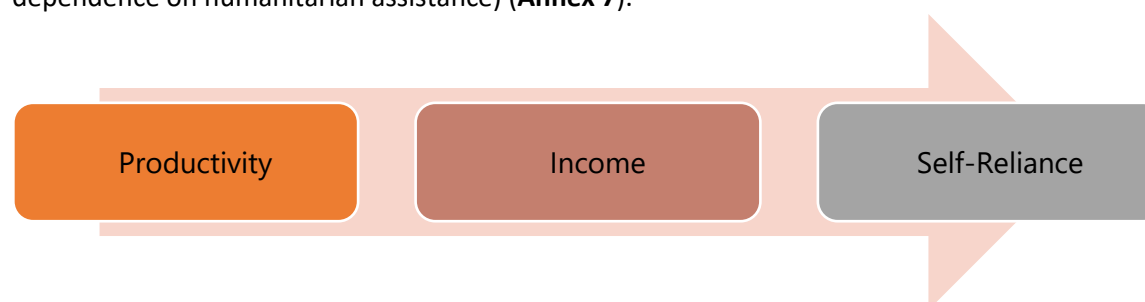
delay in awarding the contract and initiating the baseline survey. The baseline included consultations with refugee and host communities and key stakeholders at national, local, and community levels. It assessed household economic status, reliance on humanitarian assistance, food security, agricultural productivity, cooperative management, market linkages, access to finance, and co-existence between refugees and host communities. The baseline survey has been used to make considerable comparisons with the endline status of beneficiaries during this evaluation.

However, the baseline had its limitations which included<sup>28</sup>: i) spillover effects in which a control group might intentionally have been exposed to the project activities, ii) social desirability effects where respondents may give biased responses to some key questions related to income and food security, and iii) the fact that the baseline took place almost a year after the project activities started and this might have influenced, to some extent, the recall and therefore the responses.

**The Environmental Impact Assessment** was a mandatory requirement for starting to farm. It was undertaken and led to the certification by the Rwanda Development Board (RDB) before starting of farming activities on the 93-ha piece of land.

### 3.2.2 Attainment of Project Outcome Results<sup>29</sup>

The general concept of Results-Based Management emphasizes the causal relationship between outputs and outcomes,<sup>30</sup> meaning that outputs lead to outcomes. This is evident in the CSA project, where the three outputs lead to the achievement of three outcomes: (i) productivity, (ii) income, and (iii) self-reliance. However, there appears to be an intermediary relationship among these outcomes, as productivity influences income, and income, in turn, affects the likelihood of self-reliance (non-dependence on humanitarian assistance) (**Annex 7**).



The section on the attainment of outcome results is organized around the three outcome areas. Additionally, the correlation to each intermediary outcome or output is assessed. Correlations that have been tested and found to have a low association and significance are not presented in this report.

**Finding 2:** The CSA project has significantly increased productivity, leading to higher production and income due to surplus post-consumption of produce, thereby reducing vulnerability for refugees and host communities. Yearly income increased significantly for refugees (six-fold) and for host communities (2.3 times), though only 14.7% achieved an annual income above the targeted threshold of USD 600. However, productivity has fluctuated, sometimes exceeding and other times falling below district averages, primarily due to pest infestations and floods. These shocks and fluctuations have not been addressed and there was a missed opportunity to apply adaptive programming. This impacted yearly

<sup>28</sup> NK Consultancy Group Ltd, Baseline study report, UNHCR, 21 December 2022

<sup>29</sup> See Annex 10 for the detailed Outcome Indicators' Report

<sup>30</sup> UNDG (2010) United Nations Development Group Results-Based Management Handbook

incomes, resulting in less than the planned USD 600 per household per year, and have hindered self-reliance, leading to continued reliance on humanitarian assistance for refugees. Generally, correlation analysis suggested that larger plot sizes may support increased productivity, which in turn boosts incomes. Extension services have strong correlation and are essential for productivity across all crops.

### 3.2.2.1 Productivity and Production

**KEQ: Productivity:** Has agriculture productivity in the project' marshlands increased during the project period, and to what extent?

**Outcome Measurement for Productivity:** The Logical Framework outcome indicator for productivity is **Land productivity (yield in kg/hectare) per crop**, which was planned to be measured for attainment against the national average yield. The end-line evaluation has adopted a new measure for some of the comparisons – that is by using district averages instead of national averages due to differences in agro-climatic zones and different disasters and pest infestation that have affected different parts of the country.

Excluding specific agricultural seasons when crops were destroyed by external factors such as floods and pests' infestation, **the average (mean) productivity measured in yield (kg/Ha) significantly increased from baseline (district average) to endline (marshland yield).** Table 9 shows the increase in average productivity per crop as per the baseline and endline analysis.

Table 9: Land Productivity (yield in kg/hectare) per Crop in Comparison to District Averages

| Crop                                                     | Location and Season                     | Marshland Yield (Kg/Ha) | District Yield (Kg/Ha) | Percentage Comparison |
|----------------------------------------------------------|-----------------------------------------|-------------------------|------------------------|-----------------------|
| <b>Mushishito Marshland (70 Ha) – Nyamagabe District</b> |                                         |                         |                        |                       |
| Maize                                                    | B&C 2022 (March – September 2022)       | 1,462                   | 1,073                  | 136.3%                |
|                                                          | A&B 2022/23 (December 2022 – July 2023) | 1,523                   | 1,098                  | 138.7%                |
| Irish Potatoes                                           | C 2023 (July– November 2023)            | 4,374                   | 7,543                  | 57.9%                 |
| <b>Nyabicwamba Marshland (23 Ha) – Gatsibo District</b>  |                                         |                         |                        |                       |
| Maize                                                    | B 2022 (March 2022- August 2022)        | 1,576                   | 1,507                  | 104.5%                |
|                                                          | B 2023 (March 2023-July 2023)           | 652                     | 1,351                  | 48.3%                 |
| Soyabeans                                                | B 2022 (March 2022 -August 2022)        | 242                     | 596                    | 40.6%                 |
|                                                          | B 2023 (March 2023-July 2023)           | 1,105                   | 552                    | 200.2%                |

**Sources:** Final Narrative Report | UNHCR Rwanda | January 2024 & NISR\_ Seasonal Agricultural Surveys\_2022 & 2023.<sup>31</sup>

**Maize Productivity:** Maize production generally matched or surpassed district averages with yield falling below average once in Nyabicwamba Marshland with a 48.3% comparison in Season B (2023). The endline evaluation consultations showed that the productivity of maize in Nyabicwamba was adversely affected by floods and pests. The project missed an opportunity to apply a stronger scenario-based resilience and preparedness lens in such instances. This may have mitigated the impact of the losses on beneficiaries and adapted the programme to address similar climatic shocks in the future.

**Soya Bean Productivity:** Soya bean production yield was lower in comparison to district average in the first season (2022; 40.6%) but doubled the average in the second season (2023: 200.2%) in

<sup>31</sup> National Institute of Statistics of Rwanda (2023). *Seasonal Agricultural Survey; Annual Report and National Institute for Statistics – Rwanda (2022) Seasonal Agricultural Survey; Annual Report*

Nyabicwamba Marshland. This shows significant variability and highlights another missed opportunity to document and apply adaptive programming and learning from the fluctuations and surplus production.

**Irish Potatoes Productivity:** Due to shortage of certified seeds in the local market<sup>32</sup>, there was no production of Irish potatoes in 2022. The recorded yield of Irish potatoes for season C 2023 was lower than the district yield (57.9%) in Mushishito. The endline evaluation through consultation with key informants, refugees and host communities showed that the Irish potatoes were affected by pests regardless of them receiving seeds, fertilizers, organic manure and pesticides to help them reach the desired yield.

Refugees and host communities, through focus group discussions, clearly supported the fact that productivity positively changed, although it was at times affected by floods and pest infestation, which they thought could have been avoided with better crop management and anticipatory action. The following is a quote from a refugee in Nyamagabe District.

*“We received Irish potato seeds, but pests destroyed the crops. The maize also suffered from infestations, despite making the RWF 5,000 investment in organic manure, labor, pesticides, and fertilizers. Despite these challenges, the project showed its care by providing us with inputs and including us in an insurance program, ensuring support in case of disasters. The project demonstrated genuine concern for our well-being, even though the initial agricultural efforts were unsuccessful”. FGD from refugees of Nyamagabe district*

**Increasing plot size is crucial for productivity, especially for maize and potatoes, while advice and extension services are essential for productivity across all crops.** Correlation analysis between productivity and factors such as plot size, household size, farming advice, kits, and training support indicates that increasing plot size significantly improves maize productivity. The results suggest that agricultural interventions like extension services and support kits enhance maize and potato productivity but have no effect on soybeans. Household size does not significantly affect productivity. (Error! Reference source not found.) illustrates the correlation between productivity and plot size, household size, and farming advice and other extension services.

Table 10: Correlation - Productivity and Plot Size, HH Size, Farming Advice, and Extension Support

|                                                               | Maize   | Soya beans | Irish Potatoes |
|---------------------------------------------------------------|---------|------------|----------------|
| <b>The size of the plot in marshland (sqm)</b>                |         |            |                |
| Coeff                                                         | 0.2147* | 0.0353     | 0.0114         |
| P-value                                                       | 0.0000  | 0.6341     | 0.7621         |
| Obs.                                                          | 862     | 184        | 703            |
| <b>Size of household</b>                                      |         |            |                |
| Coeff                                                         | -0.002  | -0.0067    | 0.0646         |
| P-value                                                       | 0.9656  | 0.928      | 0.0868         |
| Obs.                                                          | 863     | 184        | 704            |
| <b>Received any farming advice or support or farming kits</b> |         |            |                |
| Coeff                                                         | 0.0972* | 0.1261     | 0.0878*        |
| P-value                                                       | 0.0043  | 0.088      | 0.0198         |

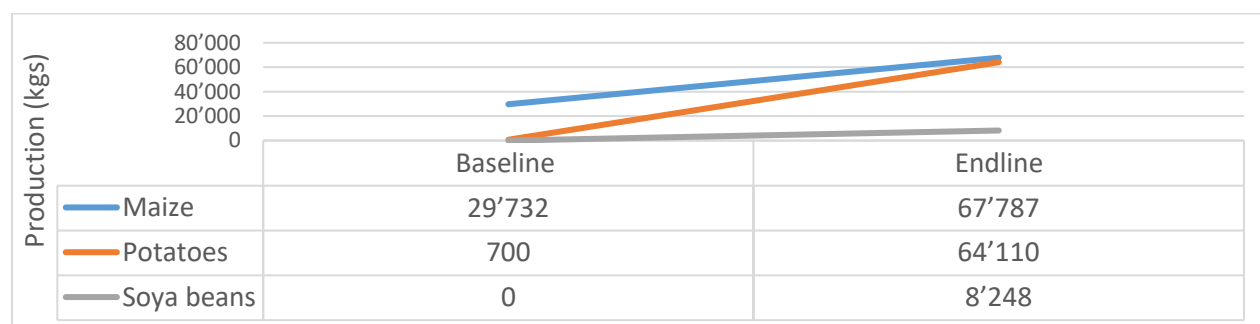
<sup>32</sup> UNHCR Rwanda (2023). 2023 CSA Project Annual Report for the Government of Denmark, n.d.

|                                         | Maize   | Soya beans | Irish Potatoes |
|-----------------------------------------|---------|------------|----------------|
| Obs.                                    | 863     | 184        | 704            |
| <b>Access to agricultural extension</b> |         |            |                |
| Coeff                                   | 0.1319* | 0.0221     | 0.0929*        |
| P-value                                 | 0.0001  | 0.7662     | 0.0137         |
| Obs.                                    | 863     | 184        | 704            |

Source: Endline survey, May 2024

**Increased productivity led to a rise in agricultural production from baseline to endline.** The comparison between baseline and endline surveys reveals significant growth in self-reported crop production, particularly for maize and potatoes. Soybean production appears only in the endline, as there was no soybean production at baseline. **Figure 3** shows the increase in self-reported production (kgs) for the three crops.

Figure 3: Increase in self-reported production (kgs) for the three crops (both cooperatives).



Source: Baseline & Endline survey, May 2024

As per the endline and baseline comparison, in Mushishito (Nyamagabe), maize production increased from 23,907 kg to 39,739 kg, and potatoes rose from 0.39 kg to 64,110 kg. In Nyabicwamba (Gatsibo), maize production surged from 2,825 kg to 28,048 kg, and soya beans, initially absent, reached 8,248 kg. In terms of productivity, host communities produced more overall. By age, individuals over 51 years contributed the most to maize and potato production, while those aged 31–50 led in soya bean yields. This could in part be explained by higher numbers of host communities and potentially greater access to land than refugees. Gender-wise, females outperformed males across all crops, producing 38,708 kg of maize and 33,706 kg of potatoes. Households with chronic illness, disability, or elderly members showed relatively lower contributions, particularly in soya bean production. Overall, (**Error! Reference source not found.**) reflects significant improvements in agricultural output across most groups.

Table 11: Self – Reported Production (kgs) - Disaggregated

| Variable                | Variable Types         | Maize  | Irish Potatoes | Soya beans |
|-------------------------|------------------------|--------|----------------|------------|
| <b>Marshlands</b>       | Mushishito (Nyamagabe) | 39,739 | 64,110         | 0          |
|                         | Nyabicwamba (Gatsibo)  | 28,048 | -              | 8,248      |
| <b>Beneficiary Type</b> | Refugees               | 22,596 | 17,375         | 4,051      |
|                         | Host community         | 45,191 | 46,735         | 4,197      |
| <b>Age</b>              | Age less than 30       | 3,436  | 2,792          | 461        |

| Variable        | Variable Types    | Maize  | Irish Potatoes | Soya beans |
|-----------------|-------------------|--------|----------------|------------|
| Sex             | Between 31 and 50 | 30,667 | 26,834         | 4,363      |
|                 | Over 51 years old | 33,684 | 34,484         | 3,424      |
|                 | Male              | 29,079 | 30,404         | 3,732      |
|                 | Female            | 38,708 | 33,706         | 4,516      |
| Vulnerabilities | Chronic illness   | 2,157  | 1,445          | 388        |
|                 | Disability        | 2,842  | 3,484          | 199        |
|                 | Elderly age       | 10,901 | 7,516          | 1,605      |

Source: Endline survey, May 2024

### 3.2.2.2 Income

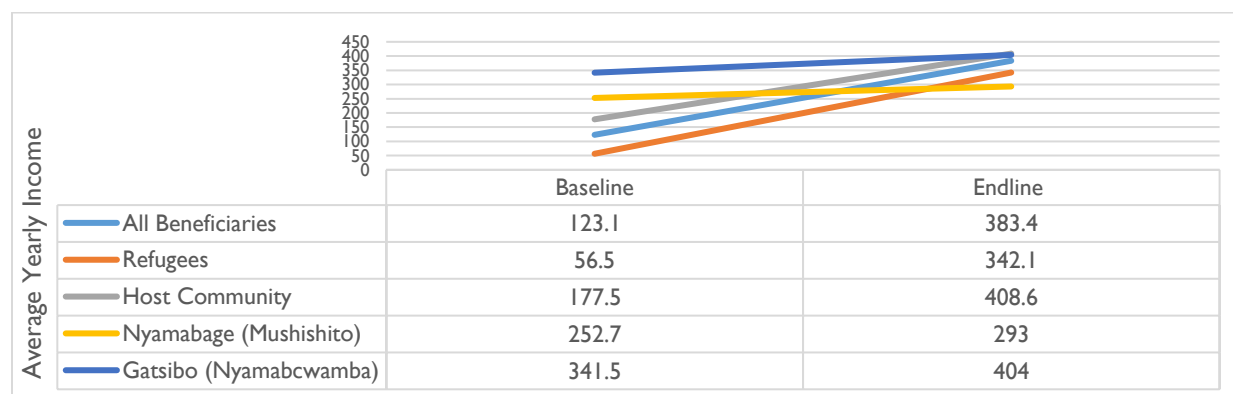
**KEQ: Income:** Has participants' income increased due to the project and to what extent?

**Outcome Measurement for Income:** The Logical Framework indicator for this outcome is: **% of targeted persons of concern (refugees) who self-report increased income (at HH level)**. The target set at the inception of the project is to reach at least 50% of targeted refugee and host community households increase households' income by 50% (to allow them to graduate out of extreme poverty i.e. from current \$400 to \$600/year/household (HH size 3.5 for refugees and 4.3 for Host Community)).

**Although yearly income increased significantly for refugees (six-fold) and for host communities (2.3 times), only 14.7% achieved an annual income above the targeted threshold of USD 600:** There was a marked increase in income overall, with both refugees and host communities reporting more than a 1.5-fold increase, surpassing the target of a 50% increase from their baseline income. The largest increase was observed among refugees, while the smallest was noted in aggregated district-level statistics.

It is worth noting that both districts had a relatively high baseline. **(Figure 4)** shows the increase in self-reported income between baseline and endline.

Figure 4: Increase (self-reported) in yearly income of refugees and host communities.



Source: Baseline & Endline survey, May 2024

The project aimed to increase the annual income of at least 50% of CSA project beneficiaries (refugees and host community members) to above \$600, enabling them to graduate from extreme poverty (from the current \$400 to \$600 per year per household, with an average household size of 3.5 for refugees and

4.3 for the host community). (Error! Reference source not found.) shows that 14.7% of participants achieved an annual income above \$600, thus graduating from extreme poverty.

**Table 12: Average Yearly Income by Person (Self-Reported)**

|                                     | <600 US\$  |             | 600 US\$+  |             | Total        |            |
|-------------------------------------|------------|-------------|------------|-------------|--------------|------------|
|                                     | Count      | %           | Count      | %           | Count        | %          |
| <b>Type of respondent</b>           |            |             |            |             |              |            |
| Refugees                            | 323        | 84.8        | 58         | 15.2        | 381          | 100        |
| Host community                      | 535        | 85.6        | 90         | 14.4        | 625          | 100        |
| <b>Total</b>                        | <b>858</b> | <b>85.3</b> | <b>148</b> | <b>14.7</b> | <b>1,006</b> | <b>100</b> |
| <b>Sex of the respondent</b>        |            |             |            |             |              |            |
| Male                                | 332        | 82.18       | 72         | 17.82       | 404          | 100        |
| Female                              | 526        | 87.38       | 76         | 12.62       | 602          | 100        |
| <b>Age group of respondents</b>     |            |             |            |             |              |            |
| Age less than 30 year               | 53         | 88.33       | 7          | 11.67       | 60           | 100        |
| Between 31 and 50 years             | 370        | 85.06       | 65         | 14.94       | 435          | 100        |
| Over 51 years old                   | 435        | 85.13       | 76         | 14.87       | 511          | 100        |
| <b>Any member of household with</b> |            |             |            |             |              |            |
| Chronic illness                     | 27         | 84.38       | 5          | 15.62       | 32           | 100        |
| Disability                          | 39         | 81.25       | 9          | 18.75       | 48           | 100        |
| Elderly age                         | 125        | 86.21       | 20         | 13.79       | 145          | 100        |

**Source:** Endline survey, May 2024

**Income was a result of surplus agricultural produce being sold after setting aside some for consumption thus strengthening food security for refugees and the host community.** The CSA project enabled food security as participants' in Nyabicwamba Marshland sold more than 50% (77% -96%) of their produce in the different seasons while those in Mushishito marshland sold less than 50% (28.23% - 47.42) in the different seasons. However, in Nyabicwamba (season March 2023), they used all the produce for consumption. (Error! Reference source not found.) shows the income and consumption from CSA project per season for the various seasons.

**Table 13: Consumption and Income (Rwandese Francs (RWF) from the CSA Project by Season**

| Crop                                                     | Location and season                     | Consumed (%) | Sold (%) | Income (RWF) |
|----------------------------------------------------------|-----------------------------------------|--------------|----------|--------------|
| <b>Mushishito Marshland (70 Ha) – Nyamagabe District</b> |                                         |              |          |              |
| Maize                                                    | B&C 2022 (March – September 2022)       | 52.48        | 47.42    | 29,593,870   |
|                                                          | A&B 2022/23 (December 2022 – July 2023) | 71.77        | 28.23    | 16,665,000   |
| Irish Potatoes                                           | C 2023 (July– November 2023)            | 58.77        | 41.23    | 50,560,000   |
| <b>Nyabicwamba Marshland (23 Ha) – Gatsibo District</b>  |                                         |              |          |              |
| Maize                                                    | B 2022 (March 2022- August 2022)        | 23.0         | 77.0     | 11,645,340   |
|                                                          | B 2023 (March 2023-July 2023)           | 100.0        | 0.0      | 0            |
| Soyabeans                                                | B 2022 (March 2022 -August 2022)        | 4.0          | 96.0     | 2,796,560    |

|  |                               |      |      |            |
|--|-------------------------------|------|------|------------|
|  | B 2023 (March 2023-July 2023) | 19.0 | 81.0 | 14,834,435 |
|--|-------------------------------|------|------|------------|

Source: Final Narrative Report | UNHCR Rwanda | January 2024

\* 1 US\$ = 1,175.04 as of 31 August 2023 (Source: www.oanda.com)

**Access to and use of bank or mobile money platforms, along with cooperative management training, significantly increases household income.** The CSA project has improved income utilization and savings, as more refugees and host community members now have banking accounts and mobile money platforms. Financial literacy training has enhanced access to finance, with more individuals owning accounts and participating in lending and saving activities. Beneficiaries largely attributed the financial literacy trainings and increased income to the increase in owning a bank or mobile account. The proportion of beneficiaries who owned a bank or mobile account at endline was 93.3% of refugees (a 19.7% increase from baseline) and 93.3% of host community members (a 22.7% increase from baseline). There were no significant differences in access and usage by age or sex.

Regression analysis shows that having a household member with a bank or mobile money account is positively associated with income, with a significant coefficient of 124,941.6 ( $p = 0.034$ ). Training in cooperative management also has a significant positive impact on income (coefficient = 87,681,  $p = 0.000$ ), highlighting the benefits of such training on household economic status. However, variables for host community status and participation in Village Savings and Loan Associations (VSLA) are not statistically significant, there is no evidence for the relationship between these variables and income. **(Annex 1)** presents the regression analysis on how access to bank or mobile platforms and receiving cooperative management training significantly increases household income.

### 3.2.2.3 Reliance on Humanitarian Assistance

**KEQ: Reliance to humanitarian assistance:** Has reliance on humanitarian assistance reduced for project participants due to the project and to what extent?

**Outcome Measurement for Reliance on Humanitarian Assistance:** The Logical Framework indicator for this outcome is: at least 50 % of targeted PoC households do not need food/cash assistance at the end of project support

**The CSA project contributed to a decrease in refugees relying on humanitarian assistance; from 92.6% at baseline to 32.3% at endline (60.3% change):** At the start of the project (baseline), need for food assistance decreased significantly, dropping from 93.2% to 60.1%. Gatsibo maintained higher need for assistance (96.81%) compared to Nyamagabe (48.08%). (Error! Reference source not found.) and **(Figure 5)** show the proportion of households receiving humanitarian assistance by district, age, gender, and vulnerability, noting that there is a difference between receiving humanitarian assistance and relying on humanitarian assistance.

Table 14: Proportion of Household Receiving Humanitarian Assistance

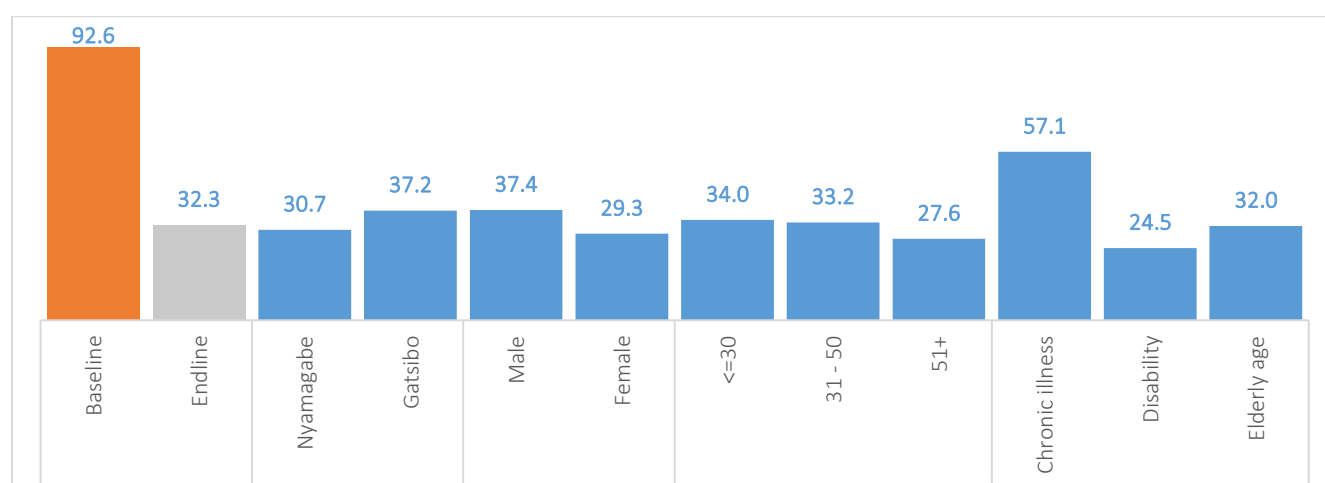
|                                                          | Baseline | Endline (2024)    |                |                 |
|----------------------------------------------------------|----------|-------------------|----------------|-----------------|
|                                                          |          | Nyamagabe (n=287) | Gatsibo (n=94) | Overall (n=381) |
| <b>Households receiving humanitarian assistance from</b> |          |                   |                |                 |
| UNHCR                                                    | 93.2     | 48.08             | 96.81          | 60.1            |
| WFP                                                      | 71.1     | 81.18             | 28.72          | 68.2            |
| Other NGOs                                               | 20.7     | 7.67              | 4.26           | 6.8             |
| <b>Household rely on only humanitarian assistance</b>    |          |                   |                |                 |
| Yes                                                      | 92.6     | 30.66             | 37.23          | 32.3            |



Source: Baseline & Endline survey, May 2024

**Relying on humanitarian assistance by sex, age and vulnerability:** The (Figure 5) indicates a significant reduction in the proportion of households relying solely on humanitarian assistance from baseline to endline. At the baseline, 92.6% of households depended exclusively on aid, which dropped to 32.3% by the endline. The breakdown by demographics and characteristics reveals some variation: reliance on aid is slightly higher among male-headed households (37.4%) compared to female-headed ones (29.3%), and households in the Gatsibo district (37.2%) show higher dependence than those in Nyamagabe (30.7%). Households with members who have chronic illnesses exhibit the highest reliance at 57.1%, while those with disabilities or elderly members have a lower dependence (24.5% and 32.0%, respectively). 50.0% of refugees and whose chronic illness and 45.5% of refugees' elderly age respectively got support from friends and 44.4% of refugees with persons with disability got support from relatives and small businesses (Annex 2). This data suggests improvements in household self-reliance over time, though certain vulnerable groups remain more reliant on humanitarian aid.

Figure 5: Households Relying Only on Humanitarian Assistance



Source: Baseline & Endline survey, May 2024

### 3.3 IMPACT

This section analyses the significant changes in the lives of refugees and host communities who have benefited from the project. It is divided into two areas:

1. **Changes in the lives of beneficiaries:** This includes improvements in food security, reductions in vulnerabilities, and increased access to productive assets and livestock.
2. **Inclusion, adaptation, and behavioural changes towards self-reliance:** This encompasses changes in adapting and mainstreaming CSA agricultural practices production, financial inclusion, access to markets, and enhanced coexistence and cooperation. This also looks at inclusion and the extent to which the changes affect different groups by age, sex, vulnerability.



As per the TOR of the assignment, the following are the Key Evaluation Questions and sub-questions:

Table 15: Impact /Key Evaluation Questions and sub-questions

| Key Evaluation Question (KEQ)                                   | Sub Questions                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Did the project create change that matters to the participants? | <ol style="list-style-type: none"> <li>1. Have the project interventions caused a significant change in the lives of the intended participants in comparison to those who did not participate in the project?</li> <li>2. Have the project interventions catalyzed or led to changes in participants' behavior towards self-reliance?</li> </ol> |

**Finding 3:** Although self-reliance was not fully realized, the project clearly impacted beneficiaries' lives by enhancing their food security, ability to save, acquire household assets, livestock and productive assets, and pay for social services such as healthcare and education. Additionally, it fostered improved peaceful co-existence between refugees and host communities. There has been a notable reduction in persistent vulnerability and changes in mindset among both refugees and host communities regarding their responsibility in addressing their own needs. Refugees have been able to pay for health insurance and schooling for themselves and have a stronger saving culture. Full impact has been inhibited by their continued need for assistance with refugees still needing humanitarian assistance.

Ownership of livestock and productive assets is both host community and male dominated.

### 3.3.1 Changes in the Lives of Beneficiaries

#### 3.3.1.1 Changes in Food Security

**There has been a significant increase in food security for both refugees and host communities. The project made progress towards achieving self-sufficiency, reducing vulnerability, although self-reliance has not yet been reached.** Consultations with refugees and host communities through FGDs, key informant interviews with UNHCR staff, and survey triangulation indicate that, before the project, refugees and host communities required food assistance for more than nine months (three-quarters of the year) before the next harvest. By the end of the project, they could generally support their food security for an average of four months per season. This is eight months in total while they needed some form of support for less than two months before the next harvest (four months per year in total).

The survey shows that the percentage of refugee households experiencing little to no hunger increased significantly from 19.9% to 55.4%, a positive change of 35.5%. For the host community, this figure rose from 42.2% to 67.9%, a 25.7% increase. There were minor differences between men and women and different age groups, but less progress was observed among the more vulnerable groups (chronically ill, people living with disabilities, and the elderly). The findings indicate progress from the baseline of 4.5% for refugees and 5.4% for host communities, with severe hunger exceeding 1% (1.2%) only among the elderly.

The lack of disaggregated data at baseline inhibited direct change measurement for specific groups. However, the available data indicates positive progress for both refugees and host communities in line

with the program's objective of reducing vulnerability. (Error! Reference source not found.) shows the reported food security status for interviewed households.

**Table 16: Food Security Status**

|                   |                 | Little to no hunger | Moderate hunger | Severe hunger |
|-------------------|-----------------|---------------------|-----------------|---------------|
| Baseline          | Refugees        | 19.9                | 76.0            | 4.1           |
|                   | Host            | 42.2                | 52.4            | 5.4           |
| Endline           | Refugees        | 55.4                | 42.7            | 1.9           |
|                   | Host            | 67.9                | 31.8            | 0.3           |
| Sex               | Male            | 67.2                | 32.4            | 0.4           |
|                   | Female          | 63.5                | 35.6            | 0.9           |
| Age group (years) | <30             | 69.2                | 29.5            | 1.2           |
|                   | 31- 50          | 64.7                | 35.1            | 0.2           |
|                   | 51+             | 65.0                | 34.0            | 1.0           |
| Vulnerability     | Chronic illness | 51.7                | 47.8            | 0.5           |
|                   | Disability      | 55.7                | 44.1            | 0.3           |
|                   | Elderly age     | 58.0                | 40.7            | 1.2           |

**Source:** Baseline & Endline survey, May 2024

*“Before the project, food was very expensive, with maize costing RWF 1,000 per kg and beans RWF 2,000 per kg, and few people had access to land for farming. The project provided land access, increased agricultural production, improved food security, and lowering food prices to RWF 300 per kg for maize and RWF 800 per kg for soyabeans. This significantly benefited the community by boosting food availability and household income”. FGD from refugees in Gatsibo district*

**While food security has improved through the consumption of agricultural produce and income from surplus, beneficiaries still face some level of vulnerability and continue to need cash assistance.** Analysis of monitoring report and both qualitative and quantitative findings show that project beneficiaries were able to accumulate some income from their excess produce after meeting their food consumption needs. However, this has not led to full self-reliance, as they still depend on cash and aid from WFP and UNHCR. Although it could not be completely attributed to the project ultimately, there were some observed reductions in vulnerabilities as per the UNHCR/WFP Post Distribution Monitoring (PDM) for Refugees in Rwanda (between 2021 and 2023). Comparing statistics of the two phases of monitoring, the following table showed the change in vulnerability especially amongst the highly vulnerable and moderately vulnerable. (Error! Reference source not found.) shows the results of the PDM for Refugees in Rwanda (between 2021 and 2023).

**Table 17: Change in vulnerability status between 2021 and 2023 as per post distribution monitoring**

|                         | Year | Highly vulnerable | Moderately vulnerable | Least vulnerable |
|-------------------------|------|-------------------|-----------------------|------------------|
| Kigeme (Mushishito)     | 2021 | 77%               | 20%                   | 4%               |
|                         | 2023 | 64%               | 32%                   | 4%               |
| Nyabiheke (Nyabicwamba) | 2021 | 70%               | 19%                   | 11%              |
|                         | 2023 | 59%               | 31%                   | 10%              |

**Source:** UNHCR/WFP Post Distribution Monitoring for Refugees in Rwanda (between 2021 and 2023)

**Food security is influenced by several factors, including ownership of livestock and productive assets, training, access to markets, and extension services.** Regression analysis on household food security identifies key factors that significantly impact food security at the household level. Ownership of livestock, agricultural, and other productive assets positively and market access contribute to food security, with livestock ownership showing a strong association (coef. 0.595,  $p < 0.01$ ). These findings underscore the importance of asset ownership, training, and market access in strengthening household food security. **(Annex 3)** shows the regression analysis of household food security and ownership of livestock, agricultural productive assets and other productive assets.

### 3.3.1.2 Increase in Livestock and Productive Assets

**There was an increase in livestock ownership during the implementation of the CSA project, although refugees have significantly less livestock ownership compared to host communities.** Livestock ownership among the host community rose significantly from 65.6% to 77.1%. While the increase was relatively lower for refugees, it still doubled from 2.5% to 5.3%. (Error! Reference source not found.) shows the ownership of livestock during the program phase from baseline to endline.

**Table 18: Ownership of Livestock by Refugees and Communities**

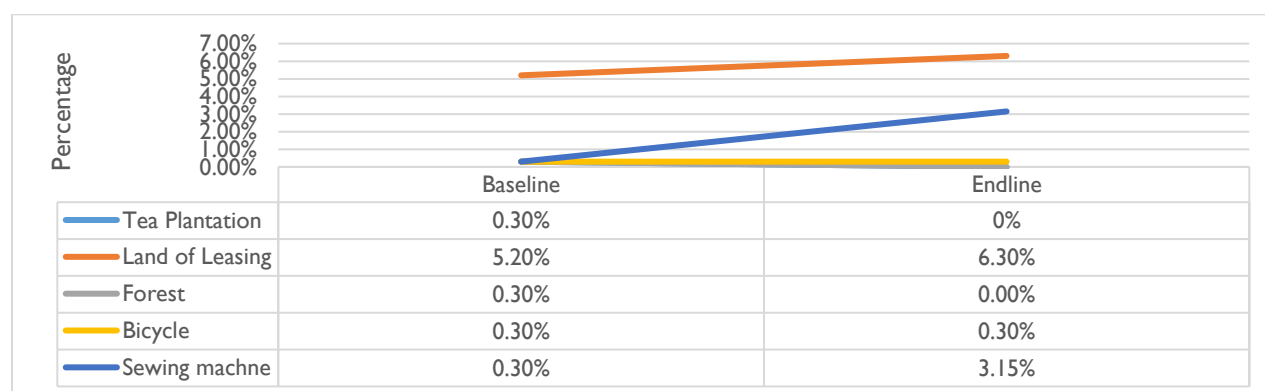
|                 | Ownership of Livestock | Poultry | Goats | Cows  | Pigs | Sheep | Rabbit |
|-----------------|------------------------|---------|-------|-------|------|-------|--------|
| <b>Refugees</b> |                        |         |       |       |      |       |        |
| Baseline        | 2.5%                   | 0.0%    | 1.1%  | 1.1%  | 0.5% | 0.0%  | 0.5%   |
| Endline         | 5.3%                   | 2.4%    | 1.6%  | 1.0%  | 0.0% | 0.0%  | 0.0%   |
| <b>Host</b>     |                        |         |       |       |      |       |        |
| Baseline        | 65.6%                  | 34.9%   | 33.0% | 16.3% | 1.4% | 2.4%  | 1.4%   |
| Endline         | 77.1%                  | 48.3%   | 48.3% | 20.5% | 1.9% | 3.4%  | 1.9%   |

**Source:** Baseline & Endline survey, May 2024

**There was a significant increase in the ownership of agricultural and non-agricultural assets among refugees and host communities during the CSA project.** However, similar to livestock ownership, greater increases were observed among the host communities.

1. **Refugees' ownership of productive assets:** Notably, access to land for leasing increased from 5.2% to 6.3%, and ownership of sewing machines rose from 0.3% to 3.15%. **(Figure 6)** shows the ownership of productive assets for refugees.

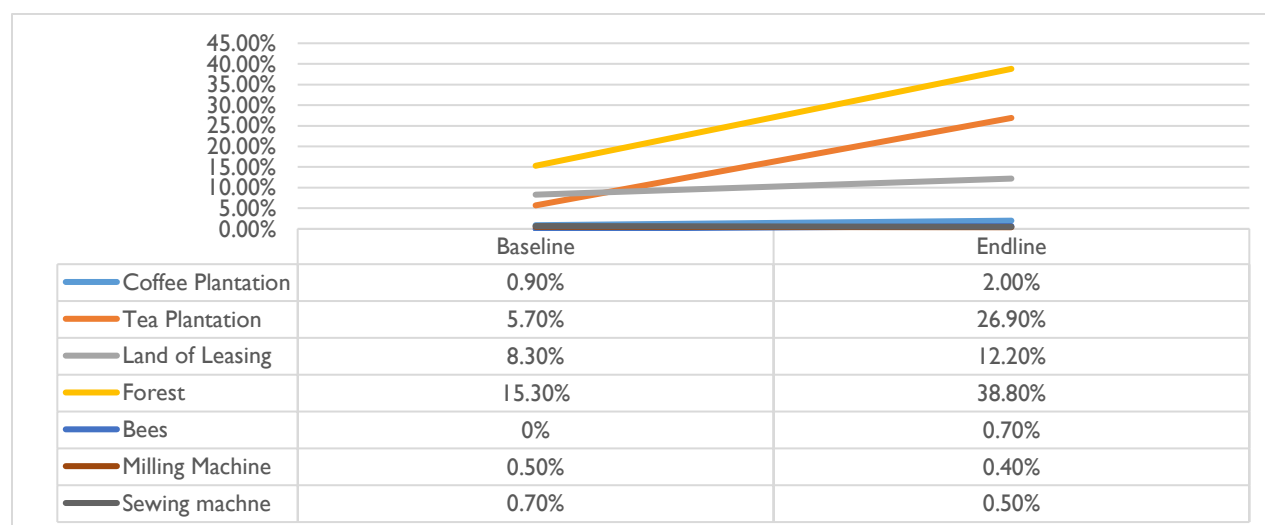
**Figure 6: Percentage Change in Ownership of Productive Assets for Refugees**



**Source:** Baseline & Endline survey, May 2024

**Host communities' ownership of productive assets:** Host communities have significantly higher ownership of productive assets, which the refugee community has not surpassed their baseline figures. Significant changes were observed in land use and agricultural activities, with forest ownership increasing substantially from 15.3% to 38.8% and tea plantations expanding from 5.7% to 26.9%. These increases suggest a growing focus on forestry and tea cultivation, likely driven by economic opportunities or environmental incentives. Additionally, a new agricultural start-up for beekeeping emerged, which had not been previously identified, indicating a diversification of farming activities and the potential for honey production and pollination benefits in the region during the baseline. **(Figure 7)** shows the ownership of productive assets among host communities.

**Figure 7: Percentage Change in Ownership of Productive Assets for Host Communities**



**Source:** Endline survey, May 2024

The evaluation data collection with beneficiaries through FGDs, showed evidence that refugees and host communities have increased their propensity to save with more refugees and host communities owning bank/mobile accounts and saving for household use, and acquisition of household and productive assets and for business growth. This has been impactful to their lives as productive assets like livestock (goats, rabbits, cows), transport (bikes and motorized bikes), have been used to capitalize and also commercialize their businesses.

**Ownership of agricultural productive assets, specifically tea plantations and forests, as well as non-agricultural productive assets like motorcycles, bicycles, and milling machines, is male dominated.** The analysis, as shown in (Error! Reference source not found.), indicates that ownership of these assets is predominantly male, with fewer differences among other population groups, except for people with disabilities and chronically ill persons.

**Table 19: Ownership of Agricultural Productive Assets**

|                  | Gender |        | Age group |        |      | Vulnerability |            |         |
|------------------|--------|--------|-----------|--------|------|---------------|------------|---------|
|                  | Male   | Female | < 30      | 31 -50 | 51+  | Chronic       | Disability | Elderly |
| Coffee farm      | 1.2    | 1.4    | 0.0       | 0.6    | 2.0  | 0.0           | 0.0        | 3.4     |
| Tea farm         | 22.4   | 13.9   | 7.9       | 10.8   | 23.5 | 12.8          | 4.7        | 16.7    |
| Land for leasing | 9.9    | 10.2   | 14.3      | 11.2   | 8.8  | 0.0           | 4.7        | 9.4     |
| Forest           | 34.7   | 18.4   | 9.8       | 17.3   | 32.7 | 4.3           | 9.4        | 23.6    |
| Bees             | 0.9    | 0.2    | 0.0       | 0.3    | 0.7  | 0.0           | 0.0        | 1.7     |
| Motorcycle       | 0.4    | 0.0    | 0.0       | 0.1    | 0.2  | 0.0           | 0.0        | 0.0     |
| Bicycle          | 6.0    | 2.6    | 10.7      | 4.3    | 2.9  | 0.0           | 0.0        | 1.8     |
| Milling machine  | 0.6    | 0.0    | 0.0       | 0.1    | 0.4  | 0.0           | 0.0        | 1.8     |
| Sewing machine   | 1.2    | 1.6    | 2.4       | 2.6    | 0.4  | 1.0           | 2.9        | 0.0     |

**Source:** Endline survey, 2024

**Correlation analysis indicates that owning livestock and productive assets increases the likelihood of higher productivity and income accumulation, which significantly influences self-reliance.** The correlation (**Annex 4**) reveals several significant relationships among assets, income, productivity, and demographic factors. Livestock ownership is strongly linked to agricultural assets ( $r = 0.451$ ) and moderately related to yearly income ( $r = 0.116$ ) and productivity ( $r = 0.189$ ), suggesting that owning livestock may enhance productivity and income. Agricultural assets show positive associations with non-agricultural assets, yearly income, and productivity, indicating their general contribution to economic outcomes. Gender shows negative correlations with most variables, which may be linked to gender disparities in asset ownership. Age is positively related to livestock and agricultural assets, implying that older participants may have accumulated more of these assets over time. However, reliance on assistance and vulnerability do not show significant relationships with economic indicators, suggesting they may be influenced by other, less direct factors.

### 3.3.2 Behavior Change Towards Self- Reliance

#### 3.3.2.1 Climate- Smart Agricultural Production

**Refugees and Host Communities have greater interest in agricultural production:** The project has contributed to some behaviour change and more evident interest in application of climate smart agriculture practices. Focus group discussions have shown that before the project started participants were not very keen on farming, as they preferred livestock rearing, and more so did not want to work as part of cooperatives and their propensity to save was low. Through interactions with both the refugees and host communities and cooperative leaders there was an improved interest in farming and inclusion in cooperatives. This was after they realized the climate smart farming practices increased productivity,

farming was rewarding and working through cooperative management was fruitful.

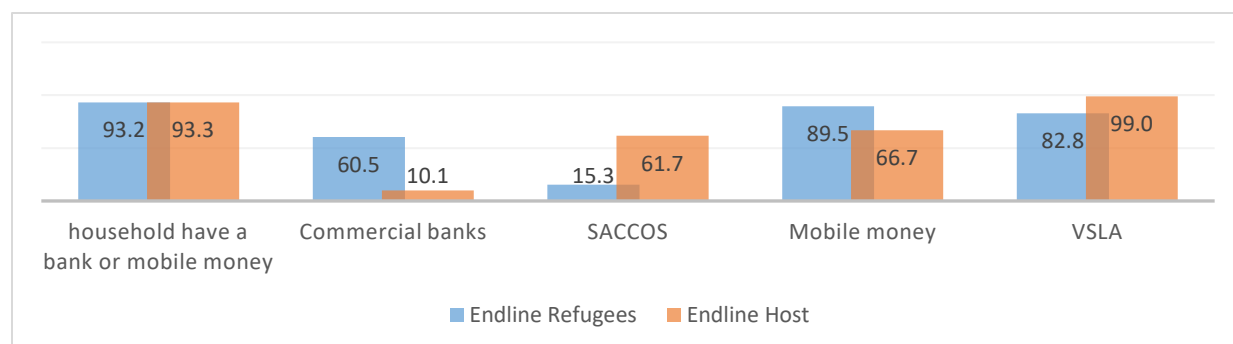
*"We see a project that has increased the culture of saving, not wasting money because the people could harvest after one week without asking what came out of the production to show you, but now they remove what they have to eat and take it to the cooperative and save a lot of money, so the culture of saving has increased. The difference exists because a person who works only eats and another who works and can eat and save are very different."* FGD Refugees

### 3.3.2.2 Access to Finance, Savings and Lending

Financial Literacy training was expected to increase access to finance, saving and lending and there was a need to find out the extent to which financial literacy correlates with productivity and yearly income. **Training in financial literacy has a significant positive relationship with yearly income ( $r = 0.129$ ,  $p < 0.05$ ) and productivity ( $r = 0.201$ ,  $p < 0.05$ ).** This indicates that individuals with financial literacy training may earn more and be more productive than those who have not received the training. Additionally, yearly income has a modest positive correlation with productivity ( $r = 0.160$ ,  $p < 0.05$ ), suggesting that slightly higher income could be associated with greater productivity. Furthermore, having a bank or mobile money account is positively associated with yearly income ( $r = 0.076$ ,  $p < 0.05$ ) and productivity ( $r = 0.073$ ,  $p < 0.05$ ), hinting at a connection between access to financial services and economic outcomes. Interestingly, participation in village savings and lending associations (VSLAs) shows a weak but significant negative correlation with financial literacy training ( $r = -0.087$ ,  $p < 0.05$ ), while still positively linked to productivity ( $r = 0.087$ ,  $p < 0.05$ ). Overall, these findings imply that financial literacy and access to financial services play a role in enhancing income and productivity (Annex 5).

**Access to Finance (Bank and mobile financial services) increased substantially:** A proportion of 93.3% (from 70.2% at baseline) of the host community and 93.2% (from 73.3% at baseline) of refugees interviewed have had a bank and mobile financial account. Refugees have less access to commercial banking institutions, as only 10.1% of refugees possess an account in commercial banks as compared to 60.5% for host communities. The same imbalance applies to SACCOs (15.3% for refugees as compared to 61.7% for host communities). (Figure 8) shows the access and usage of banking accounts and VSLA and SACCOs.

Figure 8 : Access and use of banking accounts, mobile money, VSLA and SACCOs



Source: Endline survey, May 2024

Generally, more males own accounts with SACCOs, while more women own accounts in commercial banks, as shown in (Table 20).

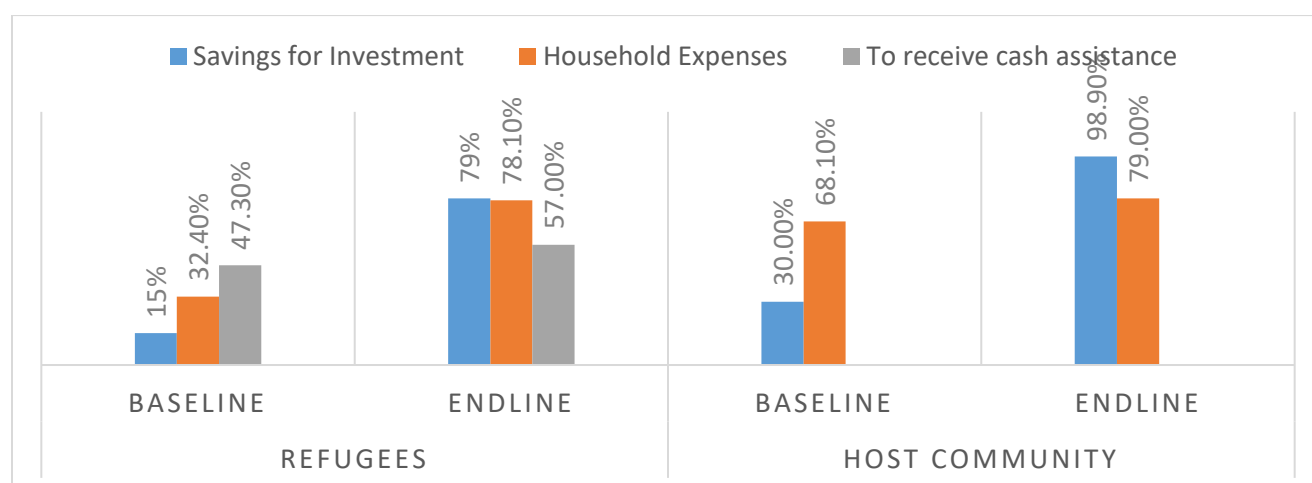
**Table 20: Accounts by Gender**

|                                   | Gender          |                 | Age group      |                    |                |
|-----------------------------------|-----------------|-----------------|----------------|--------------------|----------------|
|                                   | Male<br>(n=402) | Female<br>(604) | <=30<br>(n=59) | 31 - 50<br>(n=420) | 51+<br>(n=527) |
| Commercial banks                  | 20.6            | 33.3            | 36.9           | 36.3               | 20.9           |
| SACCOS                            | 56.9            | 37.1            | 29.3           | 45.5               | 46.5           |
| Mobile money                      | 75.8            | 74.2            | 80.7           | 86.4               | 65.2           |
| Village-saving and Lending (VSLA) | 94              | 92.6            | 95.5           | 92.1               | 93.7           |

Source: Endline survey, May 2024

**There was an increase in refugees and host communities using bank accounts for savings for investments, household expenses and for the refugees to receive cash assistance:** The project, mainly through financial literacy, contributed to improved financial behaviour which included diversified purposes for saving for and investments including buying productive assets, productive kits and their household expenses.

**Figure 9: Bank accounts for savings for investments, and household expenses.**



Source: Endline survey, May 2024

**At the end of the project, households improved propensity to save as 90.4% of refugees and host communities had saved money within the last month before the evaluation:** The major saving were for purchase of farming inputs (82.2%), livelihood security (76.7%), paying health insurance (58.4%) and for business (24.5%) which indicate a move towards investments in self-reliance.

**Table 21: Money saving and the purpose of saving by sex, age and vulnerability.**

|                                                                     | Gender |        | Age group |         |      | Any member of household with |            |             |
|---------------------------------------------------------------------|--------|--------|-----------|---------|------|------------------------------|------------|-------------|
|                                                                     | Male   | Female | <=30      | 31 - 50 | 51+  | Chronic illness              | Disability | Elderly age |
| <b>Household members able to save some money on a monthly basis</b> |        |        |           |         |      |                              |            |             |
| Yes                                                                 | 90.3   | 90.5   | 91.2      | 88.7    | 91.6 | 69.6                         | 87.6       | 85.3        |
| <b>The purpose of their savings</b>                                 |        |        |           |         |      |                              |            |             |
| For business                                                        | 22.7   | 25.7   | 28.2      | 27.6    | 21.7 | 6.8                          | 12.8       | 30.3        |
| To pay health insurance                                             | 69.4   | 51.1   | 52.9      | 50      | 65.4 | 28.5                         | 34         | 63.5        |



|                           |      |      |      |      |      |      |      |      |
|---------------------------|------|------|------|------|------|------|------|------|
| Purchasing farming inputs | 83   | 81.7 | 84.6 | 78.9 | 84.4 | 72.1 | 73.6 | 86.2 |
| For livelihood security   | 78.9 | 75.3 | 81.2 | 76.1 | 76.7 | 79.7 | 78.7 | 66.6 |

Source: Endline survey, May 2024

**Ability to pay for health and school needs for their households:** Interactions with host communities and refugees, have shown that they have been able to pay for health insurance and schooling for themselves of their dependents. The endline evaluation statistics, KIIs and FGDs show that some of the income saved has gone towards to uplifting refugees and host communities' lives and increasing their access to social services such as health and education which are very important facets of dignity and human life. This may indicate that refugees feel a bit more responsible towards investing in their own welfare as opposed to relying on UNHCR or having these needs unmet if / when they cannot be met by UNHCR and other agencies.

*"In 2024, I got 70 kg of maize for home consumption and through the cooperative I sold 111 kg of maize, you understand that there is a big difference in agricultural productivity before the project and during the project because now we produce for food and have some left for sale at formal markets and we are able to pay community-based health Insurance (CBHI)." FGD*

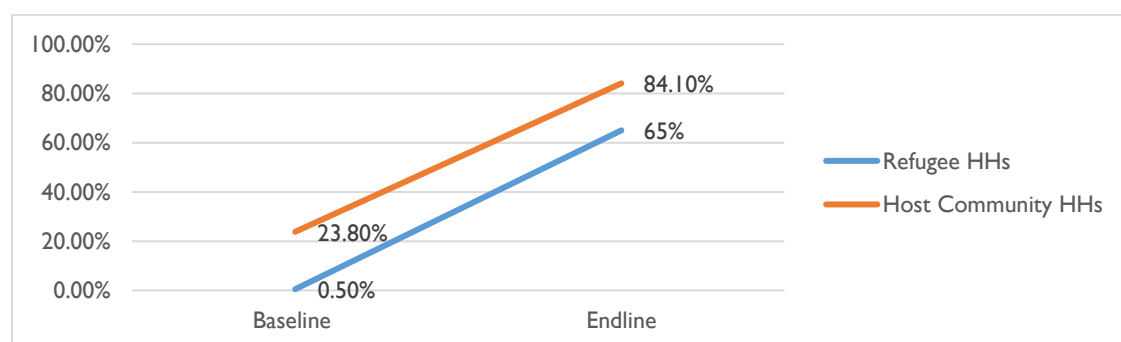
**Accommodation and Living Conditions has improved significantly for host communities:** Through interaction with the host communities, it was clear that the project has had some contribution to increasing host communities' abilities to improve their homes and make them more comfortable. This is through construction of toilets to enhance their hygiene and buying household furniture. Some have been able to electrify their homes, which previously had no electricity. These investments made have enhanced their standard of living, dignity and security.

*"Before the project, I did not have toilet or livestock, and I was in darkness. However, due to the income from project interventions I managed to construct a toilet, buy livestock (a goat) and install electricity. I will not leave the project." Host Community FGD*

### 3.3.2.3 Access to Markets

**Training in business and entrepreneurship improved participation in cooperative associations, networks and groups:** Training in cooperative management saw a significant uptick, with 43.9% of refugees and 36.7% of host community members being trained by 2024. The ability of cooperatives to find markets for members' harvests improved notably, with 96% of refugees and 87.7% of host community members confirming this in 2024. **(Figure 10)** shows an increase in the proportion of refugees and host communities having access to markets through their cooperatives.

**Figure 10: HHs with Access to Markets for Agricultural Produce**



Source: Endline survey, May 2024

Access to markets for agricultural production also increased dramatically, from 0.5% to 65% for refugees and from 23.8% to 85.4% for the host community. Contractual agreements with potential buyers for food products such as maize and potatoes became more prevalent, particularly for refugees, indicating enhanced market integration and better commercial opportunities for both groups.

*“In our cooperative, we function like a family, working side by side and supporting each other. We are organized into groups and zones, allowing members to get to know each other and provide help to those who are weaker or disabled, ensuring no one is left behind. We cultivate the same seeds and agree on a common cultivation schedule. Those unfamiliar with farming, especially refugees, are taught how to sow and apply fertilizers. Collaboration is facilitated by strategically providing plots alternately to host community members and refugees. Additionally, our collective production is marketed through the cooperative. Working together has been the cornerstone of our success.” FGD from the host community of Gatsibo.*

### 3.3.2.4 Co-existence Between Refugees and Host Community

The CSA project has also improved co-existence: It was the expectation of UNHCR that the project would improve co-existence between refugees and host communities, through collaborative activities between the refugees and host communities. As they work together, refugees and host communities have improved their peaceful existence to live harmoniously together.

*“The activities we undertake in collaboration with refugees encompass agricultural activities, as refugees frequently have financial resources that they utilize to lease land for farming, ultimately generating income from the harvested crops.” Host Community*

**As an unintended impact, the CSA project has positively impacted on the cost of rentals:** Due to increased supply of land due to the marshlands, demand for land for rent has decreased and so has its cost. The decrease in the cost of rented land has provided an opportunity for refugees and host communities to rent extra land through their added income to expand their farming activities.

*“Currently, if a refugee or host community wants to rent land, they can get it at the lowest price compared to before the project. For example, before the project, renting a hectare of land required RWF 150,000 but now the same land area is available at RWF 100,000. Let’s provide a clear comparison, before the project begun, renting the field as the one we are cultivating in the marshland, that is 5 Ares required RWF 20,000 but now the same land is available at RWF 10,000.” FGD Refugees*

## 3.4 SUSTAINABILITY

**Table 22: Sustainability Key Evaluation Question (KEQ) and Sub Questions**

| Key Evaluation Question (KEQ)                                                                      | Sub Questions                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| How are the achieved results and gains of the project going to be sustained once the project ends? | <ol style="list-style-type: none"> <li>1. What are the sustainability mechanisms in place to ensure the project gains are maintained over the years?</li> <li>2. Are the participants of the project able to sustain the outcomes (the KPIs) of the project once it ends?</li> </ol> |

|  |                                                                                                                                                                                                                                                                                           |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ol style="list-style-type: none"> <li>3. Have the cooperatives attained self-sustainability once the project ends, and to what extent?</li> <li>4. Has participants' access to formal agriculture markets improved, and to what extent is access sustainable in the long run?</li> </ol> |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Finding 4:** The gains achieved through the CSA project show potential for sustainability beyond the current funding period; however, challenges arose due to insufficient preparedness to address shocks. Key factors supporting sustainability include mechanisms established through government and UNHCR collaboration, strategic and policy commitments, ongoing access to marshlands and irrigation systems, availability of productive assets, and the transfer of knowledge and skills to beneficiaries. Nevertheless, sustainability is at risk due to the persistent need for humanitarian assistance and continued support for agricultural inputs, particularly during climatic shocks. Furthermore, the project lacked a systematic, evidence-based exit strategy to facilitate a gradual reduction of support as beneficiaries' capacities and resilience improved.

The sustainability section is divided into two parts: (i) facilitating factors and (ii) inhibiting factors. These are primarily corroborated through key informant interviews, focus group discussions, and inferences from the preceding sections on effectiveness and impact.

### 3.4.1 Facilitating Factors

**Stakeholder collaboration, ownership, social cohesion, and political will are present and create a conducive environment to promote sustainability within the host communities and refugee centers.** Literature review and key informant interviews with government and UNHCR reflect political will and ownership of the project at national and local levels, as shown by the GRF commitments, conventions (state party of the 1951 convention, 1967 protocol, 1969 OAU convention), and positive constitutional components and laws. At the programming level, the government is committed through the DED agreement and Memorandum of Understanding, which includes access to marshlands, indicating that the project beneficiaries will continue to have access to land which is pivotal to the CSA project.

The program deliberately worked with MINEMA, Administrative District, Sector, RAB, and other government and community structures, which, according to key informant interviews, have met and continue to deliver on their mandate and responsibility of providing agricultural support, advice and extension services in the marshlands. This ensures that extension services will continue even without direct support from the CSA project thereby contributing to sustainability of results. Literature review and interactions with beneficiaries, cooperatives, government and UNHCR also revealed that cooperatives have been registered with the government system and connected to existing government support programs, such as seed and fertilizer subsidies. These initiatives were found to help the cooperatives sustain the project's achievements even after the current project phases out.

**Existing Infrastructure (irrigation systems and harvesting facilities), machinery, and tools, improves the likelihood of sustainability as refugees and host communities have access to these provisions.** Key informant interviews have shown that the infrastructure provided by the CSA project is usable even if

funding is not secured after the project ends<sup>33</sup>. The infrastructure is in good working condition and there are systems in place for maintaining the infrastructure.

**Knowledge and skills facilitate sustainability, as demonstrated by the climate-smart agricultural initiatives and progress by beneficiaries, as well as financial and business skills self-reported by refugees and host communities.** The program provided needs-based training in agricultural production, financial literacy, and business and entrepreneurship. According to the survey, agricultural production training has enhanced households' climate-smart agricultural actions compared to the baseline. Table 23 shows the household actions related to climate-smart agricultural production. These trainings have been effectively applied, indicating that the knowledge has been sustained. There is evidence in the impact section, where beneficiaries have improved their production, use of bank and mobile money accounts, marketing through cooperatives, and savings and lending activities. The improvements are also found to correlate to the training provided as outlined in the impact section with evidence showing that the achievements which have contributed to an increase in personal assets of the refugees and host community beneficiaries, can largely be attributed to the project.

**Table 23: Household actions related to climate-smart agricultural production.**

|                                                                               | Baseline |      |      | Endline  |      |            |
|-------------------------------------------------------------------------------|----------|------|------|----------|------|------------|
|                                                                               | Refugees | Host | Both | Refugees | Host | Both group |
| Soil conservation                                                             | 32.2     | 31.0 | 31.6 | 89.9     | 92.8 | 91.9       |
| Applying fertility in a good manner                                           | 0.0      | 0.0  | 0.0  | 62.1     | 78.5 | 73.4       |
| Use of organic fertilizer                                                     | 40.5     | 41.5 | 41.0 | 91.0     | 86.4 | 87.8       |
| Rotating crops                                                                | 42.9     | 42.1 | 42.5 | 79.9     | 79.8 | 79.9       |
| Intercropping                                                                 | 4.8      | 24.7 | 14.7 | 39.9     | 55.5 | 50.7       |
| Intensive farming                                                             | 1.2      | 11.0 | 6.1  | 36.2     | 49.9 | 45.6       |
| Irrigation                                                                    | 0.0      | 4.7  | 2.4  | 35.7     | 40.6 | 39.1       |
| Farming drought-tolerant varieties                                            | 16.7     | 17.9 | 17.3 | 16.6     | 24.8 | 22.3       |
| Planning and farming based on information provided by meteorological services | 2.4      | 4.5  | 3.5  | 24.2     | 30.8 | 28.8       |

**Source:** Baseline and Endline data, 2024

**The impact section above shows that Climate Smart Agricultural practices have positive relations to productivity and yearly income,** proving that the proper application of practice, such as applying fertilizers, intercropping, use of drought tolerant seed varieties, intensive farming, crop rotation significantly affects the productivity and yearly income of refugees and the host communities. Analysis (**Annex 6**) indicates that certain agricultural practices have statistically significant relationships with yearly income, productivity, and food security. Specifically, applying fertilizers appropriately is positively linked to yearly income ( $r = 0.109$ ,  $p < 0.05$ ) and productivity ( $r = 0.080$ ,  $p < 0.05$ ). Practices like intensive farming and irrigation are associated with higher productivity, suggesting application of these practices enhances productivity.

Literature review along with analysis of FGDs with refugees and host communities, and interviews with UNHCR, has shown that as part of the business and entrepreneurship training, cooperatives were formed and have improved market linkages. These cooperatives are formally registered in government systems

<sup>33</sup> However, interviews also indicate **funding possibilities** for Phase 2 of the CSA project. UNHCR has confirmed receiving funds for Phase 2, which will help sustain the gains of Phase 1.

and have access to formal markets, which they can continue to harness without project support. Consultations with beneficiaries also revealed that they have gained access to other productive assets, such as livestock, transport, sewing machines, and plantations. The stable structure of the cooperatives and additional benefits from being members supports sustainability, as access to livestock and productive assets has a positive correlation with income, which is a means of sustenance.

**Social cohesion plays an important role in increasing the possibilities of sustainability.** Harmonious co-existence between refugees and host communities was also found to have facilitated the project's sustainability as both groups work together within the same marshlands and collaborate regularly. Focus group discussions with refugees and host communities have shown that refugees and host communities have been working harmoniously through their cooperatives and have set up feasible ways of joint work and marketing that will reduce the risk of losing the gains from the project due to lack of funding and direct support. Observations, KII and FGDs showed that refugees and host communities have established their own knowledge transfer mechanisms and joint marketing approaches that are grounded on their contextual realities. These mechanisms offer a strong foundation for sustainability and adaptability to evolving contexts. An example of such co-existence was shown through one of the FGDs:

*"In our cooperative, we function like a family, working side by side and supporting each other. We are organized into groups and zones, allowing members to get to know each other and provide help to those who are weaker or disabled, ensuring no one is left behind. We cultivate the same seeds and agree on a common cultivation schedule. Those unfamiliar with farming, especially refugees, are taught how to sow and apply fertilizers. Collaboration is facilitated by strategically providing plots alternately to host community members and refugees. Additionally, our collective production is marketed through the cooperative". Working together has been the cornerstone of our success."* FGD from the host community of Gatsibo.

### 3.4.2 Inhibiting Factors

**The lack of self-reliance and continued need for humanitarian assistance has reduced the likelihood of sustainability, as refugees and host communities have indicated that they are unable to purchase productive kits for subsequent seasons.** As shown in the effectiveness section, refugees and host communities have not fully graduated from vulnerability (with only 14.7% reaching the graduation threshold of USD 600 per household per year) and still require humanitarian assistance. Focus group discussions revealed that they did not find it easy to support input acquisition in the first season of 2024 when they were not supported with productive kits, negatively affecting their ability to fund their own agricultural inputs for production.

**Cooperatives faced difficulties in accessing markets without support from the CSA project in 2024, indicating a potential threat to sustainability.** Although the cooperatives were intended to support marketing, literature reviews and interviews showed that in the first season of 2024, without CSA project support, they failed to secure a market. This contrasts with previous seasons when they had CSA project support. A lack of market access inhibits income generation and further affects sustainability.

**Lack of clear exit strategy has affected sustainability- Although the DED showed that distribution of inputs was not planned for 2024, non-distribution led to reduced productivity:** The CSA project did not plan for distribution of inputs for the 2024 season but at the same time did not undertake scenario planning that would be used as part of the risk mitigation and exit strategy. Farming activities have continued despite the "stopping" of inputs provision, leading to refugees and host communities

struggling and facing some risks of regression in striving to procure inputs while facing severe shocks without a transition or preparedness strategy. Despite the progress, project beneficiaries were not self-reliant enough to match the quality and the quantity of inputs required, which negatively affected the productivity and could reverse the gains from the project if not systematically addressed. As well, they did not have sustainable market strategies and linkages to enable them to profitably sell their surplus which further affected the predictability of their financial resources and income. This posed as a drawback to the positive effect of the project, which might have been addressed by a timely and comprehensive preparedness and transition / exit strategy.

### 3.5 RELEVANCE OF THE PROJECT

**Table 24: Relevance Key Evaluation Question (KEQ) and Sub Questions**

| Key Evaluation Question (KEQ)                                                                                                                                                                                                          | Sub Questions                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Was the project design, implementation, and monitoring in alignment with participants' needs, country' priorities and policies, as well as global priorities in terms of achieving refugee self-reliance and socio-economic inclusion? | <ol style="list-style-type: none"> <li>1. To what extent did the project address the actual needs of the participants (refugees and hosts) in relation to building self-reliance and socio-economic inclusion?</li> <li>2. To what extent did the project design, implementation and monitoring processes incorporate considerations of age, gender and diversity amongst the participants?</li> </ol> |

The relevance section is broken down into 3 main sub-sections as follows:

1. Alignment of CSA project to GoR and UNHCR commitments, legal, regulatory, and strategic frameworks<sup>34</sup>
2. Alignment to the needs of refugees and host communities
3. Social Inclusion (Age, Gender and Diversity) in the CSA project

**Finding 5:** The CSA project aligns with both government and UNHCR commitments, priorities and policies to ensure refugee self-reliance and peaceful coexistence with host communities. It addresses refugee needs based on evidence from participatory assessments. The project has been non-discriminatory in selecting male- and female-led households and people with disabilities, providing equal opportunities. However, participation of youth and people with disabilities is limited. Due to child labour laws, child-headed households were naturally excluded from beneficitation in the project regardless of their needs.

#### 3.5.1 Alignment of CSA project to GoR and UNHCR commitments, Legal, Regulatory, and Strategic Frameworks

**Support of refugees and host communities is aligned to set standards by the Government of Rwanda (GoR):** As per literature review and interviews with government and UNHCR, the CSA project is aligned to the Ministerial Instruction No. 02/2016 of 1/06/2016 determining the management of refugees and refugee camps which specifies four commitments by Government of Rwanda to integrate refugees through: (i) a joint economic inclusion strategy; (ii) inclusion in the national systems for education; (iii) inclusion in national health insurance scheme, and (iv) providing them with documentation.<sup>35</sup> The

<sup>34</sup> Even though this sub-question was not required in the TOR, it was found to be pertinent in outlining relevance of the project and providing a strong context for relevance at other levels.

<sup>35</sup> Ministerial Instruction No. 02-2016 of 1 06 2016 determining the management of refugees and refugee camps.



Government of Rwanda made additional pledges during the Global Refugee Forum (GRF) 2019 and 2023, which builds on previous pledges from the leader's summit in 2016, to improve refugees' education; access to jobs and livelihood; access to energy, infrastructure and environment, protection and solutions, and access to health services. The CSA project is aligned to the need to improve livelihoods which the project has aimed to achieve through three outcomes:

- Increased agricultural productivity.
- Increased household income.
- Reduced reliance on humanitarian food/cash assistance

**The CSA project has a clear linkage to the UNHCR Mandate and Strategic Frameworks:** As per its emergency handbook the main mandate for UNHCR is to provide international protection and humanitarian assistance to refugees, forcibly displaced communities, and stateless people. UNHCR also seeks permanent solutions for these groups of people.<sup>36</sup> Mainly in cases of prolonged refugee situations UNHCR works to promote livelihoods and economic inclusion for refugees, advocating for their right to work and supporting them in becoming more resilient and self-reliant. Such support includes (i) economic inclusion, (ii) inclusive market systems (iii) financial inclusion (iv) agriculture and food security and (iv) social protection systems.<sup>37</sup> The CSA project answers to this mandate on livelihoods and economic inclusion through its contribution to all these key elements. Through the CSA project, UNHCR helped refugees and host communities in rural areas to utilize farming to enhance food security and earn a living. The interventions have supported the project target groups to access local markets, gain a comprehensive understanding of the market system, and some basics for financial inclusion. The relevance of this project is further strengthened because the project was designed as a response to address the actual needs of the participants (refugees and hosts) in relation to building self-reliance and socio-economic inclusion by improving food security and self-reliance through climate-smart agricultural practices and market development approach.

The CSA project was also relevant to UNHCR's mandate of promoting co-existence between refugees and host communities through various initiatives, including community engagement, Quick Impact Projects, peace building activities and inclusive development.<sup>38</sup> The CSA project was deliberate and made clear efforts in project design and implementation to intertwine community engagement and inclusive development in day to day and strategic aspects of the project. Community engagement, which includes a collaborative approach, was applied throughout the project and this helped to mitigate protection risks while inclusive development contributed to building stronger and more integrated communities as refugees and host communities worked side by side.

### 3.5.2 Needs of Refugees and Host Community

**The CSA project is evidence-based, with consultations conducted with both refugees and the host community.** Literature review and key informant interviews with UNHCR, partners and government departments showed that, before the project began, participatory assessments, baseline surveys, and value chain assessments were carried out to gain a comprehensive understanding of the needs of refugees and ensure the project effectively addressed these needs. Interviews with UNHCR provided additional evidence from the environmental impact assessment, which was crucial in selecting suitable

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<sup>36</sup> UNHCR's mandate for refugees and stateless persons, and its role in IDP situations.

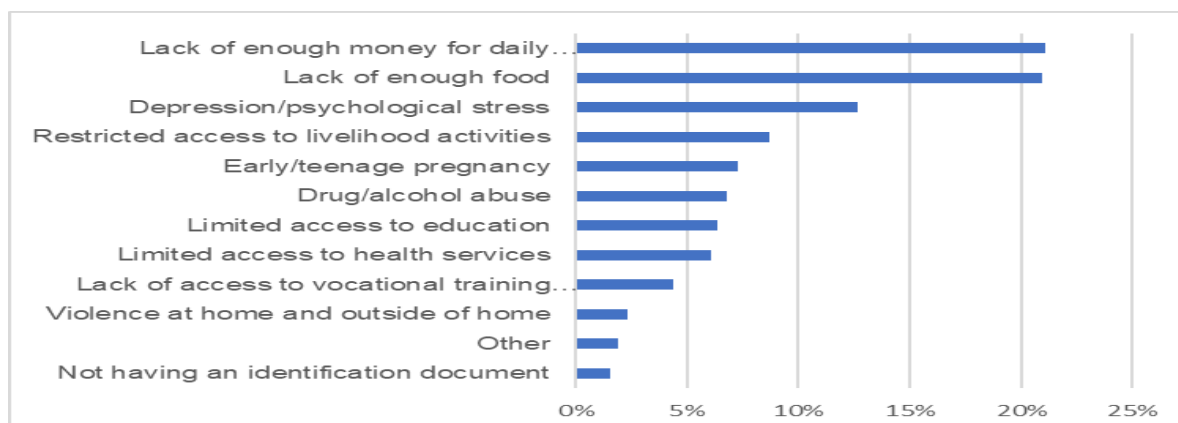
<sup>37</sup> UNHCR, *Livelihoods and economic inclusion*

<sup>38</sup> UNHCR, *Global Focus. Co-existence with local communities* available at [unhcr.org](http://unhcr.org)



crops. A participatory assessment conducted in 2021 identified key needs, such as income and food security, as shown in **(Figure 11)**. In response, a deeper understanding of these needs was achieved through value chain analysis and subsequent baseline assessments to determine how best to meet them.

**Figure 11: Overall Priorities of the Participatory Assessment**



**Source:** Participatory Assessment 2021, Preliminary Report

**The response to needs was based on the challenges faced by refugees and the host community.** Analysis of reports, key informant interviews, and focus group discussions revealed that the project effectively addressed these needs by investing in livelihood options (farming), food security (consumption), income generation (selling surplus), and planning for refugee self-reliance. Additionally, there was a need to improve co-existence between refugees and host communities. The following outlines how these needs were addressed noting that there were clear considerations made to ensure that adequate provisions were made to address the needs of women, men, youth and people living with disability:

- **Provision of Marshlands:** Literature reviews and interviews with key project stakeholders indicated that refugees had no access to land for agricultural production, except for a few who rented land. Meanwhile, the host communities had access to land, but most of it was hilly and not fertile for significant agricultural productivity. Access to marshlands was therefore important and relevant for all beneficiaries including refugees and host communities, men, women, people living with disability and the youth.
  - **Provision of Land and Productive Kits:** According to literature reviews, interviews, and FGDs, refugees and host communities had limited access to inputs before the CSA project. Provision of inputs (seeds, fertilizers, machinery and tools, pesticides), all of which were provided by the project was therefore relevant as noted in the introductory section of this report.
  - **Capacity Building:** Literature reviews showed limited capacities in productive farming, marketing, and management at the start of the project. The project addressed these gaps by offering three types of training tailored to these needs. The specific combination of training further enhanced the utility of capacity building for the beneficiaries in climate smart and market led practices that had the potential to contribute to self-reliance.
- ✓ **Agricultural Production:** Refugees and host communities previously relied on traditional, less productive agricultural methods. There was a need to train them in more productive, climate-smart agricultural practices. This included training on land preparation, crop rotation, inter-cropping, and harvesting. As a result, their productivity improved significantly, with yields essentially doubling

through these new methods.

- ✓ **Financial Literacy:** Refugees and host communities received financial training, which enhanced their financial management skills. This included owning financial accounts and improving their propensity to save money.
- ✓ **Business Entrepreneurship:** The training sessions promoted entrepreneurial agricultural practices, encouraging participants to work together in cooperatives. This collaboration improved their group bargaining skills for selling produce and managing internal savings and lending schemes.

**The CSA project support in improving income and self-reliance has also responded to other needs as per the participatory assessment:** In targeting needs related to incomes and food security, the project addressed other needs as evidenced in prior sections (impact and effectiveness) there has been improvement to access to services including health insurance, education.

### 3.5.3 Social Inclusion (Age, Gender, Disability) in the CSA Project

**KEQ:** To what extent did the project design, implementation and monitoring processes incorporate considerations of age, gender and diversity amongst the participants?

**The project did not leave behind any group - men, women, youths, the elderly and people with disabilities are all involved in the project and there is no discrimination in determining the participants of the project.** Analysis of the selection criteria for beneficiaries showed that beneficiaries' selection was non-discriminatory but also clearly outlined its sensitivity to age and gender diversity as written in the selection criteria. The selection criteria excerpt that shows the specific attention given to including the most vulnerable and ensuring that no one is left behind:

"During the selection process, wherever feasible, age and gender diversity principles were to be considered (50%-50%). Also, single headed households and SGBV survivors were to be prioritized."

#### **Selection Criteria excerpt**

Key Informant Interviews with UNHCR showed that during the beneficiary selection, community leaders and centre management were involved in identifying the most vulnerable individuals. The project purposefully included women-headed households and those living with disabilities despite the unavoidable limitations of land and resources. This ensured that the principle of inclusion with the most vulnerable populations being a key part of the project. The selection of participants was done through an application process that also ensured that there was gender and age balance in this selection in the applications. Among the household survey respondents, youth (aged less than 30 years) constitute 7.3% among refugees and 5.1% among host community; while households with elderly persons (Over 51 years old) were 17.2% among refugees, and 30.6% among host community families within the CSA project.

*"Gender inclusion was a key focus during the project's implementation, with efforts made to ensure a balanced representation of female and male participants, approximately 50% each, reflecting the demographic composition of 54% women and 46% men." UNHCR KII*

Regarding gender, the project participants are both men and women participants, Women participants are above 50%, and in cooperative committee both men and women are represented. Also, diversity was

integrated into the project as project participants are both refugees and host community, the project includes people with and without disability, and the project includes both men and women participants.

**There was lower inclusion of the youth due to their limited preferences for agricultural production:** The project statistics and FGD, showed that young people prefer other livelihood activities over agricultural production. During the project design the youth were included but they were less willing to join the project. (Table 25) shows the population distribution for project participants, disaggregated by gender, youth, and disability.

**Table 25: Number of Program Participants by gender and age and disability**

| Gender     | Refugees | Host | Both groups |       |
|------------|----------|------|-------------|-------|
| Male       | 238      | 707  | 945         | 46.4% |
| Female     | 495      | 596  | 1,091       | 53.6% |
| Youth      | 36       | 57   | 93          | 4.6%  |
| Disability | 11       | 19   | 30          | 1.5%  |

Source: CSA Project statistics

**Although people living with disabilities and the elderly are included in the project, they faced challenges in performing the physically demanding work and this contributed to them subletting their plots:** There was low representation of people with disabilities and the elderly in project document and in the survey, although the criteria included having at least one person within their households who were able to work in physically demanding work. Consultations with refugees and host communities showed that sometimes the work was heavy and draining for the single person in the household and depending on assistance from the person living with disabilities or the elderly was also restrictive. Some vulnerable participants were therefore admitted into the project but could not perform their duties and had to make some personal arrangement to sublet their plots in the understanding of sharing produce.

**Due to legal provision on child labour and exploitation the project could not accommodate households headed by children below the age of 18:** Project documents showed that there were no households included in the project with exclusively minors (under the age of 18) as per follow up key informant interviews, the reason was, that work and common laws on child labour in Rwanda do not allow working of minors below the age of 18 who should ideally be in school.

*“Participants were required to be over 18 years old, without an upper age limit, as older individuals often had younger household members capable of managing the plot. Similarly, individuals with disabilities were included if they had family members who could work”. KII from UNHCR.*

## 3.6 EFFICIENCY

**Table 26: Efficiency Key Evaluation Question (KEQ) and Sub Questions.**

| Key Evaluation Question (KEQ)                                                                                                                                                  | Sub Questions                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Was the project activities’ timeframe (from design, implementation and monitoring) realistic and appropriate to achieve the intended objectives (at output and outcome level)? | <ol style="list-style-type: none"> <li>1. To what extent did the project achieve its objectives within the allocated timeframe?</li> <li>2. Were there any challenges faced by UNHCR programming team in the design, implementation, and monitoring of the project within the allocated timeframe? How were the challenges addressed?</li> </ol> |

**Finding 6:** Activities were generally accomplished on time and objectives consequently achieved according to the DED with full human and technical support from UNHCR, MINEMA and district staff. Some challenges and delays were observed in the baseline survey and trainings causing slight delays in consequent activities. The only major challenge was failure to complete some rehabilitation works in Mushishito and the irrigation system in Nyabicwamba marshlands.

UNHCR Rwanda operation received funding support of DKK 10,700,000 (Approx. USD 1,634,087) from the Government of Denmark for the implementation of a joint refugee and host communities project entitled **“Climate smart agriculture and market development project for enhancing livelihood of refugees and their host communities in Rwanda”** from September 2020 to August 2023.

**Development Engagement Document (DED) set the benchmark for delivery of all activities:** The DED was signed between UNHCR, and the Denmark’s Ministry of Foreign Affairs was signed and included a workplan and budget which clearly showed budget breakdowns by year. Based on DED, the following was substantiated by the endline evaluation.

- **Project provided adequate human and technical resources as planned:** The project provided adequate human and technical resources throughout the project cycle as planned with UNHCR staff, MINEMA and district staff through their agronomists and other field staff. UNHCR provided staff in charge of following up the project implementation and over the project duration these staff worked in close collaboration with Sector and District agronomists, as well as other district staff, and RAB to provide technical support and advice aimed at increasing productivity, and to meet project’s objectives.
- **Timely delivery of activities was generally ensured except on marshland rehabilitation in Mushishito and the irrigation system and the baseline report:** The project has been timely in meeting most of its objectives within the set timeframe, with some delays in some activities and insignificant delays in distribution of productive kits which did not impact overall delivery of activities. The reasons for the delay and the actions taken or timelines for completion are outlined in (Table 27).

**Table 27: Planned activities, Delays, and Challenges**

| Activity planned                                                                                                                                                                                  | Delay                                                                                                                                                                | Challenges                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| By end of 2021, the rehabilitation/construction of drainage-irrigation infrastructures will be completed.                                                                                         | Rehabilitation of Mushishito marshland was not completed after being destroyed by floods.<br><br>Irrigation scheme in Nyabicwamba Marshland was not finalized.       | Contractors failed to meet the timelines and one in Mushishito terminated the activity. This activity, although not completed, was done at around 90%. To avoid any loss of resources, the performance guarantee that was retained will subsequently be used to finish the works. |
| By end of 2021, a baseline study will be conducted and the socio-economic profile and livelihood capacities of refugees and host communities will be defined and monitored/ baseline established. | There was almost a year delay – as the tendering process was only finalized by 31 December 2021, and NK consultancy firm was selected to conduct the baseline study. | The procurement process to select the consulting firm took longer than planned, which in turn delayed the starting of the study.                                                                                                                                                  |
| By end of 2021, trainings supposed to be done and                                                                                                                                                 | Was done in 2022                                                                                                                                                     | The activity was delayed by the Government COVID-19 preventive                                                                                                                                                                                                                    |

| Activity planned                  | Delay | Challenges                                                                               |
|-----------------------------------|-------|------------------------------------------------------------------------------------------|
| cooperative formed and functional |       | measures that couldn't allow mass gatherings for cooperatives' members general assembly. |

## 4. CHAPTER FOUR: CONCLUSIONS AND RECOMMENDATIONS

### 4.1 CONCLUSIONS

The CSA project was found to be highly relevant to the needs of refugees and host communities, as prescribed by legal, regulatory, and policy provisions, and as identified through participatory assessments conducted before the project's start. Rwanda has made commitments to the GRF through pledges on food security and self-reliance. The most common priorities for refugees and host communities, as identified in the 2021 participatory assessment, were the lack of money for daily use and insufficient food. The CSA project addressed these priority needs through agricultural production, which included food for consumption while selling surplus for income generation. The project offered equal opportunities for male, female, youth, and disability-headed households (with a few caveats) in agriculture related livelihood initiatives. However, due to child labour laws, child-headed households were not included. Additionally, people with disabilities and the elderly without family members to assist with physical work were also excluded. Those included but unable to work the land had to sublet their plots for income sharing. Farming did not fully appeal to the youth, resulting in a smaller number of youth participants.

Activities of the CSA project were implemented as planned in the DED with technical and human resource support from UNHCR, MINEMA and district staff. There were slight delays encountered in some of the program activities, but this did not significantly affect the preceding activities. Some of the more significant delays include:

- Rehabilitation of Mushishito marshland was not completed after being destroyed by floods with contractors failing to meet the timelines.
- Irrigation scheme in Nyabicwamba Marshland was not finalized even up to the end of the project.
- Baseline survey was delayed as the procurement process for hiring a consultant took longer than planned.
- Trainings and cooperative formulation and implementation were affected by COVID-19 restrictions.

The CSA project successfully achieved all output indicators outlined in the DED. The achieved outputs included:

1. Agricultural Production (Output 1): Increased access to arable land and productive kits for 2,306 refugees and host community members.
2. Training (Output 2): Provided training on agricultural production, financial literacy, and business entrepreneurship for 2,306 refugees and host community members.
3. Evidence and Preparatory Work (Output 3): Conducted a baseline survey, market and value chain analysis, and an environmental impact assessment.

The project was hinged on application of a set of climate smart, market based agricultural practices that integrate social cohesion and knowledge sharing that would lead to increased productivity and incomes that would consequently lead to self-reliance. This was to be achieved through a project that sequenced various interventions that would collectively contribute to enhanced self-reliance for beneficiaries while leaving no one behind. This was largely achieved, with the sequencing of the project initiatives as well as the partnership and responsibility sharing with government and participatory engagement of

beneficiaries contributing to continued relevance, achievement of results and enhanced the likelihood of sustainability.

However, climatic shocks which exposed beneficiaries to shocks and consequently led to a reversal of some gains was observed. Findings on the vulnerability to shocks highlights the need for the project to have integrated a stronger scenario-based resilience and preparedness lens from design and throughout implementation. This would have helped to maintain results by ensuring that shocks are anticipated, planned for, and consequently absorbed without causing major losses to project beneficiaries. There is also a challenge in the feasibility of agriculture as a livelihood option for people living with chronic illnesses, disability and the elderly based by how low their productivity was compared to the rest of the participants.

The end-line evaluation statistics, KIIs and FGDs show that some of the income saved has gone towards uplifting refugees and host communities and increasing their access to social services such as health, education, and improved housing, which are very important facets of dignity and human life. This may indicate that refugees feel a bit more responsible towards investing in their own welfare as opposed to relying on UNHCR or having these needs unmet if / when they cannot be met by UNHCR and other agencies.

The project conducted baseline assessments, feasibility studies and several other important assessments at the beginning of the project which informed project design and implementation thereby responding to the needs of communities and ensuring meaningful partnerships and engagement of key stakeholders. However, during implementation, the project did not undertake continuous analysis or assessments to inform adaptation to some of the critical risks and changes identified. This therefore posed a potential risk to sustainability planning and to longer term maintenance of progress achieved. The evaluation found that the project did not consistently apply adaptive management for some of the critical areas of programming that had higher levels of risk than initially anticipated or had significant delays in implementation or required additional capacity (technical, financial, or human resource) than initially planned. Some of the critical areas that could have benefited from adaptive planning were on the phasing out provision of inputs, engagement of the most vulnerable beneficiaries to adapt to their capacities, maintenance of critical infrastructure, timely and adequate response to flood, drought, and infestation management.

Social cohesion played an important role in increasing the possibilities of sustainability. Co-existence between refugees and host communities was found to have facilitated the project's sustainability as both groups worked together within the same marshlands and collaborate regularly. Focus group discussions with refugees and host communities have shown that refugees and host communities have been working harmoniously through their cooperatives and have stated that joint work will not be affected by a lack of funding. Observations, KII and FGDs showed that refugees and host communities have also established their own knowledge transfer mechanisms and joint marketing approaches that are grounded on their contextual realities. These mechanisms offer a strong foundation for sustainability and adaptability to evolving contexts.

The following statement from host community beneficiary sums up the impact of the project.

*"In our cooperative, we function like a family, working side by side and supporting each other. We are organized into groups and zones, allowing members to get to know each other and provide help to those who are weaker or disabled, ensuring no one is left behind. We cultivate the same seeds and agree on a common cultivation schedule. Those unfamiliar with farming, especially refugees, are taught how to sow and apply fertilizers. Collaboration is facilitated by strategically providing plots alternately to host*



*community members and refugees. Additionally, our collective production is marketed through the cooperative. Working together has been the cornerstone of our success.”*

## 4.2 RECOMMENDATIONS

| No | Recommendation                                                                                                                                                                                                                                                                                                                                                                                         | Responsibility                                                                                                                                        | Timing                                                                                                                                        |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | The project needs to more systematically engage the vulnerable (elderly, chronically ill and those living with disability) to identify other livelihood opportunities that are more appropriate for them and will lead to more meaningful progress towards resilience and self-reliance.                                                                                                               | UNHCR programme, protection, and Accountability on Affected People (AAP) teams in close collaboration with the community, the private sector and GoR. | Immediately while planning for other agriculture or climate smart livelihood projects / programmes.                                           |
| 2  | At the programmatic level, UNHCR should strengthen resilience and mitigate against the effects of recurring climatic shocks by pro-actively integrating disaster risk reduction, forecasting and scenario planning in livelihood programming. This should be with the objective of inbuilding resilience capacities, preparedness, anticipatory action, and shock management strategies into projects. | UNHCR programme in consultation with senior management; in close collaboration with the community, the private sector and GoR.                        | Immediately during planning for other agriculture or climate smart livelihood projects / programmes.                                          |
| 3  | A participatory, scenario and evidence-based exit strategy should be developed based on needs and experiences from men, women, the youth, the elderly, people living with disability, the chronically ill and key stakeholders to ensure no one is left behind.                                                                                                                                        | UNHCR programme in consultation with senior management; in close collaboration with the community, the private sector and GoR.                        | Immediately during planning for other agriculture or climate smart livelihood projects / programmes.                                          |
| 4  | UNHCR in close collaboration with beneficiaries, implementing partners, government and donors should clearly integrate adaptive management practices where evidence is used during implementation, to inform programmatic, capacity development and resource allocation adjustments that can contribute to inclusion, sustainability planning and effective risk management.                           | UNHCR programme in consultation with GoR, implementing partners, community representatives and key stakeholders.                                      | Immediately during dissemination of evaluation findings and planning for other agriculture or climate smart livelihood projects / programmes. |
| 5  | UNHCR in close collaboration with youth representatives should develop an approach or adjust the project to introduce innovative approaches to farming and marketing that can create more demand and engagement by the youth.                                                                                                                                                                          | UNHCR programme in consultation with implementing partners, youth representatives, private sector and GoR.                                            | Immediately during planning for other agriculture or climate smart livelihood projects / programmes.                                          |
| 6  | UNHCR should use evidence from the evaluation to strengthen their procurement processes on (i) timeliness (ii) vetting on                                                                                                                                                                                                                                                                              | UNHCR senior management, procurement,                                                                                                                 | Before end of 2025.                                                                                                                           |

| No | Recommendation                                                                                                                                                                        | Responsibility                                                                                                         | Timing                                              |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
|    | quality of prospective contractors to ensure quality and timely delivery of tasks.                                                                                                    | programmes, and key departments.                                                                                       |                                                     |
| 7  | UNHCR should consider increasing the capacity of cooperatives to better manage surplus, fund productive kits, and market their produce more effectively to strengthen sustainability. | UNHCR programme and livelihood departments in collaboration with cooperative representatives and implementing partners | During review and learning from the project (2025). |

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## Annexes

### Annex 1: Regression Analysis on Access to bank or mobile platforms and receiving cooperative management training and increase of household income

|                                                                           |            |           |            |                     |                      |          |
|---------------------------------------------------------------------------|------------|-----------|------------|---------------------|----------------------|----------|
| Source                                                                    | SS         | df        | MS         | Number of obs = 500 |                      |          |
| Model                                                                     | 1.6318e+12 | 4         | 4.0795e+11 | Prob > F = 0.0002   |                      |          |
| Residual                                                                  | 3.6667e+13 | 495       | 7.4074e+10 | R-squared = 0.0426  |                      |          |
| Income                                                                    | Coef.      | Std. Err. | t          | P> t                | [95% Conf. Interval] |          |
| Respondent group (base=Refugees)                                          |            |           |            |                     |                      |          |
| Host community                                                            | 104917.1   | 63597.14  | 1.65       | 0.1000              | -20036.49            | 229870.8 |
| Any member of your household has a bank or mobile money account (base=No) |            |           |            |                     |                      |          |
| Yes                                                                       | 124941.6   | 58783.67  | 2.13       | 0.034               | 9445.275             | 240437.8 |
| A member of Village Saving and lending group (VSLA) (base=No)             |            |           |            |                     |                      |          |
| Yes                                                                       | 3968.929   | 124582.8  | 0.03       | 0.975               | -240807.3            | 248745.2 |
| Ever been trained in cooperative management (base=No)                     |            |           |            |                     |                      |          |
| Yes                                                                       | 87681      | 24949.4   | 3.51       | 0.000               | 38661.21             | 136700.8 |
| cons                                                                      | -80098.3   | 131941    | -0.61      | 0.544               | -339331.7            | 179135.1 |

### Annex 2: Other source of income for refugees with any member of household with vulnerability

| Other source of income for refugees with any member of household with |                 |            |             |
|-----------------------------------------------------------------------|-----------------|------------|-------------|
|                                                                       | Chronic illness | Disability | Elderly age |
| Friend                                                                | 50.0            | 25.9       | 45.5        |
| Relatives                                                             | 25.0            | 11.1       | 27.3        |
| Business                                                              | 25.0            | 44.4       | 21.2        |
| Other                                                                 | 0.0             | 18.5       | 6.1         |
| Other source of income for refugees with any member of household with |                 |            |             |
|                                                                       | Chronic illness | Disability | Elderly age |
| Friend                                                                | 50.0            | 25.9       | 45.5        |
| Relatives                                                             | 25.0            | 11.1       | 27.3        |
| Business                                                              | 25.0            | 44.4       | 21.2        |
| Other                                                                 | 0.0             | 18.5       | 6.1         |

### Annex 3: Regression Analysis of Household Food Security and Key Indicators

| Household Food Security            | Coef. | St. Err. | t-value | p-value | [95% Conf | Interval] | Sig |
|------------------------------------|-------|----------|---------|---------|-----------|-----------|-----|
| Ownership of livestock             | .595  | .094     | -3.29   | 0.001   | .437      | .811      | *** |
| Have agriculture productive assets | .263  | .044     | -7.94   | 0.000   | .189      | .365      | *** |
| Have other productive assets       | .461  | .135     | -2.65   | 0.008   | .26       | .818      | *** |
| Assistance to access to market     | .172  | .087     | -3.49   | 0.000   | .064      | .462      | *** |

#### Annex 4: Owning Livestock and Productive Assets

| Variables                      | Livestock Ownership | Agricultural productive assets | Non-agricultural productive assets | Yearly Income | Productivity |
|--------------------------------|---------------------|--------------------------------|------------------------------------|---------------|--------------|
| <b>Agricultural assets</b>     | 0.451*              | 1                              |                                    |               |              |
| P-value                        | 0.000               |                                |                                    |               |              |
| <b>Non-agricultural assets</b> | 0.092*              | 0.075*                         | 1                                  |               |              |
| P-value                        | -0.003              | -0.018                         |                                    |               |              |
| <b>Yearly Income</b>           | 0.116*              | 0.168*                         | 0.078*                             | 1             |              |
| P-value                        | 0.000               | 0.000                          | -0.013                             |               |              |
| <b>Productivity</b>            | 0.189*              | 0.077*                         | 0.119*                             | 0.160*        | 1            |
| P-value                        | 0.000               | -0.015                         | 0.000                              | 0.000         |              |
| <b>Reliance on Assistance</b>  | 0.014               | -0.044                         | -0.028                             | -0.095        | 0.088        |
| P-value                        | -0.790              | -0.394                         | -0.585                             | -0.064        | -0.086       |
| <b>Gender participant</b>      | -0.200*             | -0.118*                        | -0.090*                            | -0.072*       | -0.146*      |
| P-value                        | 0.000               | 0.000                          | -0.004                             | -0.023        | 0.000        |
| <b>Age of participant</b>      | 0.128*              | 0.207*                         | -0.081*                            | 0.007         | 0.024        |
| P-value                        | 0.000               | 0.000                          | -0.011                             | -0.83         | -0.448       |
| <b>Vulnerability</b>           | 0.114               | 0.218*                         | 0.015                              | -0.053        | 0.044        |
| P-value                        | -0.087              | -0.001                         | -0.824                             | -0.432        | -0.508       |

\* Shows significance at  $p < 0.05$

#### Annex 5: Training in Financial Literacy

| Variables                                            | Trained on Financial literacy | Yearly income | Productivity |
|------------------------------------------------------|-------------------------------|---------------|--------------|
| <b>Yearly income</b>                                 | 0.129*                        | 1             |              |
| P-value                                              | 0.000                         |               |              |
| <b>Productivity</b>                                  | 0.201*                        | 0.160*        | 1            |
| P-value                                              | 0.000                         | 0.000         |              |
| <b>Able to save some money monthly</b>               | 0.071*                        | 0.011         | 0.139*       |
| P-value                                              | -0.035                        | -0.743        | 0.000        |
| <b>Household with a bank or mobile money account</b> | 0.144*                        | 0.076*        | 0.073*       |
| P-value                                              | 0.000                         | -0.016        | -0.021       |
| <b>Account in commercial banks</b>                   | 0.05                          | 0.097*        | -0.061       |
| P-value                                              | -0.14                         | -0.003        | -0.063       |
| <b>Account in SACCOS</b>                             | 0.059                         | 0.140*        | 0.148*       |
| P-value                                              | -0.078                        | 0.000         | 0.000        |
| <b>Account in Mobile money</b>                       | -0.01                         | 0.017         | 0.046        |
| P-value                                              | -0.772                        | -0.606        | -0.158       |
| <b>A member of Village-saving and Lending (VSLA)</b> | -0.087*                       | 0.032         | 0.087*       |
| P-value                                              | -0.009                        | -0.323        | -0.008       |

|                                     |         |        |         |         |
|-------------------------------------|---------|--------|---------|---------|
| <b>Gender of participant</b>        |         | -0.002 | -0.072* | -0.146* |
|                                     | P-value | -0.96  | -0.023  | 0.000   |
| <b>Age of participant</b>           |         | 0.022  | 0.007   | 0.024   |
|                                     | P-value | -0.5   | -0.83   | -0.448  |
| <b>Vulnerability of participant</b> |         | 0.059  | -0.053  | 0.044   |
|                                     | P-value | -0.386 | -0.432  | -0.508  |

\* Shows significance at  $p < 0.05$

## Annex 6: Climate Smart Agricultural Practices

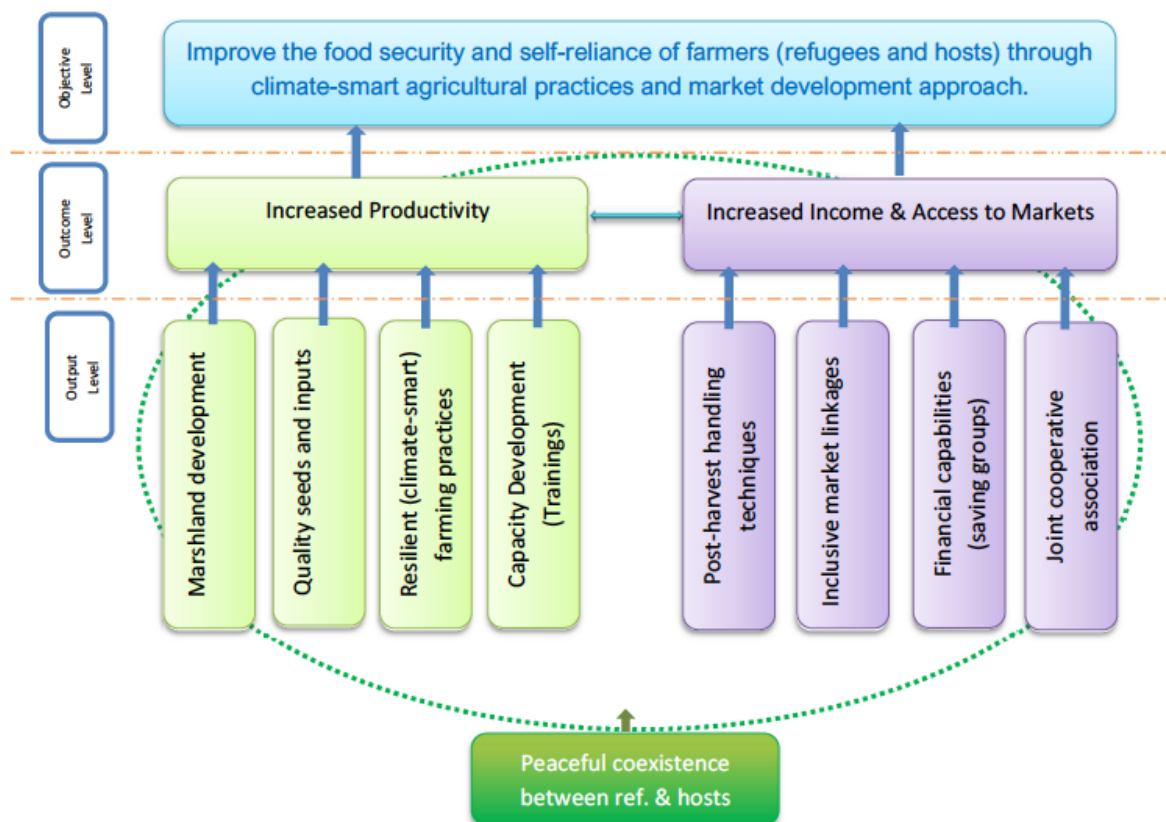
| Variables                                 |         | Yearly income | Productivity |
|-------------------------------------------|---------|---------------|--------------|
| Soil conservation                         |         | -0.003        | -0.054       |
|                                           | P-value | -0.924        | -0.095       |
| Applying fertility in a good manner       |         | 0.109*        | 0.080*       |
|                                           | P-value | -0.001        | -0.014       |
| Use of organic fertilizer                 |         | 0.034         | 0.084*       |
|                                           | P-value | -0.290        | -0.01        |
| Rotating crops                            |         | 0.046         | 0.097*       |
|                                           | P-value | -0.157        | -0.003       |
| Intercropping                             |         | 0.099*        | 0.185*       |
|                                           | P-value | -0.002        | 0.000        |
| Intensive farming                         |         | 0.077*        | 0.236*       |
|                                           | P-value | -0.018        | 0.000        |
| Irrigation                                |         | 0.037         | 0.174*       |
|                                           | P-value | -0.252        | 0.000        |
| Farming drought-tolerant varieties        |         | 0.120*        | 0.158*       |
|                                           | P-value | 0.000         | 0.000        |
| Planning and farming based on information |         | 0.057         | 0.052        |
|                                           | P-value | -0.08         | -0.108       |



## Annex 7: Theory of Change

The project's theory of change describes how the agricultural project activities, through its core results and related outreach and dissemination activities, will help the project increase its impact on the self-reliance of refugees and host community. The proposed intervention's theory of change builds on following assumptions:

- Strengthening seed and input systems contributes to improving refugee farmers and their hosts' access to quality inputs to build resilient (climate-smart) production systems.
- Building the capacity of refugee farmers and their hosts and their organizations (cooperatives) contributes to promoting their development and influences positive changes in supporting systems and structures which leads to increased productivity.
- Building financial and business capabilities for refugee farmers and their hosts allows them to manage their financial assets responsibly, save and access financial services to invest.
- Improving access to markets for refugee farmers and their hosts contributes to their competitiveness and increases their income as they work towards more equitable business relationships.
- Engaging with government agencies, the private sector, financial institutions, and other members of civil society contributes to catalysing sustainable change at scale.



## Annex 8: Evaluation Matrix

| Lines of Inquiry                                                                                                      | Indicator Data Points and Sources                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Data Sources                                           | Primary Data Collection Techniques            |
|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-----------------------------------------------|
| <b>1. Effectiveness:</b> Has the project managed to achieve its planned short-term outputs and intermediate outcomes? |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                        |                                               |
| 1.1. Has the project achieved all its outputs' targets at the end of the project?                                     | <b>Output 1</b> <ul style="list-style-type: none"> <li># and % of households with access to arable land or other productive natural resources</li> <li># and % PoC receiving production kits or inputs for agriculture/ livestock/ fisheries activities</li> </ul>                                                                                                                                                                                                                                     | Log frame<br>M&E Reports                               | Literature Review                             |
|                                                                                                                       | <b>Output 2</b> <ul style="list-style-type: none"> <li># and % of PoC who have completed training related to agricultural production with/without a nationally recognized certificate</li> <li># of PoC provided with financial literacy training for livelihood purposes</li> <li># of PoC provided with entrepreneurship/business training, value chain and cooperative management</li> <li># and % of targeted PoC who members of a cooperative association, network or social group are</li> </ul> | Log frame<br>M&E Reports                               | Literature Review                             |
|                                                                                                                       | <b>Output 3</b> <ul style="list-style-type: none"> <li>Market survey /value chain analysis conducted or available</li> <li>Socio economic profile and livelihood capacities of PoC defined and monitored /baseline established</li> <li>Environmental Assessment of land use conducted or available (yes/no)</li> </ul>                                                                                                                                                                                | Log frame<br>M&E Reports                               | Literature Review<br>Key informant Interviews |
| 1.2 Has participants' income increased due to the project and to what extent?                                         | <ul style="list-style-type: none"> <li>% of targeted persons of concern (POC who self-report increased income (at HH level)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                 | Baseline data sets<br>Endline data sets<br>M&E reports | Household survey<br>FGDs                      |
| 1.3. Has agriculture productivity in the project' marshlands increased during the                                     | <ul style="list-style-type: none"> <li>Land productivity (yield in kg/hectare) per crop</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                     | M&E reports<br>Cooperative M&E docs                    | Household survey<br>FGDs<br>KII               |

| Lines of Inquiry                                                                                                                                                                                                                                             | Indicator Data Points and Sources                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Data Sources                                                                                                                         | Primary Data Collection Techniques                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| project period, and to what extent?                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                      |                                                                                                                                                     |
| 1.4. Has reliance to humanitarian assistance reduced for project participants due to the project and to what extent?                                                                                                                                         | <ul style="list-style-type: none"> <li>% of targeted persons of concern (POC) who do not need food/cash assistance at the end of project support (at HH level)</li> </ul>                                                                                                                                                                                                                                                                                                                          | Baseline data sets<br>Endline data sets<br>M&E reports                                                                               | Household survey<br>FGDs                                                                                                                            |
| <b>2. Relevance:</b> Was the project design, implementation, and monitoring in alignment with participants' needs, country' priorities and policies, as well as global priorities in terms of achieving refugee self- reliance and socio-economic inclusion? |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                      |                                                                                                                                                     |
| 2.1 To what extent did the project address the actual needs of the participants (refugees and hosts) in relation to building self-reliance and socio-economic inclusion?                                                                                     | <ul style="list-style-type: none"> <li>How are the current mechanisms and political will and structures at national and subnational levels in relations to refugees and their co-existence with host communities?</li> <li>Is there inclusion of design and planning in current CSA work including baseline, vulnerability, value chain assessments?</li> <li>What needs are being satisfied by the project? Are these needs in line with the needs of the refugees and host community?</li> </ul> | <ul style="list-style-type: none"> <li>Policy and Strategic Document</li> <li>Participatory Assessments</li> <li>Baseline</li> </ul> | <ul style="list-style-type: none"> <li>Literature Review on policies and strategies and Participatory assessments</li> <li>FGDs and KIIs</li> </ul> |
| 2.2. To what extent did the project design, implementation and monitoring processes incorporate considerations of age, gender and diversity amongst the participants?                                                                                        | <ul style="list-style-type: none"> <li>What mechanisms have been put to ensure that the needs of all population groups including people with disabilities are specifically catered for in selection, programming (participation) and leadership?</li> <li>What differences are inherent in the support of different ages and gender within the refugees and host communities?</li> </ul>                                                                                                           | <ul style="list-style-type: none"> <li>Selection Criteria</li> <li>Participants Lists</li> <li>Leadership lists</li> </ul>           | <ul style="list-style-type: none"> <li>FGDs</li> <li>KIIs</li> </ul>                                                                                |

| Lines of Inquiry                                                                                                                                                                                                         | Indicator Data Points and Sources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Data Sources                                                                                                                 | Primary Data Collection Techniques                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| 3. Efficiency: Timeliness of the Project: Was the project activities' timeframe (from design, implementation and monitoring) realistic and appropriate to achieve the intended objectives (at output and outcome level)? |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                              |                                                                                         |
| 3.1. To what extent was the project achieved its objectives within the allocated timeframe?                                                                                                                              | <ul style="list-style-type: none"><li>• Were there any delays encountered in project delivery that could have been caused by internal or external factors?</li><li>• What mechanisms were existential in allocation of timeframe and delivery of project deliverables</li><li>• What challenges were experiences in the planning/design of the programme that could have affected implementation and monitoring of the project?</li><li>• What measures were done to address any challenges that might have been encountered in the project delivery?</li></ul> | <ul style="list-style-type: none"><li>• DED documentation</li><li>• Annual Reports</li><li>• Field mission reports</li></ul> | <ul style="list-style-type: none"><li>• KII with UNHCR and MINE MA</li></ul>            |
| 3.2. Were there any challenges faced by UNHCR programming team in the design, implementation, and monitoring of the project within the allocated timeframe? How were the challenges addressed?                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                              |                                                                                         |
| 4. Sustainability: How are the achieved results and gains of the project going to be sustained once the project ends?                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                              |                                                                                         |
| 4.1 What are the sustainability mechanisms in place to ensure the project' gains are maintained over the years?                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Project Inception documents                                                                                                  | <ul style="list-style-type: none"><li>• KII</li><li>• FG Ds</li></ul>                   |
| 4.2 Are the participants of the project able to sustain the outcomes (the KPIs) of the project once it ends?                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                              |                                                                                         |
| 4.3 Have the cooperatives attained self-sustainability once the project ends, and to what extent?                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                              |                                                                                         |
| 4.4 Has participants' access to formal agriculture markets improved, and to what extent access is sustainable in the long run?                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                              |                                                                                         |
| 5. Impact: Did the project create change that matters to the participants?                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                              |                                                                                         |
| 5.1. Have the project' interventions caused a significant change in the lives of the intended participants in comparison to those who did not                                                                            | <ul style="list-style-type: none"><li>• Extreme Poverty Rates (Rural)</li><li>• The headcount poverty rates are obtained by comparing real annual consumption per adult, equivalent to the extreme poverty line of RWF 105,064 (2014 prices, monthly 8,755 RWF) (after inflation adjustment 2020 extreme poverty line is estimated as approx. 10,112 RWF/per month/per person; approx. 10.8 USD; annual per family 452 USD)</li></ul>                                                                                                                           | The Fifth Integrated Household Living Conditions Survey,                                                                     | <ul style="list-style-type: none"><li>• FGDs with beneficiaries</li><li>• KII</li></ul> |

| Lines of Inquiry                                                                                                 | Indicator Data Points and Sources                                                                                                                                                                                                 | Data Sources        | Primary Data Collection Techniques |
|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------------|
| participate in the project?                                                                                      |                                                                                                                                                                                                                                   | EICV5 (2016/1),     |                                    |
| 5.2 Have the project' interventions catalysed or led to changes in participants' behavior towards self-reliance? | <ul style="list-style-type: none"> <li>• What have been the changes in participant's behaviours towards self-reliance?</li> <li>• What factors have been instrumental top any change that might have been experienced?</li> </ul> | Baseline<br>Endline |                                    |

## Annex 9: List of Key Informants<sup>39</sup>

| No | Role                                          | Institution             |
|----|-----------------------------------------------|-------------------------|
| 1  | Refugee Response and Inclusion department     | MINEMA                  |
| 2  | Programme Monitoring department               | UNHCR                   |
| 3  | Livelihoods and Economic Inclusion department | UNHCR                   |
| 4  | Livelihood and Community Inclusion department | UNHCR                   |
| 5  | Livelihood and Economic Inclusion department  | UNHCR Kabarore Office   |
| 6  | Mayor's office                                | Gatsibo District        |
| 7  | Cash Crop department                          | Gatsibo District        |
| 8  | Camp management                               | Nyabiheke               |
| 9  | Camp management                               | Kigeme                  |
| 10 | Mayor's office                                | Nyamagabe District      |
| 11 | UNHCR Huye office                             | UNHCR Huye Office       |
| 12 | Cooperative leadership                        | Mushishito Cooperative  |
| 13 | Cooperative Leadership                        | Nyabicwamba Cooperative |

## Annex 10: Project Results Framework and Project Indicators Report

### Results Matrix



20250130%20-%20Climate%20Smart%20Agriculture%20Project%20-%20Results%20Matrix%20-%20Final%20Version.docx

### Indicators Report



20250130%20-%20Climate%20Smart%20Agriculture%20Project%20-%20Indicators%20Report%20-%20Final%20Version.xlsx

<sup>39</sup> Key informants included eight (8) project beneficiaries, refugees and members of the host community who were omitted on the list due to ethical considerations.

## Annex 11: Terms of Reference for the Final Project Evaluation

**Project Title: Climate-Smart Agriculture and Market Development for Enhancing Livelihoods of Refugees and their Host Communities in Rwanda (Phase 1)**

### FINAL PROJECT EVALUATION

| Evaluation Key Information       |                                                                                                                                                                                                            |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Title of the evaluation:         | Project Evaluation of “Climate-Smart Agriculture and Market Development for Enhancing Livelihoods of Refugees and their Host Communities in Rwanda”                                                        |
| Project Implementation Locations | 1.Nyamagabe District (Mushishito marshland covering Kigeme Refugee Camp), and<br>2.Gatsibo District (Nyabicwamba marshland covering Nyabiheke Refugee Camp).                                               |
| Overall Objective of the project | To improve the food security and self-reliance of 728 refugee and 1,155 host community households (over 7,500 individuals) through climate-smart agricultural practices and a market development approach. |
| Project Timeframe                | 01/09/2020 – 31/08/2023                                                                                                                                                                                    |
| Type of evaluation exercise:     | Project Performance and Intermediate Impact Evaluation                                                                                                                                                     |
| Evaluation commissioned by:      | UNHCR Rwanda                                                                                                                                                                                               |
| Date                             | 20 <sup>th</sup> July 2023                                                                                                                                                                                 |

### Introduction

#### **Background and Context**

1. As of March 2023, Rwanda hosts 126,429 refugees (91% based in camps and 9% in urban areas). Most of the refugees are from the Democratic Republic of Congo (59,35%) and Burundi (40,02%). The Government of Rwanda (GoR) provides a favorable policy and protection environment for the refugees, allowing them the right to work, freedom of movement, access documentation, access to finance and register formally their businesses or properties
2. The Government of Rwanda (GoR) and UNHCR are committed to advancing the agenda of promoting refugees’ access to economic opportunities to improve self-reliance and reduce dependency on humanitarian assistance. In 2016, the GoR announced commitments including the promotion of economic opportunities for refugees. In addition, the GoR made pledges to the Global Refugee Forum (GRF) in Dec 2019, including promotion of joint agricultural projects between refugees and communities.
3. The Ministry in charge of Emergency Management (MINEMA) and UNHCR developed [a joint strategy](#)<sup>40</sup> (2021-2024) to enhance refugee self-reliance and economic inclusion. The strategy envisions that by 2030, refugees and host communities would be able to fulfill their productive potential as self-reliant members of the Rwandan society who contribute to the economic development of their host districts.

<sup>40</sup>[https://www.minema.gov.rw/fileadmin/user\\_upload/Minema/Publications/Ministry\\_Projects\\_Documents/JOINT\\_STRATEGY\\_ON\\_ECONOMIC\\_INCLUSION\\_OF\\_REFUGEES\\_AND\\_HOST\\_COMMUNITIES\\_2021-2024.pdf](https://www.minema.gov.rw/fileadmin/user_upload/Minema/Publications/Ministry_Projects_Documents/JOINT_STRATEGY_ON_ECONOMIC_INCLUSION_OF_REFUGEES_AND_HOST_COMMUNITIES_2021-2024.pdf)

4. In line with the GoR commitment to promote self-reliance through the joint agricultural projects between refugees and host communities, a pilot joint agriculture project was initiated in 2018 on Misizi marshland of 55 hectares (ha) availed by Gisagara District that hosts Mugombwa refugee camp. The Misizi Marshland joint agriculture project model proved to be successful in enabling refugees and host communities to work together for improved income, food security and peaceful coexistence. The success of Misizi project was an incentive for other refugee hosting districts to avail of the marshlands for replication of the similar joint agriculture project on two publicly owned marshlands (measuring about 93ha), namely, Mushishito marshland (70ha) in Nyamagabe District covering Kigeme refugee camp and Nyabicwamba marshland (23ha) in Gatsibo District covering Nyabiheke refugee camp.
5. Following the establishment of availability of additional marshlands in Mushishito and Nyabicwamba, UNHCR Rwanda received funding support from the Government of Denmark for the implementation of a three-year (September 2020-August 2023) joint agriculture project between refugees and the host community farmers entitled **“Climate-smart agriculture and market development project for enhancing livelihood of refugees and their host communities in Rwanda”**.
6. The project aims to improve food security and self-reliance of 728 refugee and 1,155 host community households (benefiting over 7,500 indirect beneficiaries including family members), through climate-smart agricultural practices<sup>41</sup> and market development approach. During implementation, the number of direct households’ beneficiaries increased to 2,036 as all members of the Rwandan host community who had traditionally been working on the marshlands were included.
7. The main project activities implemented include agricultural value chain analysis; environmental impact assessment; marshland rehabilitation and development of irrigation infrastructures; provision of agriculture inputs (seeds , fertilisers and tools); trainings of farmers on climate smart agricultural practices and market-based approaches; construction of post-harvest infrastructures; support in the start-up of the joint cooperatives and trainings on their sustainable management; market linkage.
8. The project was expected to achieve the following outcomes:
  - Increased agricultural productivity.
  - Increased household income.
  - Reduced reliance on humanitarian food/cash assistance.

The expected outputs of the project are identified in the Results Framework.

9. The key partners involved in the project include Nyamagabe and Gisagara Districts that availed the marshlands for the project and took the lead at the local level. They jointly worked with UNHCR Field Offices to support the project development from design phase, planning and implementation. Rwanda Agriculture Board (RAB) also provided technical support throughout the project cycle. MINEMA as the counterpart ministry to UNHCR Rwanda, played a crucial role in facilitating the planning process, the implementation, and the monitoring of the project. Other stakeholders include refugees, host communities and the cooperative leadership. It is envisaged that primary stakeholders will be engaged in the evaluation process through establishment of an Evaluation Reference Group (ERG) that will review the main evaluation deliverables presented during the Inception, Data Collection and Reporting phases. Findings from the evaluation will also be shared with cooperative members.

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<sup>41</sup> *Climate-smart agriculture (CSA) is an integrated approach to managing landscapes—cropland, livestock, forests and fisheries—that address the interlinked challenges of food security and climate change.*



## II. Justification of the evaluation

10. The evaluation was planned during project design to serve a dual purpose of learning and accountability. The evaluation will assess the performance and intermediate impact of the project, as the project is coming to an end by the 31<sup>st</sup> August 2023. A baseline and benchmarks of the project outputs and outcomes indicators were established at the beginning of the project, and this evaluation will serve as the endline. It will seek to measure the outputs' results against the baseline data while determining whether the intermediate outcomes were achieved at the end of the project.
11. Findings from this endline evaluation will allow to draw recommendations and lessons learned to be used in similar projects. It will also document opportunities for sustainability and/or scale-up of similar projects. In this context, similar projects refer to joint refugee-host community agricultural projects implemented in the Nyamagabe and/or Gatsibo districts, or other locations of the country. Ultimately, the evaluation should help optimize UNHCR and partners' contribution to improving refugee self-reliance and socio-economic inclusion in similar future projects

## III. Objectives

12. Based on the project baseline data, the evaluation will assess further the performance and intermediate impact of the project, the underlying drivers, constraints as well as opportunities for sustainability, scale-up and optimization of performance and impact.

The specific objectives of the evaluation are to:

- Evaluate the project performance in alignment with the project' output targets
- Evaluate the intermediate impact of the project on the people UNHCR serves under the project, i.e., refugees and the refugee hosting community at project locations<sup>42</sup>
- Document lessons-learned and good practices, and recommend sustainability and scale-up strategies and opportunities for future programming

## IV. The performance Evaluation Approach

### 4.1 Scope

13. The evaluation should be an in-depth, external, independent performance and intermediate outcome evaluation focusing on the beneficiaries (refugees and the host community) of the project in both locations of Mushishito marshland/Nyamagabe District and Nyabicwamba marshland/Gatsibo District. In addition to refugees and host communities who benefitted from the project in targeted project locations, the study will also evaluate the control group comprising of refugees and host communities who did not directly benefit from project interventions but who had similar socio-economic characteristics. The baseline study had established a control group that will be followed-up as part of this evaluation research. The evaluation will cover the project implementation period, i.e., from 1<sup>st</sup> September 2020 to 31<sup>st</sup> August 2023, and it will consider all project outputs and intermediate outcomes.

### 4.2 Target audience

---

<sup>42</sup> Evaluate the relevance, effectiveness, efficiency, and sustainability of the project to support refugees achieve self-reliance and other.

14. The target audience for this evaluation is primarily the Government of Rwanda (GoR) represented by MINEMA and UNHCR Rwanda (Livelihood's programming, the Executive Team and Field Offices), and the district authorities that hosted the projects. For accountability purpose, the second target audience for this study is the donor of the project, the Kingdom of Denmark through the Danish Ministry of Foreign Affairs that invested in this project, as well as the beneficiaries of the project. The evaluation will inform the beneficiaries on the gains of the project with the view to invite them to be more engaged in agriculture projects and propose improvements on similar projects looking ahead for scale-up. Furthermore, the results of the evaluation will also benefit implementing and operational partners involved in livelihoods programming in Rwanda, as well as wider stakeholders including UNHCR' country level and regional livelihoods sector working group members, humanitarian-development partners, other UN agencies, private sector partners, bi-lateral development partner agencies and multi-lateral financial institutions, e.g., the WB.
15. The evaluation is expected to guide them on the best practices to design, implement, sustain and scale-up agricultural livelihoods projects in refugee contexts. The results of the evaluation will be of particular interest for MINEMA and the GoR as it has committed, through the Global Refugee Forum (GRF), to support refugee self-reliance and socio-economic inclusion as well as the promotion of joint agricultural projects between refugees and host communities. Finally, the results of the evaluation will be available to all interested in refugee self-reliance through agriculture projects, in addition to increasing the limited body of literature on refugee self-reliance.

#### 4.3 Key Evaluation Questions (KEQs)

16. The evaluation will address the key questions listed below that reflect UNHCR's ongoing dialogues with the GoR and other stakeholders and wider Livelihoods Sector working group members. During the Inception Phase, the evaluation team is expected to finetune all questions and sub-questions after engagement with UNHCR team on their relevancy.

**KEQ 1 Effectiveness: Has the project managed to achieve its planned short-term outputs and intermediate outcomes?**

**This KEQ 1 will seek to answer the following sub-questions:**

- 1.1. Has the project achieved all its outputs' targets at the end of the project?
- 1.2 Has beneficiaries' income increased due to the project and to what extent?
- 1.3. Has agriculture productivity in the project' marshlands increased during the project period, and to what extent?
- 1.4. Has reliance to humanitarian assistance reduced for project beneficiaries due to the project and to what extent?

**KEQ2 Relevance: Was the project design, implementation, and monitoring in alignment with beneficiaries' needs, country' priorities and policies, as well as global priorities in terms of achieving refugee self- reliance and socio-economic inclusion?**

- 2.1 To what extent did the project address the actual needs of the beneficiaries (refugees and hosts) in relation to building self-reliance and socio-economic inclusion?
- 2.2. To what extent did the project design, implementation and monitoring processes incorporate considerations of age, gender and diversity amongst the beneficiaries?

**KEQ 3 Efficiency: Timeliness of the project: Was the project activities' timeframe (from design, implementation and monitoring) realistic and appropriate to achieve the intended objectives (at output and outcome level)?**

- 3.1. To what extent was the project achieved its objectives within the allocated timeframe?

3.2. Were there any challenges faced by UNHCR programming team in the design, implementation, and monitoring of the project within the allocated timeframe? How were the challenges addressed ?

**KEQ 4 Sustainability: How are the achieved results and gains of the project going to be sustained once the project ends?**

4.1 What are the sustainability mechanisms in place to ensure the project' gains are maintained over the years?

4.2 Are the beneficiaries of the project able to sustain the outcomes (the KPIs) of the project once it ends?

4.3 Have the cooperatives attained self-sustainability once the project ends, and to what extent?

4.4 Has beneficiaries' access to formal agriculture markets improved, and to what extent access is sustainable in the long run?

**KEQ5 Impact: Did the project create change that matters to the beneficiaries?**

5.1. Have the project' interventions caused a significant change in the lives of the intended beneficiaries in comparison to those who did not participate in the project?

5.2 Have the project' interventions catalyzed or led to changes in beneficiaries' behavior towards self-reliance?

**4.4 Approach and methodology**

17. This evaluation is expected to take place right at the end of the project funding (i.e.in End of August 2023) and thus should be considered as a summative evaluation. The evaluation will investigate the actual results of the projects in comparison to baseline data and targets for end of project
18. Based on the above, the evaluation should deploy a mixed method approach combining quantitative and qualitative data collection and analysis techniques to answer the key evaluation questions and sub-questions.

The evaluation will include at a minimum:

- I) **A desk review and content analysis** of relevant background documents including but not limited to policy level documents and partnership LOUs; programmatic results and monitoring data, assessment and studies conducted during implementation and programmatic strategy documents.
- II) **Primary data generation methods** will seek to answer all KEQs and sub-questions to the extent possible.

Bidders may suggest approaches to collection of primary data that will best answer the KEQs, but will include, at a minimum:

- a) **Focus group discussions** with project beneficiaries and the control group (refugees and host communities)
- b) **In-depth Key Informant Interviews (KIIs)** with community leaders of the project; UNHCR staff involved in the project; district authorities; MINEMA; and other key stakeholders directly involved in the project at the local and national level.
- c) **A quantitative survey** administered to a representative sample of the project' beneficiaries disaggregated by location (i.e., Nyamagabe and Gatsibo districts separately, each with a representative sample), and by population group (i.e. refugees and host communities separately). The survey will also be administered to a representative control group sample (beneficiaries who did not participate in the project, for the 2 camps and 2 host sectors, separately). The survey design is expected to follow-up on the baseline survey design for most indicators.

Below table summarizes beneficiaries' population disaggregated by location and population group, as well as the proposed sample size displaying representativeness by population group in each location.

| Location/Category               | Refugee households |                 | Host Community households |                 | Total households |                 |
|---------------------------------|--------------------|-----------------|---------------------------|-----------------|------------------|-----------------|
|                                 | Population         | Proposed sample | Population                | Proposed sample | Population       | Proposed Sample |
| Gatsibo District (Nyabicwamba)  | 232                | 145             | 235                       | 147             | 467              | 292             |
| Nyamagabe District (Mushishito) | 500                | 218             | 1069                      | 283             | 1569             | 501             |
| <b>Total Households</b>         | <b>732</b>         | <b>363</b>      | <b>1304</b>               | <b>430</b>      | <b>2036</b>      | <b>793</b>      |

An appropriate sampling framework shall be submitted in the proposal, including data collection among the control group with separate focus on refugees and host communities, and further disaggregation by locations, i.e., by the two sites (Mushishito and Nyabicwamba). The minimum sample size of the control group in the two sites is expected to be at least 10% of the population. In the inception phase, this sample size may be reviewed further to reflect the current context of the field exercise without compromising the issue of statistical significance .

III) Deployed sampling strategies for qualitative and quantitative data shall seek to integrate the AGD policy to the maximum possible

IV) In terms of data analysis, descriptive analysis combined with inferential analysis for possible correlation is expected to be used where relevant

19. The evaluation is open to the use of diverse, participatory, and innovative evaluation methods. The detailed methodology with identification of relevant benchmarks – including details on the data collection and analytical approach(es) used to answer the evaluation questions will be submitted by bidders in the technical offer and will be finalised by the evaluation team during the inception phase. The selected consulting firm will be invited to present realistic, effective, and efficient options to collect data in the inception report.
20. The evaluation team is responsible for finalizing the elaboration of the key questions and sub-questions based on prior interviews with UNHCR Rwanda Livelihoods Team during the inception phase. The evaluation team will also be responsible for gathering, analyzing, and triangulating data (e.g., across types, sources, and analysis modality) to demonstrate impartiality of the analysis, minimize bias, and ensure the credibility of evaluation findings and conclusions.

#### 4.5 Evaluability: Risks and Assumptions

This performance evaluation should not be confused with a full impact evaluation. This evaluation will cover the performance of the project as well as the intermediate outcomes of the project that could be collected. Indeed, a three-year project timeframe is not enough to capture the full impact of the project. As such, communication on the purpose of the study and its results should be carefully designed and follow-up to avoid potential confusions. The GoR as the counterpart and other partners should be clearly informed on the objectives of the study. The GoR (through MINEMA)' endorsement is also critical in the evaluation design and implementation.

21. The processes for receiving any GoR approval for the evaluation (including methods) and camp access may be delayed and/or constrained due to methodological delimitations or other reasons including bureaucratic complexities to obtain the authorization on time. In such cases, timeline may need to be adjusted (to be agreed with UNHCR Rwanda by the consulting firm).
22. During the baseline study, challenges to produce high quality baseline data were identified specifically on baseline data for the indicator of “land productivity”. Collected baseline data revealed some inconsistencies in the quantity of crop production in kilograms (Kg) per square meter (m2), in the marshlands, before the project started. The above data will be collected and rectified during the endline evaluation phase. In terms of mitigation measures, the contracting firm will be informed on the gap and a methodology to capture the missing data will be established and used in the endline evaluation.

#### **V. Evaluation Quality Assurance**

23. The evaluation firm is required to sign UNHCR Code of Conduct and UNHCR confidentiality agreement. It will also complete UNHCR’s introductory protection training module.
24. In line with established standards for evaluation in the UN system (the UNEG Norms and Standards), the UN Ethical Guidelines for evaluations and UNHCR’s Data Protection Policy, evaluation in UNHCR is founded on the inter-connected principles of independence, impartiality, credibility and utility and it calls for protecting sources and data; systematically seeking informed consent; respecting dignity and diversity; minimising risk, harm and burden upon those who are the subject of, or participating in the evaluation, while at the same time not compromising the integrity of the exercise.
25. Interested bidders will include a section in their proposal on ethics and safeguarding that will clearly identify how proposals will conform to the UNEG norms and standards on Ethics, UN ethical principles around evaluations and data collection, as well as UNHCR Data Protection Policy
26. The evaluation is also expected to adhere with pilot ‘Evaluation Quality Assurance’ (EQA) guidance, which clarifies the quality requirements expected for UNHCR evaluation processes and products.
27. UNHCR Evaluation Manager will share and provide an orientation session of the EQA at the start of the evaluation. Adherence to the EQA will be overseen by the Evaluation Manager with support from the UNHCR Evaluation Service at Regional Bureau.
28. Concomitantly, UNHCR Protection Unit will provide an orientation session on the code of conduct for the selected firm staff (especially enumerators in direct contact with respondents)

#### **VI. Data and information sources**

26. This project, the GoR-UNHCR Joint Strategy on Livelihoods and Socio-Economic of Refugees and Host Communities (2021-2024) and other related interventions in Rwanda Operations have generated data and documentation that will be reviewed.

Below is an overview on some data and documentation available. The list is not exhaustive, and the evaluation team will be expected to source any other relevant and available data or documentation

- The project documents and reports
- The GoR National Strategic Plan for Refugee Inclusion (2019-2024)
- The Past Joint MIDIMAR – UNHCR Livelihoods Strategy for refugees (2016-2020)
- The new MINEMA-UNHCR Joint Strategy on Livelihoods and Economic Inclusion of Refugees and Host Communities in Rwanda (2021-2024)
- The joint UNHCR-WFP Post Distribution Monitoring reports (2021, 2022, 2023) that embeds a vulnerability analysis of the PoCs in all the camps, and in the Nyabiheke and Kigeme camps in particular

- UNHCR participatory Assessment 2021-2022
- UNHCR-GoR Livelihoods Assessment (Dec 2019)
- WFP/UNHCR Joint Assessment Mission (JAM) Report (Dec 2019)
- UN Report on Socio-Economic Impact of COVID-19 in Rwanda (June 2020)
- Planning, budget and spending information.
- Baseline survey data conducted at the beginning of the Project
- Program-related background documents
- NISR and other official statistics reports and development documents at national and district levels

## **VII. Organisation, management and conduct of the evaluation**

27. The programme monitoring officer in Rwanda Country Office is the Evaluation Manager with support from the Livelihoods and Economic Inclusion Officer for the component pertaining to Livelihoods programme technicalities. The Evaluation Manager will be responsible for overall management of the evaluation work and coordination with all stakeholders involved including government, the Donor, RB and HQ evaluation services. He/she will also be responsible for reviewing the interim deliverables and final reports to ensure quality – with support from the UNHCR Livelihoods team and Guidance from RB Evaluation Service. UNHCR Evaluation Services through the Evaluation Lead of the Regional Bureau will provide additional quality assurance services on all evaluation deliverables, i.e., the inception and draft reports, alongside technical peer review inputs from RB Livelihoods team to improve the evaluation reports and support learning within the organization. The Livelihoods Team in UNHCR country office in Kigali will be responsible for: (i) managing the day to-day aspects of the evaluation process pertaining to logistics especially in the camps; (ii) providing the evaluators with available secondary documentation and assessing whether the information was interpreted correctly in the exercise and reports. The team will also facilitate communication with relevant stakeholders.
28. The **Evaluation team** is expected to produce high quality deliverables. Specifically, Inception and Final reports will be assessed as per UNHCR Quality Assurance Standards, informed by evidence and triangulated data and analysis, copy-edited, and free from errors.

The language of work of this evaluation and its deliverables is English.

## **VIII. Expected deliverables and evaluation timeline**

29. The evaluation will be carried out between the beginning of September 2023 and February 2024, under a service agreement to be contracted after a competitive bidding process whereby local, regional, and international firms will be invited to submit their proposals.
30. The key evaluation deliverables are:
- **An Inception report** specifying the evaluation methodology and the refined focus and scope of the evaluation. It will include an assessment of the overall evaluability, and it will clarify strategies for overcoming any limitations observed. If relevant, it will propose adjustments to evaluation questions, present analytical and benchmarking frameworks, and, importantly, an Evaluation Matrix detailing evaluation questions, sub-questions, indicators developed and evidence identified to answer to each question, analysis strategies and stakeholders engaged to answer each question. The evaluation team is also expected to clarify sampling criteria, size and strategies related to all primary data generation. The evaluation team is expected, furthermore, to clarify strategies for conducting data analysis and disaggregation of data with a view to assess UNHCR's contribution to diverse right holder groups. In the Inception Report, the team will also

explain its approach to triangulation and quality assurance of all evaluation deliverables, The division of labour between the evaluation team members will be clearly identified. A detailed workplan with corresponding deliverables shall also be included in the report. Finally, it will clarify its operationalization of the UN Ethical Standards, the data protection- and Age Gender and Diversity policy.

- **A Data collection toolkit** (including survey guide, KII guide, focus group discussion guides) and details on the data analysis plan developed for / used in the evaluation. This should be submitted together with the Inception report.
- **Raw data** – Anonymised quantitative and qualitative datasets provided in structured formats such as CSV format, as well as a “do file” of analysed data, preferably in Stata.
- **Validation of findings and recommendations workshop.**
- **Drafts and Final evaluation report** including recommendations (Not more than 30-50 pages excluding executive summary and annexes).
- **An Executive summary** at the beginning of the report (3-5pages max)<sup>43</sup>.
- **Three dissemination activities** (to be convened on the form) of findings and recommendations as follow. One will be a national dissemination for UNHCR Rwanda, MINEMA, the Donor, the Evaluation Reference Group, main partners, and relevant stakeholders. The second will be at the regional level and will include UNHCR RB teams. The third dissemination activity will target the beneficiaries of the project in the camps as well as the local authorities
- **Two digital dissemination brochures** (both in Kinyarwanda and English). One brochure will have a customized content for local audience (local authorities and beneficiaries). The second brochure will have content customized for technical and Senior Management teams at UNHCR (national and regional levels), MINEMA, Donor and other stakeholders. Below table summarizes the expected activities, the deliverables and indicative timeline.

| Activity                                                                  | Deliverables                                                                                                                       | Indicative timeline |
|---------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <b>Evaluation ToR</b> finalised and call for proposals issued             | ToR and call for Expression of Interest                                                                                            | 10 working days     |
| <b>Technical and Financial Proposal submitted</b> by bidders              | <b>1. Technical proposal:</b><br><b>2. Financial proposal:</b> An all-inclusive financial offer as per the deliverable in the TOR. | 15 working days     |
| <b>Selection process completed:</b> Bids opening and technical evaluation | Technical evaluation report                                                                                                        | 5 working days      |
| <b>Review of the technical bids evaluation report</b>                     | Final evaluation report                                                                                                            | 4 working days      |
| <b>Preparation and signing of contract by the Rep</b>                     | Contract signed by the Rep                                                                                                         | 5 working days      |
| <b>Signing of contract by the service provider</b>                        | Contract signed by the service provider                                                                                            | 4 working days      |
| <b>Inception phase</b> including:                                         | Draft reports (1 and 2) and Final inception report – including                                                                     | 30 working days     |

<sup>43</sup> The evaluation ToR, final report with annexes, and formal management response will be made public and posted on the evaluation section of the [UNHCR website](#). All other evaluation products (e.g., Inception Report) will be kept internal.



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                            |                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <ul style="list-style-type: none"> <li>▪ Initial desk review and key informant interviews.</li> <li>▪ Discussion with Donor and MINEMA on broad framework/approach</li> <li>▪ Draft Inception report circulated; UNHCR Rwanda share collated comments (including from MINEMA, field offices, District, WFP, FAO Rwanda) and RB Livelihoods and Economic Inclusion unit; External QA review on the draft Inception Report done by the UNHCR Evaluation Service</li> <li>▪ Incorporation of comments on the inception report and production of a final report.</li> </ul> | methodology, data collection tools (survey questionnaire, FGDs guide, KIIs guide) and evaluation matrix submitted                                                                                                                                                                          |                 |
| <b>Field work: Data collection and cleaning conducted</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ol style="list-style-type: none"> <li>1) Primary data collection and cleaning finalized</li> <li>2) A debrief on data collection conducted with UNHCR CO office team</li> </ol>                                                                                                           | 23 working days |
| <b>Report writing phase</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ol style="list-style-type: none"> <li>1) Draft report 1 (for circulation and comments internally) Internal Presentation of preliminary findings, conclusions and recommendations to UNHCR Rwanda</li> <li>2) Draft report 2 that includes UNHCR internal comments is submitted</li> </ol> | 25 working days |
| <b>Draft report 2 submitted for External QA and comments from the CO; ERG group; and the RB</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Final feedback from all stakeholders received                                                                                                                                                                                                                                              | 22 working days |
| <b>Revision of Draft report 2 and integrations of external feedback</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Draft report 3 submitted by contractor                                                                                                                                                                                                                                                     | 10 working days |
| <b>3 Dissemination sessions conducted, PPT presentation and incorporation of feedback in final report</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ol style="list-style-type: none"> <li>1) 3 Dissemination sessions conducted (including PPT presentations)</li> <li>2) Stakeholder feedback and validation of evaluation findings, conclusions, and proposed recommendations conducted</li> <li>3) 2 brochures produced</li> </ol>         | 12 working days |
| <b>Finalisation of Evaluation Report and executive summary,</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Final Evaluation Report No1 (including recommendations and executive summary) submitted                                                                                                                                                                                                    | 4 working days  |

|                                                                              |                                       |                |
|------------------------------------------------------------------------------|---------------------------------------|----------------|
| <b>Last feedback on</b> Final Evaluation Report No 1 received and integrated | Final Evaluation Report No2 submitted | 3 working days |
|------------------------------------------------------------------------------|---------------------------------------|----------------|

## **IX. Qualifications of the Consultancy firm and Evaluation of Offers**

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### **9.1. Technical evaluation**

#### **9.1.1. Formal evaluation (mandatory requirement)**

Tender responses will be subject to an initial review at the start of the evaluation process. Any tender responses not meeting all mandatory requirements or constraints (if any) will be rejected in full at this point and will not be assessed or scored further. Mandatory criteria are:

- Proof of registration of firm in Rwanda. Qualified foreign consultancy firms wishing to participate must partner with local firms
- Submission of Tax clearance certificate
- Submission of a bid security of USD 2,000 or equivalent in other currency. Bid security must be in the form of a bank certified check, bank guarantee or call deposit. The bid security should be valid for a minimum of three months. The awarded firm shall submit a performance guarantee of 10% of the contract price before withdrawing their bid security. Performance guarantee covers the quality of reports in terms of format, content and organisation, language, coherence, technical analysis and respect of timeline
- Submission of deed of joint venture if applying as a joint venture (partnership)

#### **9.1.2. Performance Evaluation (scoring 70/100 marks)**

Tender responses not so rejected under 8.1.1. above will be scored by an evaluation panel appointed by UNHCR for the following criteria.

- Quality of proposal and its responsiveness in terms of methodology and approach to meeting the requirements of the TORs (20 marks)
- Firms' financial capacity (10 marks)
- Firms' experience in the provision of similar services (20 marks). Bidders must submit past contracts from contactable clients, with their corresponding reference letters and copies of final reports
- Quality and expertise of staff to be assigned to the project (20 marks)

NB proposed staff must not be changed during contract delivery and by submitting a bid, bidder agrees that UNHCR shall have the right without obstruction to visit and inspect the work of the staff at any stage of the project. Required staff include **4 evaluation experts**, fluent in spoken and written English with the following qualifications:

### **Minimum team requirements**

#### **1. Evaluation team leader**

- Minimum master's degree in economics or econometrics, statistics, social science, agriculture or food security plus a minimum of 10 years of relevant professional experience in livelihoods-related areas.
- Minimum of 7 years of evaluation experience in quantitative and qualitative analysis and synthesis of livelihoods and socio-economic interventions in development and humanitarian settings
- Proven experience in successfully leading an evaluation team and managing fieldwork in complex environments. Demonstrated team leader role for a minimum of five accepted studies
- Technical expertise in market-based livelihoods programming, particularly climate smart agriculture and ultra-poor graduation approach. Experience in evaluating big development and humanitarian programmes commissioned by international development or humanitarian organisations including UNDP, FAO, WFP, UNHCR, World Bank or other humanitarian or international developmental organisations
- Experience in generating useful and action-oriented recommendations to management and programming staff.

#### **2. Evaluation Team Member (research expert)**

- Bachelor's degree in the areas of economics or econometrics, statistics, social science, agriculture and food-security or the equivalent plus, a minimum, of 5 years of relevant professional experience
- Proven experience (minimum 5 years) in supporting quantitative and qualitative data collection and analysis for evaluation purposes (preferable) or socio-economic studies and operational researches.
- Proven experience in survey design, development, testing and implementation of quantitative and qualitative surveys and analysis, including conducting Focus Group Discussions (FGDs), Key Informant Interviews (KIs), participatory assessments etc.

#### **3. Evaluation Team Member – Statistician/Quantitative Expert**

- Bachelor's degree in statistics or econometrics, data and information management, or mathematics with a minimum of 10 years of relevant experience in data analysis for socio-economic programme and evaluation.
- Proven experiences in statistical systems and statistical software including STATA, R software. Deep understanding and experience of quantitative survey design methodologies, sampling design procedures, sampling size calculations, variance estimation, compound weights, and simulation studies.
- Experience with data quality assurance protocols and data collection in the domains of sampling and measurement error, nonresponse, and coverage bias to ensure reliable data collection.

#### **4. Evaluation Team Member –Qualitative Expert**

- Advanced degree in sociology/anthropology, development studies, agriculture or relevant discipline with a minimum of 5 years of relevant experience to livelihoods research/evaluation.

- Proven experience with qualitative methods, development, testing, implementation and analysis of qualitative surveys and interviews, including FGDs, KIs, participatory assessments etc.
- Experience with integrating qualitative data with quantitative findings