



World Food Programme  
Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

**Executive Board**  
First regular session  
Rome, 18–21 February 2025

---

Distribution: General	Agenda item 7
Date: 4 December 2024	WFP/EB.1/2025/7-A/3/DRAFT
Original: English	Operational matters – Country strategic plans For decision

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

---

## Draft Rwanda country strategic plan (2025–2029)

Duration	1 March 2025–31 December 2029
Total cost to WFP	USD 257,030,034
Gender and age marker*	4

\* <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>

### Executive summary

At the heart of Rwanda's Vision 2050 is the goal of achieving middle-income status for the country by 2035 and high-income status by 2050. Consistent economic progress towards that vision has led to significant achievements in poverty reduction, gender equality, environmental sustainability, education and public health. However, progress towards the goals of the 2030 Agenda for Sustainable Development has slowed since 2020 owing to the coronavirus disease 2019 pandemic, regional instability, recurring climate shocks and rising food prices, which have hampered efforts to address food and nutrition insecurity, especially in rural areas, where 80 percent of households live in poverty and rely on subsistence agriculture.

Food insecurity affects 20.6 percent of households, contributing to stunting rates of up to 33 percent among children under 5 years of age. Micronutrient deficiencies are widespread, affecting 36.6 percent of children aged 6–59 months and 17 percent of adolescents. The primary drivers of food and nutrition insecurity are complex and mutually reinforcing and include the low productivity of smallholder agriculture, gender dynamics in households and in the agriculture sector, food price inflation and poor dietary diversity.

---

#### Focal points:

Mr L. Bukera  
Regional Director  
Eastern Africa  
email: [laurent.bukera@wfp.org](mailto:laurent.bukera@wfp.org)

Mr A. Bagnoli  
Country Director  
email: [andrea.bagnoli@wfp.org](mailto:andrea.bagnoli@wfp.org)

Rwanda follows a strong “whole-of-government” approach to development, focusing on human capital and the integration of sectors and policies for health, agriculture, social protection and education. Young people make up 65 percent of the population, but youth unemployment rates remain high, even though the agriculture sector has the potential to empower young people and foster economic growth.

Despite the Government’s strong vision and policy frameworks, systemic institutional capacity gaps and a challenging fiscal space constrain ambition. External funding is inadequate and shrinking.

Access to healthy diets and the elimination of malnutrition are critical to Rwanda’s transformation and human capital development. This country strategic plan has been formulated in line with the priorities of the national strategy for transformation, covering the period from 2024 to 2029, and the United Nations sustainable development cooperation framework for 2025–2029 and is informed by analysis, evidence, lessons learned and achievements under the country strategic plan for 2019–2024. Under this plan, WFP will support the Government in building resilient and inclusive food systems through the attainment of four country strategic plan outcomes:

- By 2029, food-insecure and crisis-affected people in Rwanda, including refugees, asylum seekers, IDPs, returnees and host communities benefit from safe, inclusive, gender-transformative and life-saving interventions to meet their urgent food and nutrition needs throughout the year and build self-reliance.
- By 2029, poor and vulnerable people in Rwanda, including children, benefit from enhanced social protection, school meals and nutrition programmes that promote human capital, resilience, and food and nutrition security.
- By 2029, smallholder farmers and food-insecure households, especially women, youth, persons with disabilities and camp-based refugees in rural areas, benefit from decent livelihoods and sustainable food systems including improved natural resource management, increased resilience to shocks, and improved access to healthy diets.
- By 2029, communities affected by crises in Rwanda benefit from enhanced capacities of the Government of Rwanda and the humanitarian community to respond to emergencies rapidly and effectively as they arise.

## **Draft decision\***

The Board approves the Rwanda country strategic plan (2025–2029) (WFP/EB.1/2025/7-A/3) at a total cost to WFP of USD 257,030,034.

---

\* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

## 1. Country analysis

### 1.1 Country context

1. Rwanda is a mountainous, land-locked country bordered by Burundi, the Democratic Republic of the Congo, Uganda and the United Republic of Tanzania. The country has a population of 13.25 million people,<sup>1</sup> of whom 51.5 percent are women, 72.1 percent live in rural areas and 65 percent are younger than 30 years old.<sup>2</sup> It is the second most densely populated country in Africa.<sup>3</sup>
2. Rwanda aims to become a middle-income country by 2035 and a high-income country by 2050. A strong policy framework complements and reinforces the first National Strategy for Transformation (NST 1)<sup>4</sup> and Rwanda's Vision 2050.<sup>5</sup>
3. Consistent economic progress has led to significant achievements in poverty reduction, gender equality, environmental sustainability, education and public health. However, recurring shocks and stressors – including the coronavirus disease 2019 (COVID-19) pandemic, inflation, instability in the region, catastrophic floods, prolonged droughts and high global prices – have exacerbated the challenges, including youth unemployment, and hampered the country's efforts to address food and nutrition insecurity. These shocks have disproportionately affected the most vulnerable people, including pregnant and breastfeeding women and girls, children, households headed by children or women, older people, persons with disabilities, returnees, refugees and people in hazard-prone areas.
4. The economy is steadily rebounding, with growth in gross domestic product recovering to pre-pandemic levels and reaching 9.2 percent in 2023.<sup>6</sup> Agriculture contributes 27 percent of gross domestic product and employs more than two thirds of the population. Half of farmers practice subsistence agriculture exclusively, and 42 percent commercial agriculture. Of the 3.6 million people<sup>7</sup> aged 16–30 years, only 1.42 million are employed, 45.8 percent of whom are engaged in agriculture, forestry or fishing.
5. Agricultural transformation is a priority for Rwanda. Land degradation and climate change are challenges to productivity, and about 70 percent of the land is on hillsides, with limited terracing and irrigation. In 2023, growth in the agriculture sector, especially food crop production, declined by 3 percent,<sup>8</sup> with adverse effects on livelihoods, especially in rural areas.
6. Rwanda is highly vulnerable to climate-related shocks, including droughts, floods, landslides and storms, which are set to increase in frequency and magnitude.<sup>9</sup> Vulnerability is exacerbated by urbanization, the country's topography, poor management of water resources and land, high dependence on rainfed agriculture, poor road networks and limited capacity to manage climate risks.<sup>10</sup> Rwanda is accelerating its climate-related efforts and has one of the most ambitious climate policies in Africa. Implementation of the country's Nationally Determined Contributions will require USD 11 billion<sup>11</sup> but remains underfunded.

---

<sup>1</sup> National Institute of Statistics of Rwanda. 2022. [Fifth Population and Housing Census – 2022](#).

<sup>2</sup> Ibid.

<sup>3</sup> World Bank. 2021. [Databank: World Development Indicators](#).

<sup>4</sup> Government of Rwanda. 2017. [7 Years Government Programme: National Strategy for Transformation \(NST1\) 2017–2024](#).

<sup>5</sup> Government of Rwanda. 2015. [Vision 2050](#).

<sup>6</sup> National Institute of Statistics of Rwanda. 2023. [Gross Domestic product – 2023 Q2](#).

<sup>7</sup> National Institute of Statistics Rwanda. 2022. [5<sup>th</sup> Population and Housing Census: Rwanda, 2022](#).

<sup>8</sup> National Institute of Statistics of Rwanda. 2023. [Gross Domestic Product – 2023 Q3](#).

<sup>9</sup> United Nations Rwanda. 2024. [Common Country Analysis](#).

<sup>10</sup> Government of Rwanda. 2023. [National Disaster Risk Reduction and Management Policy](#).

<sup>11</sup> United Nations Rwanda. 2024. [Common Country Analysis](#).

7. Rwanda has the highest proportion of women members of parliament in the world at 61 percent and ranks 12th of the countries on the 2023 Global Gender Gap Index.<sup>12</sup> However, the gender norms that deepen unequal social power relations persist, limiting women's decision-making power and access to resources, land, finance and education and hindering their full participation in agriculture and the economy.
8. Rwanda has a long history of hosting refugees, asylum seekers and returnees. Of the 135,077 refugees and asylum seekers – mainly from the Democratic Republic of the Congo and Burundi – living in refugee camps, 24.4 percent are women between the ages of 18 and 59, and 15 percent are children under 5.<sup>13</sup> The Government prioritizes the self-reliance of refugees and their integration into the local economy, but land scarcity creates challenges for the livelihoods of camp-based refugees.

## **1.2 Progress towards the 2030 Agenda for Sustainable Development**

9. The Government is closely tracking the country's progress towards the Sustainable Development Goals (SDGs) under NST 1 and NST 2.
10. Multiple factors are hindering that progress. The effects of climate change, the macroeconomic environment and the lasting effects of the COVID-19 pandemic have made it difficult for Rwanda to achieve most SDG targets. Food insecurity and the consumption of monotonous diets persist. To accelerate progress, the Government is increasingly following more inclusive, multisectoral and integrated approaches that emphasize the linkages between food systems, social protection, healthy diets and nutrition.

## **1.3 Progress towards Sustainable Development Goals 2 and 17**

### ***Progress on Sustainable Development Goal 2 targets***

11. *Access to food.* Poverty is a key driver of food insecurity in Rwanda. Multidimensional poverty affects 49 percent of the population, and an estimated 20.6 percent of households are food-insecure; the national average masks geographical disparities, with 17 of Rwanda's 30 districts facing even higher levels of food insecurity. Most households rely on purchasing from markets to meet their food needs, with 29 percent of households spending more than 65 percent of their incomes on food.
12. *End malnutrition.* Rwanda is ranked 96th of the 125 countries on the 2023 global hunger index. The triple burden of malnutrition, especially stunting, is a major challenge, with persistent undernutrition, micronutrient deficiencies, overweight and obesity. Despite a decrease in the prevalence of stunting, from 51 percent in 2005 to 33 percent in 2020, rates remain alarmingly high, with geographical disparities that may compromise the achievement of the national target of 15 percent by 2029. The prevalence of anaemia is also alarming, at 36.6 percent among children aged 6–59 months and 17 percent among adolescents.
13. According to the 2021 standardized expanded nutrition survey, the nutrition situation in refugee camps has improved. The prevalence of acute malnutrition among children aged 6–59 months is 2.6 percent, which is within the “acceptable” standard set by the World Health Organization of less than 5 percent. The prevalence of stunting has declined to 20.8 percent, making it of “medium public health significance”. The prevalence of anaemia is 22.5 percent among children aged 6–59 months and 8.5 percent among women and girls of reproductive age.

---

<sup>12</sup> World Economic Forum. 2023. [Global Gender Gap Report 2023](#).

<sup>13</sup> Ibid.

14. *Smallholder productivity and incomes.* The transformation of agriculture is a critical pathway towards economic development, but the predominance of subsistence agriculture continues to contribute to low productivity and affects households' incomes and access to healthy diets. Both subsistence and commercial farming are small in scale, although together they occupy more than 98 percent of cultivated land. Smallholder farmers have low yields, with only a third of agricultural households using improved seeds or inputs, and there is an overreliance on rainfed irrigation. Gender inequality persists in the agriculture sector; although women account for 77 percent of the agricultural workforce, they continue to have less access to resources than men.
15. *Sustainable food systems.* The agriculture sector has been radically transformed over the past two decades with the aim of stabilizing the food supply, optimizing productivity and enhancing environmental sustainability. Despite these efforts, however, persistent challenges affect the efficiency and effectiveness of food systems and include low productivity, weak value chains and market linkages, climate-related vulnerability, inadequate infrastructure and limited investment. Stabilizing the demand for and supply of food requires innovation, including investments in market engagement with the private sector. This is especially the case during the lean season, when inadequate post-harvest storage forces households to depend on markets at a time of seasonal price hikes, making it difficult for poorer households to afford healthy diets all year round.

#### **Progress on Sustainable Development Goal 17 targets**

16. *Capacity strengthening.* Increased government capacity is facilitating new initiatives such as the ongoing reforms in the social protection sector, including the introduction of a social registry, a new disaster risk reduction and management policy, shock-responsive cash transfers linked to climate and disaster risk financing, and efforts to address challenges in the multisectoral food systems agenda.
17. *Policy coherence.* The Government has a solid policy framework and documents that lay the foundation for Rwanda's commitment to the achievement of food and nutrition security and guide the actions of national and local government. However, obtaining approval for key policies requires dynamic and long-term efforts, and major new platforms such as the national school feeding programme require more multisectoral coordination and policy coherence.
18. *Diversified resourcing.* Fiscal space is constrained, and sustainable domestic financing for key sectors such as social protection, agriculture and disaster management is limited. Innovative financing for climate-related action is becoming available, but vulnerable segments of the food system and smallholder farmers, especially women, have limited access to it. Disaster risk financing is in its very early stages of development, hindering national resilience.
19. *Enhanced global partnerships.* Rwanda engages actively in South-South cooperation through the Rwanda Cooperation Initiative, which was established to coordinate the sharing of experience with other countries and includes a commitment to engaging in global partnerships that advance progress under the 2030 Agenda.

#### **1.4 Hunger gaps and challenges**

20. Rwanda faces several challenges in relation to food and nutrition security, including climate change, soil degradation and erosion, population pressure, limited availability of arable land, high post-harvest losses, high dependency on rainfed agriculture and limited access to markets. Addressing these challenges requires stronger national capacity in, and comprehensive strategies for, sustainable agricultural practices, climate-resilient technologies, improved infrastructure and policies that support smallholder farmers and enhance their access to markets and agricultural inputs.

21. The demand for and consumption of healthy and nutritious diets are also challenging, with low consumption of animal protein, iron-rich foods<sup>14</sup> and other essential nutrients. The lack of dietary diversity contributes to widespread malnutrition and results from households' limited purchasing power, reliance on subsistence agriculture and a lack of knowledge and nutrition education. Women, especially pregnant and breastfeeding women and girls, are more likely to have poor diets owing to a combination of social, economic and cultural factors, including gender-related norms that restrict their access to resources and nutrition education, and socioeconomic disparities. Only 22 percent of children aged 6–23 months receive a diet that meets the minimum acceptable standards; 34 percent have a diet that meets minimum standards of diversity and 46 percent receive meals at the recommended minimum frequency.
22. While Rwanda's social protection system has expanded in coverage and become more comprehensive, challenges persist, including exclusion and inclusion errors and people's limited awareness of the social assistance, insurance entitlements and complementary services available to them. In addition, gaps in coordination between the social protection system and other sectors result in inadequate alignment of their respective planning and a lack of integrated approaches and complementary programming.
23. Although women play a pivotal role in the agricultural economy, they are employed predominantly in the informal sector. Women have limited knowledge of and access to agricultural inputs and have less access to loans than men, receiving only 25.5 percent of all agricultural loans issued, compared with the 74.5 percent received by men. Persons with disabilities face greater challenges in achieving positive socioeconomic outcomes than other people do, owing to multiple factors that include stigma and discrimination, lack of access to education and socioeconomic factors.<sup>15</sup>

## **2. Strategic implications for WFP**

### **2.1 Achievements, lessons learned and strategic changes for WFP**

24. The evaluation of the country strategic plan (CSP) for 2019–2024 affirmed the value of WFP's focus on saving lives and changing lives and highlighted the organization's role in building national capacities as part of its work at the humanitarian–development–peacebuilding nexus. The evaluation found that WFP had helped to strengthen government capacity by contributing to policy frameworks and coordination mechanisms, disaster risk management, social protection and school feeding programmes. WFP's contribution to the changing lives agenda is demonstrated by the Government's recognition of, and support for, shock-responsive social protection, school feeding, nutrition and food systems. While the Government and partners recognize WFP's role in changing lives, the role of WFP in humanitarian and crisis response remains crucial.
25. WFP's enhanced focus on country capacity strengthening as a cross-cutting priority is in line with the evolving role of the United Nations within the Government's SDG agenda. Rwanda's strong policy framework allows WFP to focus on supporting the implementation of policies and modelling of solutions at subnational levels as articulated in the priorities of the Government and the United Nations sustainable development cooperation framework (UNSDCF) and in the theory of change of the CSP for 2025–2029.

---

<sup>14</sup>WFP. 2021. Integrated context analysis for Rwanda (unpublished).

<sup>15</sup>The prevalence of disability among people aged 5 years and above is 3.4 percent, with a higher rate among women and girls, at 3.6 percent, than men and boys, at 3.1 percent. Among school-aged children (6–17 years), only 65 percent of those with disabilities are currently attending school, compared with 81 percent of those without disabilities. National Institute of Statistics Rwanda. 2022. *5<sup>th</sup> Population and Housing Census: Rwanda, 2022*.

26. Given current dynamics in the region, responding to the needs of refugees will remain a priority for WFP. Working with the Government and partners, WFP will identify viable pathways to self-reliance that promote livelihoods for refugees and the transition of beneficiaries from programmes that meet their basic needs.
27. WFP's portfolio aims to strengthen food systems by implementing more cash-based programming, promoting regenerative practices that increase smallholder farmers' resilience to shocks and promoting knowledge-sharing to enhance social, technological and financial innovation. WFP has also expanded its partnerships to include private sector entities.
28. The evaluation of the previous CSP and the mid-term evaluation of the home-grown school feeding programme recommended that WFP focus on its enabling role throughout its portfolio and that it define that role based on its experience in supporting the home-grown school feeding programme and enhancing district-level capacity to manage the programme. Strengthening community engagement and inclusion in the programme, responding to climate shocks and promoting refugees' livelihoods were highlighted as priorities during community consultations.
29. Lessons learned from WFP's implementation of gender-transformative approaches under the joint programme on rural women's economic empowerment and the project on sustainable market alliances and asset creation for resilient communities and gender transformation demonstrate the value of adopting a model based on asset creation in natural resource management initiatives. This CSP takes into account the intersectional nature of vulnerability and the need to emphasize disability inclusion and efforts to address gender barriers throughout the portfolio. It also focuses WFP's climate-related work on risk mitigation, emergency preparedness and adaptation.

## **2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks**

30. This CSP contributes to the Government's priorities set out in NST 2, particularly in reducing stunting and malnutrition rates, improving the quality of education and creating decent and productive job opportunities.
31. The CSP is aligned with other national frameworks such as the health sector strategic plan for 2022–2030, the agriculture development strategy for 2015–2035, the fifth strategic plan for agricultural transformation, the 2024 national family and nutrition policy, the strategic plan for refugee inclusion for 2019–2024, the 2021 national gender equality and social inclusion policy, the school education sector plan for 2021–2030, the 2019 national comprehensive school feeding policy, the 2020 national social protection policy, the 2023 disaster risk reduction and management policy and the national adaptation plan for 2021–2050.
32. The CSP is aligned with the UNSDCF for 2025–2029 and its three pillars: economic transformation, social transformation and transformative governance.

## **2.3 Engagement with key stakeholders**

33. In formulating the CSP, WFP followed a comprehensive stakeholder engagement approach to explore collaboration opportunities and priorities. It conducted high-level, bilateral meetings and national-level multi-stakeholder workshops with government officials, embassies, donors, development partners and civil society organizations, including women's organizations. At the district level, consultations brought together district-level authorities and technical experts, and recommendations were integrated into all CSP outcomes.
34. Demonstrating its commitment to providing accountability to affected people, WFP held consultations with young people, women and persons with disabilities in order to gain an understanding of their priorities and identify gaps and opportunities.

### 3. WFP's strategic portfolio

#### 3.1 Direction, focus and intended impacts

35. WFP will support the Government in achieving food and nutrition security for all people, especially those most vulnerable to shocks and at risk of being "left behind". WFP will focus on enhancing the livelihoods of vulnerable population groups – including refugees, asylum seekers, internally displaced persons, persons with disabilities, young people and women – through resilient food systems and will also support the Government in disaster management and social protection programming, addressing long-term food insecurity and malnutrition.
36. Under the four integrated outcomes of the CSP, WFP will strengthen the systemic enablers of inclusive and sustainable food systems and systems for social protection, emergency preparedness and response, and disaster risk management, while promoting climate resilience, nutrition and gender equality. The CSP is designed to foster integration among the CSP outcomes, breaking "silos" and creating linkages. For example, school feeding activities under CSP outcome 2 will create a demand for healthy diets, which will reinforce work with smallholder farmers and on value chains and food safety and quality under CSP outcome 3. As a platform for integration, school feeding contributes to all CSP outcomes and is linked to the improvement of government capacity in procurement and supply chain management.
37. The humanitarian–peace–development nexus is at the heart of the CSP. By approaching the saving lives agenda with a focus on resilience, work under the CSP will contribute to the broader changing lives agenda, ultimately reducing the need for humanitarian assistance over time and aligning WFP's efforts with the Government's strategy for enabling refugees to transition out of assistance programmes and integrate into society.
38. WFP's enabling role will be more prominent as it shifts from the direct implementation of support programmes to the provision of technical assistance aimed at strengthening government programmes and systems for food security, livelihoods and resilience to climate change. Guided by an operational strategy and building on previous achievements, including in policy and strategy development, WFP's capacity strengthening work is integrated into all CSP activities. Disability inclusion and gender-transformative efforts will be supported by strategies and action plans and mainstreamed into CSP activities, along with provisions for digital transformation and the protection of – and accountability to – affected people.

#### 3.2 Country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities

***Country strategic plan outcome 1: By 2029, food-insecure and crisis-affected people in Rwanda, including refugees, asylum seekers, IDPs, returnees and host communities benefit from safe, inclusive, gender-transformative and life-saving interventions to meet their urgent food and nutrition needs throughout the year and build self-reliance***

39. WFP will continue to respond to the needs of refugees in Rwanda, advancing its life-saving agenda. The refugee population is expected to grow, owing to the escalation of violence in the Democratic Republic of the Congo and instability in East Africa and the Horn of Africa, as well as the birth rate in refugee camps, with an estimated average of 350 babies<sup>16</sup> born every month.

---

<sup>16</sup> Office of the United Nations Commissioner for Refugees. 2023. *UNHCR monthly operations updates and statistics, February 2024*. Not available online.



40. About 94 percent of refugees depend on humanitarian assistance. Despite the Government's policy of allowing the free movement of refugees, livelihood opportunities for camp-based refugees are limited owing to a lack of access to land for agriculture and livestock rearing and insufficient funding for livelihood initiatives. WFP will promote refugees' self-reliance through access to projects that promote livelihoods, access to financial services and income-generating activities.
41. WFP will strengthen the capacity of the ministry responsible for emergency management to prepare for, anticipate and respond to crises, leveraging social protection systems, disaster risk management and anticipatory action where possible. WFP will extend support to Rwandans affected by various shocks, fostering their resilience and promoting sustainable outcomes.

#### ***WFP strategic outcome***

42. CSP outcome 1 is aligned with WFP's strategic outcome 1: People are better able to meet their urgent food and nutrition needs.

#### ***Focus area***

43. The focus of CSP outcome 1 is crisis response.

#### ***Alignment with national priorities***

44. CSP outcome 1 is aligned with SDG target 2.1 and contributes to UNSDCF outcome 2 under the social transformation pillar. Operations for refugees are aligned with the strategic plan for refugee inclusion for 2019–2024, the 2023 disaster risk reduction and management policy and the 2021 ministerial instructions for the management of refugees and refugee camps.

#### ***Expected outputs***

45. The following outputs will contribute to the achievement of CSP outcome 1:
  - Output 1.1: Refugees, asylum seekers, returnees and other crisis-affected people at risk of vulnerability receive timely and adequate food assistance that meets their essential food and nutrition needs.
  - Output 1.2: Refugees, asylum seekers, host community children under 5, pregnant and breastfeeding women, adolescent girls, and people living with HIV and/or tuberculosis receive adequate specialized foods, gender transformative social behaviour change communication for nutrition and services designed to prevent and treat all forms of malnutrition.
  - Output 1.3: Pre-primary and primary schoolchildren in refugee and host communities have access to adequate and nutritious food that improves their school attendance.
  - Output 1.4: Refugee households and host communities benefit from increased access to gender-transformative financial services, skills and diversified income-generating activities for sustainable livelihoods and self-reliance.
  - Output 2.1: Vulnerable Rwandan people affected by disasters, including internally displaced persons, receive emergency assistance that meets their essential food and nutrition needs.
  - Output 3.1: National and local actors have strengthened capacity and are ready to better anticipate, prepare for and respond to shocks and disasters in a comprehensive, timely, inclusive and innovative manner including through disaster risk management, anticipatory action and shock-responsive social protection programmes and systems.

**Key activities**

*Activity 1: Provide food and nutrition assistance to refugees, asylum seekers and returnees; support the school feeding programme for both refugee and host community students; and provide livelihood assistance to vulnerable refugees and host communities*

46. WFP will provide refugees with unconditional cash-based and food transfers that meet their basic food and nutrition needs. WFP will maintain its approach to targeting and prioritization in order to reach the most vulnerable people, such as women, children and persons with disabilities.
47. In collaboration with the Office of the United Nations High Commissioner for Refugees (UNHCR) and the ministry responsible for emergency management, WFP will enhance refugees' self-reliance by promoting sustainable livelihoods through a range of interventions, including training, on and off-farm income generation activities, the integration of refugees in host community smallholder farmer cooperatives, access to finance and links connecting refugees to government land reclamation schemes.
48. WFP will support the treatment of moderate acute malnutrition among pregnant and breastfeeding women and girls and children aged 6–59 months in refugee camps. For the prevention of chronic malnutrition, WFP will provide specialized nutritious foods for children aged 6–23 months and pregnant and breastfeeding women and girls. Refugees who are undergoing anti-retroviral treatment for HIV and/or directly observed treatment, short-course, for tuberculosis will also receive specialized nutritious foods.
49. Nutrition-sensitive and gender-transformative social and behaviour change communication initiatives will promote healthy diets among refugees and in host communities. WFP will continue to advocate the integration of the remaining schools for refugees into the national school feeding programme, providing a safety net for refugee households.
50. WFP will strengthen the capacity of national and subnational authorities to gradually assume the management of the supply, procurement, transport and storage of foods at schools and district hubs. WFP has developed and used a similar approach for the Government's national school feeding programme, which WFP implements as a proof of concept for creating market opportunities for rural communities and strengthening local food systems.

*Activity 2: Provide food and nutrition assistance to Rwandans at risk of disasters, leveraging anticipatory action frameworks and the national disaster risk management and shock-responsive social protection systems where possible*

51. Under this activity, WFP will provide food assistance to households affected by disasters. To provide comprehensive assistance, WFP will develop risk-informed programmes that are appropriate to local conditions and include anticipatory action in order to address specific needs at different points in the timeline for disaster response.
52. WFP will continue to provide internally displaced persons at dedicated centres and displaced households who have returned safely to their homes with assistance that meets their basic food and nutrition needs and supports their efforts to recover their livelihoods. The support provided will be based on the context, assessments of beneficiaries' needs – especially those of women, children, older people and persons with disabilities – market functionality, price monitoring, donors' contributions and available resources.

*Activity 3: Provide capacity-strengthening support and technical assistance to national and subnational institutions and partners to strengthen Rwanda's capacity to anticipate, prepare for and better respond to shocks and disasters*

53. As a key humanitarian partner of the Government, WFP will expand its efforts in disaster risk management by strengthening the Government's systems and capacity to implement sustainable and innovative approaches. In collaboration with the Government and partners,

WFP will reinforce preparedness and response mechanisms for hazards such as pandemics, droughts, floods and landslides.

54. Anticipatory action will be a core strategy for containing the costs of disasters and fostering resilience while saving lives, thereby serving as a cost-effective and timely approach to crisis response. WFP will work with the Government and partners to link early warning systems to pre-agreed financing arrangements and facilitate an anticipatory approach to the planning and delivery of assistance for vulnerable households.
55. WFP will contribute to the development of gender-responsive national policies and guidance frameworks for disaster risk management and a disaster risk financing strategy and solutions for Rwanda. In coordination with the Government, WFP and UNHCR will strengthen the capacity of health workers to provide good-quality nutrition services for refugees.
56. When needs exceed the national capacity to respond and at the request of the Government, WFP will provide assistance to crisis-affected households. WFP will aim to channel support through existing government systems, including social protection systems.

### **Partnerships**

57. WFP will work with the ministry responsible for emergency management, UNHCR, cooperating partners, including local non-governmental organizations, and refugee representatives to address the needs of refugees, asylum seekers and internally displaced persons. To support financial independence and self-reliance initiatives for refugees, WFP will partner with the private sector, cooperating partners, financial service providers, other United Nations entities and committees representing refugees and host communities. For school feeding and nutrition programmes, WFP will work with the ministries responsible for education and health and the national child development agency.

### **Assumptions**

58. Tensions and conflict within and between neighbouring countries are expected to continue. Adequate funding will be secured to maintain at least reduced levels of assistance for refugees, asylum seekers and host communities. WFP assumes that affected communities will remain accessible and that existing partnerships will endure, ensuring effective coordination and response efforts.

### **Transition/handover strategy**

59. WFP's provision of assistance will be based on beneficiaries' vulnerability status, ensuring that all registered refugees and asylum seekers are targeted, and shifting from blanket assistance to needs-based targeting. WFP will implement livelihood activities aimed at increasing refugees' self-reliance and enhancing their integration into host communities. WFP will advocate and support initiatives that integrate all schools for refugees into the national school feeding programme and will ensure that nutrition programmes for vulnerable people are included when health facilities for refugees are handed over to national health systems and the national health insurance scheme.

### **Country strategic plan outcome 2: By 2029, poor and vulnerable people in Rwanda, including children, benefit from enhanced social protection, school meals and nutrition programmes that promote human capital, resilience and food and nutrition security**

60. WFP will support the Government in strengthening human capital, social protection systems and climate-sensitive public works and reducing stunting, in line with the national priorities set out in NST 2.
61. WFP will support the national school feeding programme as a core safety net and will promote comprehensive interventions to boost education, health and nutrition during the first 8,000 days of life. WFP will also contribute to enhancing the resilience and inclusiveness

of the national food system by providing a predictable market for smallholder farmers and food fortification processors.

62. CSP outcome 2 will be strongly integrated with CSP outcome 1 through school feeding, nutrition awareness and skills, disaster risk management and social protection activities, and with CSP outcome 3 through linkages to local food systems that supply schools and create a demand for nutritious foods and nutrition-sensitive agriculture. WFP has supported the Government in developing climate-smart disaster risk management strategies, including those involving climate-smart public works and shock-responsive social protection programmes.

**WFP strategic outcome**

63. CSP outcome 2 is aligned with WFP strategic outcome 2: People have better nutrition, health and education outcomes.

**Focus area**

64. The focus of CSP outcome 2 is resilience building.

**Alignment with national priorities**

65. CSP outcome 2 is aligned with SDG target 2.2 and contributes to UNSDCF outcome 2 under the social transformation pillar. It is also aligned with the NST 2 goals for nutrition, education and public service delivery; the 2019 national comprehensive school feeding policy; the national social protection sector strategic plan for 2018–2024; the national strategy for sustainable graduation; and the 2014 national food and nutrition policy.

**Expected outputs**

66. The following outputs will contribute to the achievement of CSP outcome 2:
- Output 4.1: School-aged girls and boys in Rwanda benefit from safe, adequate, nutritious and diverse school meals and complementary school health and nutrition services for improved education and nutrition status.
  - Output 4.2: The Government, parents and the private sector are able to sustainably implement a cost-efficient, evidence-based, gender transformative and nutrition-sensitive national school feeding programme for all schoolchildren in Rwanda.
  - Output 5.1: Nutritionally vulnerable people in Rwanda, including children under 5, pregnant and breastfeeding women, adolescent girls, people living with HIV and persons with disabilities benefit from enhanced national capacity to identify and reach the people most in need with adequate, integrated nutrition services that promote healthy diets and meet their nutrition needs.
  - Output 6.1: Poor households including those vulnerable to shocks, benefit from increased government capacity to finance, design and deliver shock-responsive and climate-sensitive social protection enabled by robust and agile operational systems that meet food security and other essential needs and help manage risks and shocks.

**Key activities**

*Activity 4: Provide, and strengthen national capacities to deliver, nutritious and diverse school meals and school health and nutrition services, to school-aged children in Rwanda*

67. WFP will provide nutritious school meals to children in areas facing food and nutrition insecurity, using school meal activities as a platform for learning and innovation. WFP will develop and test linkages between school feeding and school health and nutrition services, nutrition- and climate-sensitive agriculture – including food fortification and biofortification, and nutrient-dense crops – and clean cooking initiatives.

68. WFP will implement social and behaviour change communication initiatives in conjunction with school meal programmes with the aim of improving healthy diets among school-aged children and their households. Building on evidence, WFP will work with partners to undertake gender analysis and promote holistic school health and nutrition services that respond to the needs of adolescent girls using a gender-transformative approach.
69. WFP will work with national and subnational authorities on the design and development of guidance, support and models aimed at ensuring that the food commodities procured for the national school feeding programme are stored, transported and distributed in ways that enhance their safety and quality. WFP will promote institutional coordination, support the development of policy, programme guidance and standards, generate evidence and advocate for sustainable financing. WFP will support the Government's active engagement in the School Meals Coalition, while also empowering parents and caregivers and the private sector to play their crucial roles in the national school feeding programme.

*Activity 5: Provide capacity strengthening to nutrition actors for improved national nutrition systems, programmes and interventions*

70. Working with the Government and the private sector, WFP will strengthen national nutrition-specific and nutrition-sensitive services and programmes, including by harnessing cash- and food-based programmes aimed at improving nutrition. Focusing at the community level on healthy diets and health facilities for the treatment of malnutrition, WFP will adopt a life-cycle approach, especially to improve health and diets during the "window of opportunity" between the 1,000th and 8,000th days of a child's life. Nutritionally vulnerable groups, including children under 5, pre-primary schoolchildren, breastfeeding women and girls, other adolescent girls and people living with HIV, will benefit in particular from better and more integrated national nutrition services that help to reduce the rates of stunting and micronutrient deficiencies.
71. WFP will continue to support the Scaling Up Nutrition (SUN) Business Network as a key platform for advancing collaboration with the private sector on nutrition in Rwanda. WFP will continue to support the Government's efforts in food fortification and the enhancement of food safety and quality as part of its engagement in the SUN initiative.

*Activity 6: Provide technical assistance and capacity strengthening to national and subnational institutions to finance, design and implement shock-responsive, climate-sensitive social protection systems and programmes*

72. Working with the Government, WFP will strengthen the coverage, adequacy, quality and comprehensiveness of the national social protection system, with a particular focus on the Vision 2020 Umurenge Program.<sup>17</sup> WFP will promote the integration of climate adaptation, social protection and disaster risk management into shock-responsive and climate-sensitive social protection programmes,<sup>18</sup> including through national public works projects aimed at building the resilience of vulnerable households.
73. WFP will support the Government in developing and refining the shock-responsive cash transfer system introduced under the Vision 2020 Umurenge Program and will design and test ways of connecting social protection to work on climate adaptation, particularly through climate-sensitive national public works projects, leveraging opportunities for climate and disaster risk financing where possible. WFP will promote the positioning of the school

---

<sup>17</sup> The Vision 2020 Umurenge Program addresses social safety nets and public works initiatives.

<sup>18</sup> Rwanda's well-developed government-led social protection system already contributes to addressing weather-related shocks through efforts to "do good social protection". WFP. 2021. *Assessment of the Sensitivity of the Social Protection Sector in Rwanda to Climate-Related Shocks*.

feeding programme in national social protection frameworks. Together with partners, WFP will engage in national discussions on the promotion of nutrition-sensitive social protection.

74. WFP will work with the Government and partners on enhancing and aligning operational systems for the delivery of social protection initiatives that contribute to reforms in the social protection sector. WFP will focus on enhancing the agility and shock-responsiveness of key systems, particularly those for targeting in the context of the national social registry, digital cash delivery through government-to-people payments, and complaints management.

### **Partnerships**

75. WFP will foster multi-year partnerships with the ministries responsible for education and finance and other ministries engaged in school feeding; the national child development agency and the ministry responsible for gender and family issues, on the provision of nutrition services; and the ministry responsible for local government and the agency responsible for the development of local administrative entities, on social protection. It will also maintain partnerships with district authorities and will scale up joint actions with the other Rome-based agencies, the United Nations Children's Fund, the International Labour Organization, the German Agency for International Cooperation, the Foreign, Commonwealth and Development Office of the United Kingdom of Great Britain and Northern Ireland, and the World Bank.
76. Partnerships with civil society organizations are critical for the implementation of activities and will be leveraged for joint engagement and advocacy in relation to national policy. WFP will foster new research partnerships that build evidence on school feeding and nutrition interventions and will remain active in the School Meals Coalition, supporting the Government in fulfilling its regional and global commitments and leading and engaging in South-South cooperation. South-South and triangular cooperation on social protection and nutrition will also be scaled up.

### **Assumptions**

77. This outcome depends on continued government resourcing and prioritization of the relevant programmes amid a limited fiscal space, and an enabling environment for the inter-sectoral integration of government services.

### **Transition/handover strategy**

78. WFP will prioritize the sustainability of the national school feeding programme in the design and implementation of a plan to phase out its role in the programme. Strong emphasis will be placed on supporting government-financed social protection, safety nets, and nutrition services and programmes. WFP will transfer its asset creation programme to the Government's public works programme, along with the knowledge, skills and experience to support the future sustainability of that work.

***Country strategic plan outcome 3: By 2029, smallholder farmers and food-insecure households, especially women, youth, persons with disabilities and camp-based refugees in rural areas, benefit from decent livelihoods and sustainable food systems including improved natural resource management, increased resilience to shocks, and improved access to healthy diets***

79. WFP will advance the changing lives agenda and enhance food security by following a food systems approach that promotes healthy diets and decent jobs. In line with the Government's vision for the transformation of food systems, WFP will support nutrition-sensitive value chains and the shift from subsistence to commercial agriculture, prioritizing the inclusion and empowerment of smallholder farmers and cooperatives, especially women, young people, persons with disabilities and refugees. WFP will contribute to and support the planned national scale-up of conservation agriculture, digital technologies and partnerships with the private sector.

80. To strengthen the scale-up of climate-resilient practices, WFP will facilitate access to finance, climate-smart technologies and practices, and markets. The organization will shift towards a strategy focused on the private sector as part of its efforts to enhance market efficiencies for smallholders by supporting smallholders' access to markets.

#### **WFP strategic outcome**

81. CSP outcome 3 is aligned with WFP strategic outcome 3: People have improved and sustainable livelihoods.

#### **Focus area**

82. The focus of CSP outcome 3 is root causes.

#### **Alignment with national priorities**

83. CSP outcome 3 is aligned with SDG target 2.4 and contributes to UNSDCF outcome 1 under the economic transformation pillar and to the NST 2 goals for job creation and livelihoods. It is also in line with the fifth strategic plan for agricultural transformation, the national environmental climate change policy and the national gender policy.

#### **Expected outputs**

84. The following outputs will contribute to the achievement of CSP outcome 3:
- Output 7.1: Targeted smallholder farmers, cooperatives, agricultural micro-, small and medium enterprises and other value chain actors, especially women, youth and refugees, benefit from improved value chain services including tailored skills building, increased access to diversified markets including schools, and innovative approaches to financial services.
  - Output 7.2: Smallholder farmers, especially youth, women and persons with disabilities in vulnerable areas, benefit from enhanced access to climate-sensitive agricultural skills, and innovative, gender-transformative advisory services, climate-resilient assets, and infrastructure that increase their resilience to shocks.
  - Output 7.3: Food-insecure, nutritionally vulnerable people, especially women, children and persons with disabilities, benefit from strengthened local, nutrition-sensitive value chains and food fortification, improved nutrition knowledge, and more affordable, accessible and safe nutritious food.

#### **Key activities**

*Activity 7: Provide technical assistance and build national capacity for integrated climate adaptive programming that enables public and private sector actors, and communities, especially women and youth, to enhance agricultural production, market access, job creation, information, financing, and digital technologies, reduce food losses, improve quality, increase incomes and consume healthy diets*

85. WFP will support the development and strengthening of food producers – cooperatives and farmers in refugee camps and host communities – in pooling resources, aggregating produce and increasing market linkages, including links to school feeding programmes. WFP will work to expand market opportunities for smallholder farmers, leveraging schools as alternative markets in areas where the home-grown school feeding programme is implemented.
86. WFP will support sustainable and inclusive environmental rehabilitation and the restoration, protection and utilization of natural resources, including in the areas of water management, soil health, the promotion of biodiversity, and increased access to sources of clean energy in schools.

87. WFP will support micro- and small agricultural enterprises led by young people and women by providing individual farmers and cooperatives with knowledge and resources that facilitate the adoption of sustainable and climate-sensitive farming practices. WFP will promote local nutrition-sensitive value chains and sustained access to affordable and nutritious food for communities and smallholder farmers and will enhance productivity and resilience in communities.
88. WFP will strengthen country capacity in food safety and quality, post-harvest management, nutrition knowledge and financial literacy. Through partnerships with the private sector, especially in rural areas, communities will obtain access to essential tools and equipment for post-harvest activities. WFP will promote the adoption of innovative agricultural practices such as vertical farming, conservation agriculture and digital technologies that enhance overall efficiency.
89. WFP will intensify its efforts in relation to the economic empowerment of women by extending financial inclusion initiatives to young women and facilitating gender-transformative dialogue with men.

### ***Partnerships***

90. WFP will continue to work closely with the ministries responsible for agriculture, young people and local government and with district-level stakeholders, providing them with capacity strengthening activities.
91. WFP will enhance partnerships with the private sector, including agricultural micro-, small and medium enterprises, financial technology companies and financial institutions. It will expand its engagement with women's organizations, organizations of persons with disabilities, foundations, research institutions, non-governmental organizations and industry associations to generate evidence for informing policy development and promote meaningful engagement with women and girls.
92. Partnerships with the other Rome-based agencies and other United Nations entities will be critical, including for climate-sensitive and gender-transformative work, and strategic and operational support aimed at advancing the commercialization of smallholder production.

### ***Assumptions***

93. The success of this outcome relies on consistent funding, evidence and partnerships to support the expansion of interventions within the broader food systems framework. It assumes strong policy backing, community engagement, sustained market demand and effective monitoring.

### ***Transition/handover strategy***

94. To ensure the sustainability and scalability of its interventions, WFP will continue to shift its focus towards capacity-strengthening initiatives designed to enable key stakeholders to lead and manage interventions effectively. WFP will foster co-ownership and leadership by engaging stakeholders in the joint design and financing of programmes.



***Country strategic plan outcome 4: By 2029, communities affected by crises in Rwanda benefit from enhanced capacities of the Government of Rwanda and the humanitarian community to respond to emergencies rapidly and effectively as they arise***

95. WFP will leverage its expertise in logistics and supply chains to support the Government and humanitarian and development actors and enable them to respond to emergencies. During emergencies, WFP will provide the Government and humanitarian partners with on-demand services – including for supply chains, logistics and cash-based transfers (CBTs) – that enable them to deliver effective and timely responses.

***WFP strategic outcome***

96. CSP outcome 4 is aligned with WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective.

***Focus area***

97. The focus of CSP outcome 4 is crisis response.

***Alignment with national priorities***

98. CSP outcome 4 is aligned with SDG target 17.16 and contributes to the social and governance pillars of the UNSDCF, the 2023 disaster risk reduction and management policy and the 2018 national contingency plan for population influx.

***Expected outputs***

99. The following output will contribute to the achievement of CSP outcome 4:
- Output 8.1: People affected by crises, the Government and humanitarian actors benefit from improved services for coordination, humanitarian supply chain and technology used to deliver emergency assistance.

***Key activities***

*Activity 8: Deliver supply chain services and expertise that enable the Government and partners to provide timely emergency assistance to affected populations*

100. Drawing on its long-standing experience in assisting people in need, WFP will provide supply chain services and expertise that ensure the timely delivery of assistance to refugees, asylum seekers, internally displaced persons, host communities and other communities affected by crises and that improve the quality of the public health and nutrition services and the emergency response provided by the Government.
101. Building on its strong reputation for managing cross-border operations and maintaining access to people in need, WFP will continue to provide a “logistics corridor” for the delivery of humanitarian relief to neighbouring countries. It will facilitate the timely and efficient movement of food within Rwanda and throughout the region, serving national and regional food needs.
102. WFP will leverage its expertise in supply chains, CBTs, engineering, analysis and evidence generation to provide services and technical support for government institutions, humanitarian and development partners and other organizations, increasing their capacity to respond to crises effectively and efficiently.

103. In collaboration with the ministry responsible for emergency management and other government stakeholders, WFP will map routes, identify available stockpiles and other assets for emergency response, and collaborate with partner agencies to create a comprehensive database of those resources. WFP will define the contents of an “emergency ration box” ensuring that it includes sufficient food and other essential items to meet the immediate needs of affected households in the aftermath of an emergency. Additionally, WFP will identify suppliers capable of assembling and delivering the boxes within a seven-day timeframe.

### ***Partnerships***

104. WFP will partner with government institutions, particularly the ministry responsible for emergency management, other United Nations entities, academic bodies and the national and international organizations that require its services.

### ***Assumptions***

105. WFP strengthens its strategic partnerships with the Government and relevant agencies, serving as a provider of essential services while actively engaging with the national disaster management committee and coordinating global responses from the logistics cluster, the United Nations Humanitarian Air Service and WFP’s Fast Information Technology and Telecommunications Emergency and Support Team (FITTEST), should they be activated.

### ***Transition/handover strategy***

106. WFP’s service provision will be accompanied by the provision of capacity strengthening and technical support that enhance the capacity of the Government and other relevant partners to provide services in emergencies.

## **4. Implementation arrangements**

### **4.1 Beneficiary analysis**

107. WFP will target 580,000 people during the CSP period. Of these, 52 percent will be women and girls, with assistance reflecting the specific nutritional needs of this population group. WFP will target smallholder farmers and value chain actors, particularly women, with a view to enhancing their roles in nutrition-sensitive value chains. It will reach the people and communities most at risk of exclusion, including persons with disabilities, people living with HIV, women and adolescent girls.
108. The school feeding programme will target schools in food-insecure geographical areas – Burera, Gasabo, Kayonza, Ngororero and Nyamasheke districts.
109. Tier 3 beneficiaries will increase over the course of the CSP owing to WFP’s shift towards the provision of technical assistance throughout its programme portfolio. The targeting of technical assistance initiatives will be based on the needs and level of interest expressed by potential beneficiaries and the possibility for developing replicable models for learning and scale-up.

### **4.2 Transfers**

110. WFP will provide life-saving assistance for refugees through in-kind food assistance and CBTs, increasing the proportion of cash-based assistance over the CSP period with a view to building financial independence and stimulating local economic development. A shift from in-kind food assistance to cash transfers is planned for Rwandan returnees and the 16 schools included in the refugee operation. WFP will continue to provide cash to schools, including those hosting refugees, with the aim of supporting refugee parents and caregivers by covering the parental contribution to the national school feeding programme, for which a government grant covers up to 90 percent of the cost of meals.

111. Shock-affected Rwandans will receive assistance based on needs assessments, market functionality, price monitoring, donor contributions and available resources, all of which will also determine the choice of transfer modality.

#### **4.3 Country office capacity and profile**

112. Guided by a workforce assessment and periodic reviews, WFP has completed a strategic workforce planning and staff alignment exercise to determine the workforce needed to implement the CSP.
113. The country office will adapt and build the skills of its staff in line with the requirements of the new CSP, focusing on its ability to partner with the Government on key priorities and boosting capacity in areas of increased strategic importance, such as country capacity strengthening, social protection, gender-transformative approaches and climate action.
114. Employee wellness will be prioritized by the welfare committee, using tools such as the family liaison outreach community initiative, activities associated with the global staff survey and other WFP wellness resources.

#### **4.4 Partnerships**

115. WFP is a valued partner of the Government of Rwanda. The CSP outcomes will be achieved in collaboration with the Government, United Nations and other development partners, including the other Rome-based agencies, international financial institutions, research partners, community-based organizations and the private sector.
116. WFP will strengthen its engagement in relevant technical working groups, steering committees and coordination forums to foster multisectoral approaches to food and nutrition security, based on its unique value proposition.
117. In accordance with the priorities of the UNSDCF, WFP will seek opportunities for joint advocacy and programming with other United Nations entities with a view to coordinating and harmonizing activities that address food insecurity, malnutrition and their underlying causes.
118. WFP's capacity-strengthening interventions will strive to deliver long-term sustainable impact while increasing the national ownership of programmes and systems, establishing strong, trusted and effective partnerships and fostering good coordination.
119. WFP will partner with civil society organizations such as international and national non-governmental organizations, young people's groups and organizations, and local communities and will utilize existing platforms such as community feedback mechanisms to gain insights. WFP will expand collaboration with women's groups, organizations for persons with disabilities and community-based organizations to further develop its work on gender-transformative approaches and social inclusion.
120. WFP will explore partnerships on knowledge and research for evidence-based programming and will forge innovative partnerships across sectors to explore innovative programmatic approaches, such as food fortification for school feeding programmes, while deepening engagement with the private sector for food systems strengthening.
121. WFP will support the Government's South-South cooperation agenda, leveraging its global presence in South-South exchanges and its strengthened engagement in the School Meals Coalition and the SUN Business Network.

## **5. Performance management and evaluation**

### **5.1 Monitoring and evaluation arrangements**

122. WFP will align the monitoring and evaluation of CSP activities with the corporate results framework for 2022–2025. In accordance with corporate minimum monitoring requirements, the monitoring and evaluation system will focus on strengthening process, output and outcome monitoring for better decision making in relation to programmes. WFP aims to enhance the monitoring of its capacity-strengthening activities by using updated corporate indicators and methods such as qualitative studies. WFP will also develop robust knowledge management processes that bolster effective programme outcomes, facilitate improvement and foster innovation. Process monitoring tools will be updated and integrated into the system for referring issues to the appropriate level of management, which is at an advanced stage of development.
123. Baselines and targets for outcome indicators will be set within the first three months of CSP implementation, and data will be disaggregated by gender, age, disability and other social inclusion factors, where possible. The country office has a remote monitoring system that will enable more cost- and time-efficient data collection and analysis, especially during emergency responses. Process monitoring will be conducted regularly to check that activities are implemented as required and beneficiaries are satisfied.
124. A mid-term review will be undertaken in 2027 to measure progress in CSP implementation, and a final independent CSP evaluation will be carried out in the penultimate year of the CSP period. Decentralized evaluations of activities under the school meals programme and CSP outcome 3 will also be conducted. WFP will contribute to the monitoring of the implementation of the UNSDCF and will support the Government's monitoring, evidence generation and analysis initiatives by applying digital technologies and data analytics.
125. WFP will continue to provide community feedback mechanisms through which beneficiaries can make direct contact with WFP employees, provide feedback and seek redress in relation to WFP programmes, thereby informing programme adjustments. The mechanism will also serve as a system for escalating and referring any cases related to protection, including from sexual exploitation and abuse and gender-based violence, that occur.
126. The country office will develop an action plan for community engagement in the CSP, which will guide further stakeholder engagement throughout programme implementation.

### **5.2 Risk management**

#### ***Strategic risks***

127. The success of this CSP depends on continued political stability in Rwanda, following the election of July 2024, and regional stability. Current insecurity in the eastern part of the Democratic Republic of the Congo is a risk; if the situation deteriorates further, increased numbers of asylum seekers and internally displaced persons are expected to arrive in Rwanda.
128. The disruption of cross-border trade and increased commodity prices could lead to further food insecurity affecting the most vulnerable people.
129. Fund availability poses a risk for the achievement of CSP outcomes. To mitigate funding shortfalls, WFP will prioritize evidence-based planning and proactive engagement with donors, while ensuring the efficient allocation of resources.

130. The increased frequency and intensity of climate shocks, such as floods and droughts, pose a risk to WFP beneficiaries, staff and assets. WFP will activate safety measures that make field travel and activities as safe as possible, including mandatory risk assessments. WFP has a contingency plan to guide immediate action and response in the event of a large-scale shock.

#### ***Operational risks***

131. WFP is dedicated to ensuring the protection of its beneficiaries, staff and partners throughout its operations. In adherence to its policy of zero tolerance for sexual exploitation and abuse, WFP will enhance internal reporting and referral procedures for alleged cases. To address the risks of sexual exploitation and abuse, WFP will provide training and awareness-raising for its staff and partners and will actively contribute to inter-agency initiatives. The country office will put in place mitigation measures aimed at reducing the opportunities for sexual exploitation and abuse in food and cash-based assistance interventions. The overarching goal is to foster accountability and reinforce timely and secure mechanisms for the prevention of and response to any cases.
132. Global shortfalls in budgets are leading to rapid reductions in the relatively reliable funding stream that the Global Commodity Management Facility provides to Rwanda and the WFP country office through investment in the Africa Improved Foods company. Should this funding stop altogether, it would have a major impact on the company, the local farmers it purchases from, its employees and WFP's relationship with the Government.

#### ***Fiduciary risks***

133. WFP will inform its staff about the risks associated with fraud and corruption, reinforcing the principle of zero tolerance. WFP will work with field offices to enhance strategies for managing risks, including by conducting reviews of partners and vendors to ensure diligence, and through regular risk assessments in regions identified as vulnerable to fraud. Internal assurance mechanisms will be bolstered to ensure the implementation of adequate safeguards.

#### ***Financial risks***

134. WFP operations face financial risks such as price fluctuations, variations in exchange rates, high inflation rates and potential misuse of assets. WFP will consistently track price volatility and regularly assess the proper use of grants. To address the risk associated with exchange rate fluctuations, WFP will employ proactive measures, including adjustments of CBT values where necessary.

### **5.3 Social and environmental safeguards**

135. In accordance with WFP's environmental policy and the associated sustainability framework, CSP activities will be screened and mitigation measures put in place during their design and implementation.
136. WFP will engage in regular two-way communication with communities and will undertake protection analyses and conflict sensitivity assessments to enable adherence to the principle of "do no harm" and the implementation of safe and inclusive programmes that provide accountability and best respond to beneficiaries' specific needs. Community feedback mechanisms and regular monitoring will allow the identification and addressing of issues that affect the quality of WFP's programmes, including inclusion and exclusion errors associated with targeting, and potential discrimination based on age, gender, disability and other social factors.

## 6. Resources for results

### 6.1 Country portfolio budget

137. The total budget for the CSP for 2025–2029 is USD 257.0 million, of which 65 percent will be allocated to CSP outcome 1 on crisis response, 21 percent to CSP outcome 2 on resilience building, and 13 percent to CSP outcome 3 on root causes. The allocation to CSP outcome 4 represents a contingency plan for crisis response, which will be activated when required.

COUNTRY PORTFOLIO BUDGET (USD)							
Country strategic plan outcome	Activity	2025	2026	2027	2028	2029	Total
1	1	25 852 253	30 305 631	31 457 738	32 427 281	33 602 046	<b>153 644 949</b>
	2	1 942 177	2 041 735	2 091 227	2 052 013	2 134 489	<b>10 261 640</b>
	3	913 787	899 036	618 151	516 340	566 824	<b>3 514 138</b>
2	4	8 150 486	9 023 966	9 292 685	8 526 775	7 409 691	<b>42 403 604</b>
	5	1 225 261	1 253 449	1 303 197	1 360 335	1 530 674	<b>6 672 915</b>
	6	904 313	1 256 963	1 063 698	1 124 287	937 453	<b>5 286 713</b>
3	7	7 271 104	9 043 793	8 291 490	5 417 700	4 529 319	<b>34 553 406</b>
4	8	88 007	111 416	155 597	164 696	172 952	<b>692 668</b>
<b>Total</b>		<b>46 347 389</b>	<b>53 935 989</b>	<b>54 273 783</b>	<b>51 589 426</b>	<b>50 883 448</b>	<b>257 030 034</b>

### 6.2. Resourcing outlook and strategy

138. Limited humanitarian funding for the refugee operation forced WFP to significantly reduce cash transfers during most of the previous CSP period. Competing priorities around the world, combined with reduced humanitarian funding trends, will likely continue to affect the situation of refugees in Rwanda.
139. Since May 2021, WFP and UNHCR have been targeting camp-based refugees classed as highly or moderately vulnerable and supporting limited self-reliance opportunities to the extent allowed by funding flexibility. Ongoing efforts with the ministry responsible for emergency management to address inclusion errors aim to reduce the percentage of refugees classified as highly vulnerable using current targeting efforts and will inform WFP's prioritization in the event of funding constraints.
140. While some activities have received higher levels of funding, such as school feeding and smallholder farmer support, others have been severely underfunded, including those for malnutrition prevention and treatment, self-reliance and livelihood projects for refugees and host communities, school feeding programmes for refugee students, shock-responsive social protection, and disaster risk reduction and management. Although the Government and development partners recognize the value of WFP's technical support, this recognition is not translating into financial contributions.

141. WFP will reinforce its joint fundraising and advocacy efforts with the Government, including by expanding its partnerships with new donors, financial institutions and the private sector, to maximize the impact of interventions by pursuing joint, predictable multi-year fundraising opportunities in support of common priorities. In the event of funding shortfalls, WFP will prioritize life-saving assistance over support for resilience-building activities. A partnerships and resourcing strategy has been developed to guide the country office's identification of areas of engagement and its resource mobilization efforts.

## ANNEX I

### LOGICAL FRAMEWORK FOR RWANDA COUNTRY STRATEGIC PLAN (2025–2029)

#### SDG 2: Zero hunger

#### SDG target 1: Access to food

**Country strategic plan outcome 1: By 2029, food-insecure and crisis-affected people in Rwanda, including refugees, asylum seekers, IDPs, returnees and host communities benefit from safe, inclusive, gendertransformative and life-saving interventions to meet their urgent food and nutrition needs throughout the year and build self-reliance**

WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs

Focus area: crisis response

#### Assumptions

Tensions and conflicts within and between neighbouring countries are expected to continue. Adequate funding will be secured to maintain at least reduced levels of assistance to refugees, asylum seekers and host communities. WFP assumes that affected communities will remain accessible and that existing partnerships will endure, ensuring effective coordination and response efforts.

#### Outcome indicators

- 1.1.1 Food consumption score
- 1.1.2 Food consumption score – nutrition
- 1.1.3 Consumption-based coping strategy index (average)
- 1.1.4 Livelihood coping strategies for food security
- 1.1.5 Livelihood coping strategies for essential needs
- 1.1.6 Economic capacity to meet essential needs
- 1.1.7 Proportion of eligible population reached by nutrition preventive programme (coverage)
- 1.1.8 Proportion of target population who participate in an adequate number of distributions (adherence)



- 1.1.9 Proportion of households that cannot afford the lowest-cost nutritious diet
- 1.1.10 Proportion of children 6–23 months of age who receive a minimum acceptable diet
- 1.1.11 Minimum diet diversity for women and girls of reproductive age
- 1.1.13 Percentage of moderate acute malnutrition cases reached by treatment services (coverage)
- 1.1.14 Moderate acute malnutrition treatment recovery rate
- 1.1.15 Moderate acute malnutrition treatment mortality rate
- 1.1.16 Moderate acute malnutrition treatment default rate
- 1.1.17 Moderate acute malnutrition treatment non-response rate
- 1.1.20 Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP
- 1.1.21 Annual change in enrolment
- 1.1.22 Attendance rate
- 1.1.23 Graduation rate
- 1.1.41 Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy
- 1.1.42 Transition strategy for school health and nutrition and school feeding developed with WFP support
- 1.1.44 Number of people covered (WFP indirect beneficiaries) by national social protection systems or programmes to which WFP provided support
- 1.1.45 Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South–South and triangular cooperation support
- 1.1.47 Retention rate, by grade
- 1.1.51 dietary diversity score
- 1.1.58 Consumption-based coping strategy index (percentage of households with reduced CSI)
- 1.1.62 EPCI: Proportion of Emergency Preparedness Capacity Indicator (EPCI) capacity parameters with improved rating
- 1.1.72 Number of management plans, processes and platforms contributing to zero hunger and other SDGs endorsed by national stakeholder with WFP capacity strengthening support
- 1.1.76 Number of enhanced programme designs, processes and platforms contributing to zero hunger and other SDGs endorsed by national stakeholder with WFP capacity strengthening support

1.1.80 Proportion of people participating in training, coaching, or mentoring reporting improvement in knowledge/skills contributing to zero hunger and other SDGs

1.1.83 Proportion of people engaged in income generating activities (IGA) as a result of skills development trainings (FFT)

1.1.97 Percentage of individuals practicing recommended healthy diet behaviour

### Activities and outputs

#### **Activity 1: Provide food and nutrition assistance to refugees, asylum seekers and returnees; support the school feeding programme for both refugee and host community students; and provide livelihood assistance to vulnerable refugees and host communities**

Output 1.1: Refugees, asylum seekers, returnees and other crisis-affected people at risk of vulnerability receive timely and adequate food assistance that meets their essential food and nutrition needs (Tier 1).

Output 1.1: Refugees, asylum seekers, returnees and other crisis-affected people at risk of vulnerability receive timely and adequate food assistance that meets their essential food and nutrition needs (Tier 1).

Output 1.2: Refugees, asylum seekers, host community children under 5, pregnant and breastfeeding women, adolescent girls, and people living with HIV and/or tuberculosis receive adequate specialized foods, gender transformative social behaviour change communication for nutrition and services designed to prevent and treat all forms of malnutrition (Tier 2)

Output 1.3: Pre-primary and primary schoolchildren in refugee and host communities have access to adequate and nutritious food that improves their school attendance (Tier 1).

Output 1.4: Refugee households and host communities benefit from increased access to gendertransformative financial services, skills and diversified income-generating activities for sustainable livelihoods and self-reliance (Tier 2).

Activity category URT-1.2: Unconditional resource transfer

Output standard 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs

Output standard 1.1: Food insecure and crisis-affected populations have access to nutritious food and cashbased assistance, restored assets and services to meet their urgent needs

Output standard 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets

Output standard 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs

Output standard 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs

**Activity 2: Provide food and nutrition assistance to Rwandans at risk of disasters, leveraging anticipatory action frameworks and the national disaster risk management and shock-responsive social protection systems where possible**

Activity category URT-1.2: Unconditional resource transfer

Output 2.1: Vulnerable Rwandan people affected by disasters, including internally displaced persons, receive emergency assistance that meets their essential food and nutrition needs (Tier 1).

Output standard 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs

**Activity 3: Provide capacity-strengthening support and technical assistance to national and subnational institutions and partners to strengthen Rwanda's capacity to anticipate, prepare for and better respond to shocks and disasters**

Activity category EPA-1.1: Emergency preparedness and early action

Output 3.1: National and local actors have strengthened capacity and are ready to better anticipate, prepare for and respond to shocks and disasters in a comprehensive, timely, inclusive and innovative manner including through disaster risk management, anticipatory action and shock-responsive social protection programmes and systems (Tier 2).

Output standard 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs

Output 3.1: National and local actors have strengthened capacity and are ready to better anticipate, prepare for and respond to shocks and disasters in a comprehensive, timely, inclusive and innovative manner including through disaster risk management, anticipatory action and shock-responsive social protection programmes and systems (Tier 2).

Output standard 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs

**SDG target 2: End malnutrition**

**Country strategic plan outcome 2: By 2029, poor and vulnerable people in Rwanda, including children, benefit from enhanced social protection, school meals and nutrition programmes that promote human capital, resilience and food and nutrition security**

WFP strategic outcome 2: People have better nutrition, health and education outcomes

Focus area: resilience building

**Assumptions**

This outcome depends on continued government resourcing and prioritization of the relevant programmes amidst limited fiscal space, and an enabling environment for inter-sectoral integration of government services.

**Outcome indicators**

- 2.2.20 Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP
- 2.2.21 Annual change in enrolment
- 2.2.22 Attendance rate
- 2.2.23 Graduation rate
- 2.2.24 Percentage of students who by the end of two grades of primary schooling demonstrate ability to read and understand grade-level text
- 2.2.37 Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support
- 2.2.41 Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy
- 2.2.42 Transition strategy for school health and nutrition and school feeding developed with WFP support
- 2.2.43 SABER school feeding index
- 2.2.44 Number of people covered (WFP indirect beneficiaries) by national social protection systems or programmes to which WFP provided support
- 2.2.45 Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South–South and triangular cooperation support
- 2.2.47 Retention rate, by grade
- 2.2.53 Number of teachers/educators/teaching assistants in target schools who demonstrate use of new and quality teaching techniques or tools
- 2.2.59 Transition strategy for school health and nutrition/including school feeding programmes fully implemented by national stakeholder and WFP
- 2.2.63 Percentage of school-aged children meeting minimum dietary diversity score
- 2.2.70 Amount of annual host government budget for nationally owned programmes and systems contributing to Zero Hunger and other SDGs released following WFP capacity strengthening support
- 2.2.75 Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs that have benefitted from WFP capacity strengthening support
- 2.2.78 Amount of annual host government budget allocated to nationally owned programmes and systems contributing to zero hunger and other SDGs following WFP capacity strengthening support
- 2.2.79 Number of enhanced programme designs, processes and platforms contributing to zero hunger and other SDGs implemented at scale by national organizations following WFP capacity strengthening support

2.2.82 Resources mobilized (USD value) for national school health and nutrition/including school feeding programmes with WFP capacity strengthening support and/or advocacy

2.2.91 Number of new or existing legislative instruments, standards or policies for fortified staple foods endorsed as a result of WFP capacity strengthening support

2.2.93 Percentage of children absent from school due to ill-health

2.2.94 Number of new or existing legislative instruments, standards or policies for fortified staple foods developed/adopted with WFP capacity strengthening support

2.2.97 Percentage of individuals practicing recommended healthy diet behaviour

### Activities and outputs

#### **Activity 4: Provide, and strengthen national capacities to deliver, nutritious and diverse school meals and school health and nutrition services, to school-aged children in Rwanda**

Activity category SMP-1.5: School-based programmes

Output 4.1: School-aged girls and boys in Rwanda benefit from safe, adequate, nutritious and diverse school meals and complementary school health and nutrition services for improved education and nutrition status (Tier 1)

Output standard 2.3: School-age children and adolescents have access to school-based health and nutrition packages

Output 4.2: The Government, parents and the private sector are able to sustainably implement a cost-efficient, evidence-based, gender transformative and nutrition-sensitive national school feeding programme for all schoolchildren in Rwanda (Tier 3)

Output standard 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs

#### **Activity 5: Provide capacity strengthening to nutrition actors for improved national nutrition systems, programmes and interventions**

Activity category NPA-1.3: Malnutrition prevention programme

Output 5.1: Nutritionally vulnerable people in Rwanda, including children under 5, pregnant and breastfeeding women, adolescent girls, people living with HIV and persons with disabilities benefit from enhanced national capacity to identify and reach the people most in need with adequate, integrated nutrition services that promote healthy diets and meet their nutrition needs (Tier 2).

Output standard 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs

**Activity 6: Provide technical assistance and capacity strengthening to national and subnational institutions to finance, design and implement shock-responsive, climate-sensitive social protection systems and programmes**

Activity category SPS-1.10: Social protection sector support

Output 6.1: Poor households including those vulnerable to shocks, benefit from increased government capacity to finance, design and deliver shock-responsive and climate-sensitive social protection enabled by robust and agile operational systems that meet food security and other essential needs and help manage risks and shocks (Tier 3)

Output standard 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs

**SDG target 4: Sustainable food system**

**Country strategic plan outcome 3: By 2029, smallholder farmers and food-insecure households, especially women, youth, persons with disabilities and camp-based refugees in rural areas, benefit from decent livelihoods and sustainable food systems including improved natural resource management, increased resilience to shocks, and improved access to healthy diets**

WFP strategic outcome 3: People have improved and sustainable livelihoods

Focus area: root causes

**Assumptions**

The success of this outcome relies on consistent funding, evidence and partnerships to support the expansion of interventions within the broader food systems framework. It assumes strong policy backing, community engagement, sustained market demand and effective monitoring.

**Outcome indicators**

4.3.29 Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems

4.3.30 Average percentage of smallholder post-harvest losses at the storage stage

4.3.31 Percentage of targeted smallholder farmers reporting increased production of nutritious crops

4.3.35 Investment capacity index

4.3.48 Value of smallholder sales through WFP-supported aggregation systems (USD)

4.3.49 Volume of smallholder sales through WFP-supported aggregation systems (MT)

4.3.52 Percentage of WFP food procured from smallholder farmer aggregation systems

4.3.61 Food purchased from regional and local suppliers and smallholder farmers, as a percentage of food distributed by WFP in country

## Activities and outputs

### **Activity 7: Provide technical assistance and build national capacity for integrated climate adaptive programming that enables public and private sector actors, and communities, especially women and youth, to enhance agricultural production, market access, job creation, information, financing, and digital technologies, reduce food losses, improve quality, increase incomes and consume healthy diets**

Output 7.1: Targeted smallholder farmers, cooperatives, agricultural micro-, small and medium enterprises and other value chain actors, especially women, youth and refugees, benefit from improved value chain services including tailored skills building, increased access to diversified markets including schools, and innovative approaches to financial services (Tier 1).

Output 7.2: Smallholder farmers, especially youth, women and persons with disabilities in vulnerable areas, benefit from enhanced access to climate-sensitive agricultural skills, and innovative, gender-transformative advisory services, climate-resilient assets, and infrastructure that increase their resilience to shocks (Tier 1)

Output 7.3: Food-insecure, nutritionally vulnerable people, especially women, children and persons with disabilities, benefit from strengthened local, nutrition-sensitive value chains and food fortification, improved nutrition knowledge, and more affordable, accessible and safe nutritious food (Tier 3).

Output 7.3: Food-insecure, nutritionally vulnerable people, especially women, children and persons with disabilities, benefit from strengthened local, nutrition-sensitive value chains and food fortification, improved nutrition knowledge, and more affordable, accessible and safe nutritious food (Tier 3).

## **SDG 17: Partnerships for the goals**

### **SDG target 16: Global partnership**

#### **Country strategic plan outcome 4: By 2029, communities affected by crises in Rwanda benefit from enhanced capacities of the Government of Rwanda and the humanitarian community to respond to emergencies rapidly and effectively as they arise**

Activity category SMS-1.8: Smallholder agricultural market support programmes

Output standard 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools

Output standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods

Output standard 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods

Output standard 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools

WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective

Focus area: crisis response

### Assumptions

WFP strengthens strategic partnerships with the Government and relevant agencies, serving as a provider of essential services while actively engaging with the national disaster management committee as well as coordinating global responses from the logistics cluster, the United Nations Humanitarian Air Service, FITTEST should they be activated.

### Outcome indicators

8.5.37 Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

8.5.46 Percentage of users satisfied with services provided

8.5.72 Number of management plans, processes and platforms contributing to zero hunger and other SDGs endorsed by national stakeholder with WFP capacity strengthening support

8.5.77 Number of coordination meetings contributing to zero hunger and other SDGs led by national convening entity as a result of WFP capacity strengthening support

### Activities and outputs

#### **Activity 8: Deliver supply chain services and expertise that enable the Government and partners to provide timely emergency assistance to affected populations**

Activity category ODS-2.4: On-demand services

Output 8.1: People affected by crises, the Government and humanitarian actors benefit from improved services for coordination, humanitarian supply chain and technology used to deliver emergency assistance (Tier 2).

Output standard 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions



**SDG 2: Zero hunger****CC.1. Protection****Cross-cutting indicators**

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.1.5: Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

CC.1.6: Country Office Score on Meeting Standards for the Identification and Documentation of Conflict Analysis and Conflict Sensitivity Risks, and Implementation of Mitigation Measures

**CC.2. Accountability****Cross-cutting indicators**

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.2: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Country office has a functioning community feedback mechanism

CC.2.4: Country office has an action plan on community engagement

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)

**CC.3. Gender equality and women's empowerment****Cross-cutting indicators**

CC.3.4: Proportion of women and men in decision-making entities who report meaningful participation

CC.3.5: Proportion of women and men reporting economic empowerment

**CC.4. Environmental sustainability****Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

**CC.5. Nutrition integration****Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

CC.5.3: Nutrition-sensitive score

**SDG 17: Partnerships for the goals****CC.1. Protection****Cross-cutting indicators**

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.1.5: Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

CC.1.6: Country Office Score on Meeting Standards for the Identification and Documentation of Conflict Analysis and Conflict Sensitivity Risks, and Implementation of Mitigation Measures

**CC.2. Accountability****Cross-cutting indicators**

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.2: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Country office has a functioning community feedback mechanism

CC.2.4: Country office has an action plan on community engagement

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)

**CC.3. Gender equality and women's empowerment****Cross-cutting indicators**

CC.3.4: Proportion of women and men in decision-making entities who report meaningful participation

CC.3.5: Proportion of women and men reporting economic empowerment

**CC.4. Environmental sustainability****Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

**CC.5. Nutrition integration****Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

CC.5.3: Nutrition-sensitive score

## ANNEX II

BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY									
Country strategic plan outcome	Output	Activity	Beneficiary group	2025	2026	2027	2028	2029	Total
1	1.1	1	Girls	54 134	48 099	49 056	50 014	50 471	<b>85 023</b>
			Boys	53 941	47 907	48 864	49 822	50 279	<b>84 671</b>
			Women	35 885	44 985	46 103	47 220	48 838	<b>82 784</b>
			Men	29 333	38 202	39 160	40 117	41 575	<b>70 567</b>
			<b>Total</b>	<b>173 293</b>	<b>179 193</b>	<b>183 183</b>	<b>187 173</b>	<b>191 163</b>	<b>323 045</b>
	2.1	2	Girls	2 400	2 400	2 400	2 400	2 400	<b>12 000</b>
			Boys	2 400	2 400	2 400	2 400	2 400	<b>12 000</b>
			Women	2 800	2 800	2 800	2 800	2 800	<b>14 000</b>
			Men	2 400	2 400	2 400	2 400	2 400	<b>12 000</b>
			<b>Total</b>	<b>10 000</b>	<b>10 000</b>	<b>10 000</b>	<b>10 000</b>	<b>10 000</b>	<b>50 000</b>
2	4.1	4	Girls	29 485	29 485	29 485	29 485	29 485	<b>38 330</b>
			Boys	30 515	30 515	30 515	30 515	30 515	<b>39 670</b>
			<b>Total</b>	<b>60 000</b>	<b>60 000</b>	<b>60 000</b>	<b>60 000</b>	<b>60 000</b>	<b>78 000</b>
3	7.1	7	Women	6 035	9 567	16 780	10 303	11 039	<b>19 000</b>
			Men	6 034	9 567	16 779	10 303	11 039	<b>19 000</b>
			<b>Total</b>	<b>12 069</b>	<b>19 134</b>	<b>33 559</b>	<b>20 606</b>	<b>22 078</b>	<b>38 000</b>
	7.2	7	Women	12 084	19 157	33 597	20 630	22 104	<b>38 044</b>
			Men	12 083	19 156	33 597	20 630	22 103	<b>38 043</b>
			<b>Total</b>	<b>24 167</b>	<b>38 313</b>	<b>67 194</b>	<b>41 260</b>	<b>44 207</b>	<b>76 087</b>
	7.3	7	Women	2 382	3 777	6 624	4 067	4 358	<b>7 500</b>
			Men	2 382	3 776	6 623	4 067	4 357	<b>7 500</b>
			<b>Total</b>	<b>4 764</b>	<b>7 553</b>	<b>13 247</b>	<b>8 134</b>	<b>8 715</b>	<b>15 000</b>
<b>Total (without overlap)</b>			<b>Girls</b>	<b>86 019</b>	<b>79 984</b>	<b>80 941</b>	<b>81 899</b>	<b>82 356</b>	<b>135 353</b>
			<b>Boys</b>	<b>86 856</b>	<b>80 822</b>	<b>81 779</b>	<b>82 737</b>	<b>83 194</b>	<b>136 341</b>
			<b>Women</b>	<b>59 186</b>	<b>80 286</b>	<b>105 904</b>	<b>85 020</b>	<b>89 139</b>	<b>161 328</b>
			<b>Men</b>	<b>52 232</b>	<b>73 101</b>	<b>98 559</b>	<b>77 517</b>	<b>81 474</b>	<b>147 110</b>
			<b>Total</b>	<b>284 293</b>	<b>314 193</b>	<b>367 183</b>	<b>327 173</b>	<b>336 163</b>	<b>580 132</b>

## ANNEX III

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY																		
	Country strategic plan outcome 1															Country strategic plan outcome 2		
	Activity 1 Refugees and Rwandan returnees										Activity 2 Emergency response for Rwandans					Activity 4 School feeding		
Beneficiary type	GD	GD HEB	GD MV	SF PRE	SF PRI	NTA CH	STUN CH	STUN PBWG	PLHIV/TB	ACL	GD	GD HEB	STUN CH	STUN PBWG	PLHIV/TB	SF PRE	SF PRI	
Modality																		
Cereals	410										410						75	120
Pulses	120										120						30	40
Oil	30							25	25		30			25	25		5	10
Salt	5										5						3	3
Sugar					7.5			15	15					15	15			
Super Cereal					60			200	200					200	200			
Super Cereal Plus				60			200						200					
High-energy biscuits		400										400						
Plumpy'Sup						100												
Total kcal/day	2 173	1 800	1 087	236	256	535	787	1 031	1 031	1 087	2 173	1 800	787	1 031	1 031	606	847	

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY																	
	Country strategic plan outcome 1															Country strategic plan outcome 2	
	Activity 1 Refugees and Rwandan returnees										Activity 2 Emergency response for Rwandans					Activity 4 School feeding	
Beneficiary type	GD	GD HEB	GD MV	SF PRE	SF PRI	NTA CH	STUN CH	STUN PBWG	PLHIV/TB	ACL	GD	GD HEB	STUN CH	STUN PBWG	PLHIV/TB	SF PRE	SF PRI
% kcal from protein	11.3	11.10	11.30	9.80	9.20	14	16.60	11.90	11.90	11.30	11.30	11.10	16.60	11.90	11.90	12.00	12.00
Cash-based transfers	0.3612		0.1806		0.012					0.1806	0.3612				0.49	0.047	0.047
Number of feeding days per year	90	4	360	199	199	120	360	360	360	105	90	4	120	120	120	199	199

*Abbreviations:* ACL = asset creation and livelihood; GD = general distribution; GD HEB = general distribution with high-energy biscuits; GD MV = general distribution for moderately vulnerable beneficiaries; NTA CH = malnutrition treatment for children under 5 years; PLHIV/TB = people living with HIV and tuberculosis; SF PRE = school feeding for pre-primary students; SF PRI = school feeding for primary students; STUN CH = prevention of stunting for children under 2 years; STUN PBWG = prevention of stunting for pregnant and breastfeeding women and girls.

**ANNEX IV**

<b>TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUES</b>		
<b>Food type/cash-based transfer</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	7 796	10 076 598
Pulses	2 563	3 643 723
Oil and fats	482	933 198
Mixed and blended foods	5 942	10 854 111
Other	241	324 278
<b>Total (food)</b>	<b>17 025</b>	<b>25 831 907</b>
Cash-based transfers		92 979 041
<b>Total (food and cash-based transfers value)</b>	<b>17 025</b>	<b>118 810 948</b>

**ANNEX V**

<b>INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)</b>					
	<b>SDG 2 target 2.1/WFP strategic outcome 1</b>	<b>SDG 2 target2.2/WFP strategic outcome 2</b>	<b>SDG 2 target 2.4/WFP strategic outcome 3</b>	<b>SDG 17 target 17.16/WFP strategic outcome 5</b>	<b>Total</b>
	<b>CSP outcome 1</b>	<b>CSP outcome 2</b>	<b>CSP outcome 3</b>	<b>CSP outcome 4</b>	
<b>Focus area</b>	<b>Crisis response</b>	<b>Resilience building</b>	<b>Root causes</b>	<b>Crisis response</b>	
Transfers	126 617 224	37 770 950	24 832 171	574 095	<b>189 794 440</b>
Implementation	12 513 550	7 429 789	3 930 352	38 336	<b>23 912 028</b>
Adjusted direct support costs	18 071 787	5 844 549	3 681 989	80 237	<b>27 678 563</b>
<b>Subtotal</b>	157 202 561	51 045 289	32 444 513	692 668	<b>241 385 031</b>
Indirect support costs (6.5 percent)	10 218 166	3 317 944	2 108 893	0	<b>15 645 004</b>
<b>Total</b>	<b>167 420 727</b>	<b>54 363 233</b>	<b>34 553 406</b>	<b>692 668</b>	<b>257 030 034</b>



## Acronyms

CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
FITTEST	Fast Information Technology and Telecommunications Emergency and Support Team
NST	National Strategy for Transformation
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNHCR	Office of the United Nations High Commissioner for Refugees
UNSDCF	United Nations sustainable development cooperation framework