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Rwanda country strategic plan (2019–2023)

Duration	January 2019–December 2023
Total cost to WFP	USD 218,351,810
Gender and age marker*	4

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

Executive summary

This country strategic plan guides WFP's engagement in Rwanda from 2019 to 2023 in support of national priorities for achieving food and nutrition security. WFP will work in partnership with the Government and other stakeholders through the direct implementation of integrated programmes targeting the most vulnerable people and will progressively shift towards building national capacity to formulate, manage and implement programmes for achieving zero hunger. In implementing its activities, WFP will bridge the humanitarian–development nexus and leverage its extensive experience and the contributions it has made in Rwanda over many decades in order to achieve four strategic outcomes:

- Refugees and returnees in Rwanda have access to adequate and nutritious food at all times.
- Vulnerable populations in food-insecure communities and areas have improved access to adequate and nutritious food all year.

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- Children under 5, adolescents and pregnant and nursing women and girls in Rwanda have improved access to nutritious foods and services that enable them to meet their nutrition needs all year.
- Smallholder farmers, especially women, have increased marketable surplus and access to agricultural markets through efficient supply chains by 2030.

The country strategic plan has been developed in consultation with the Government and other partners. It is aligned with national development priorities such as the National Strategy for Transformation (2017–2024), Vision 2020, Vision 2050 and the United Nations Development Assistance Plan for Rwanda (2018–2023), with the WFP Strategic Plan (2017–2021) and Sustainable Development Goals 2 and 17. WFP's engagement in Rwanda over the next five years is also informed by the national strategic review of food and nutrition security.

Draft decision*

The Board approves the Rwanda country strategic plan (2019–2023) (WFP/EB.2/2018/8-A/8) at a total cost to WFP of USD 218,351,810.

* 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. Since the 1994 genocide, the Government of Rwanda has recorded significant achievements in poverty reduction, gender equality, environmental sustainability, food production, education and public health, in line with the Millennium Development Goals.¹ In the post-Millennium Development Goal era, the Government is committed to implementing the 2030 Agenda and addressing the significant challenges that remain and has prioritized achievement of the Sustainable Development Goals (SDGs) as a central element in its development strategies.
2. Rwanda is a low-income, least-developed country with a population of 11.2 million people, of whom 52 percent are women and girls and 48 percent men and boys.² The population is growing at 2.4 percent per year and the country has one of the highest population densities in sub-Saharan Africa. Rwanda ranks 159th of 188 countries on the Human Development Index and 84th of 159 on the Gender Inequality Index; 44.9 percent of the population lives below the income poverty line.^{3,4} Undernourishment affects 4.8 million people (41 percent of the population) and approximately one fifth of the population is food-insecure.⁵
3. The topography of Rwanda – mostly high-altitude, rugged and mountainous – constitutes a considerable challenge for the largely agrarian population. Rwanda is at risk of natural and human-caused shocks such as destructive weather events caused by climate change, including droughts, floods and landslides, and environmental degradation and economic crises that impede socio-economic progress.
4. Rwanda currently hosts 175,000 Congolese and Burundian refugees and asylum seekers, of whom 79 percent reside in camps and the remaining 21 percent are urban refugees. Many refugees have been present in the country for decades, with limited prospects for repatriation in the immediate future. The “forgotten crises” in these neighbouring countries, where protracted volatility is exacerbated by political instability, may lead to further arrivals of refugees.
5. The Government’s medium- and long-term development agendas are underpinned by commitments to good governance, transparency, accountability, sustainability, resilience, gender equality, women’s empowerment and justice.⁶

¹ United Nations, Rwanda. 2013. [Rwanda United Nations Development Assistance Plan 2013–2018](http://www.fao.org/3/a-as811e.pdf). <http://www.fao.org/3/a-as811e.pdf>.

² National Institute of Statistics of Rwanda. 2016. [National gender statistics report 2016](http://statistics.gov.rw/publication/national-gender-statistics-report-2016). <http://statistics.gov.rw/publication/national-gender-statistics-report-2016>.

³ UNDP. 2016. [Human Development Report 2016](http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf). http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf.

⁴ Ministry of Gender and Family Promotion. 2010. [National Gender Policy](https://www.ilo.org/dyn/natlex/docs/ELECTRONIC/94009/110188/F-1576743982/RWA-94009.pdf). <https://www.ilo.org/dyn/natlex/docs/ELECTRONIC/94009/110188/F-1576743982/RWA-94009.pdf>. Poverty affects men and women differently: 57 percent of women earn no income at all, highlighting their marginalized position and economic dependence on men, which is mainly a result of existing inequalities in development opportunities and management of and control over resources.

⁵ FAO, IFAD, United Nations Children's Fund, WFP and WHO. 2017. [The State of Food Security and Nutrition in the World 2017 Building resilience for peace and food security](http://www.fao.org/3/a-l7695e.pdf). <http://www.fao.org/3/a-l7695e.pdf>. Sex and age disaggregated data were not provided.

⁶ Republic of Rwanda. 2012. [Rwanda Vision 2020 – Revised 2012](http://www.minecofin.gov.rw/fileadmin/templates/documents/NDPR/Vision_2020_.pdf). http://www.minecofin.gov.rw/fileadmin/templates/documents/NDPR/Vision_2020_.pdf.

1.2 Progress towards SDG 2

Progress towards SDG 2 targets

Access to food

6. This is determined mainly by seasonal patterns, commodity prices and people's purchasing power and is influenced by socio-economic norms and structural inequalities. Forty percent of the population is food-secure and likely to reside in urban areas, 40 percent is marginally food-secure, 17 percent is moderately food-insecure and 3 percent is severely food-insecure; this last group is typically rural households dependent on daily agricultural labour. Among households, 50 percent had difficulties with access to food at some point in the previous year - 26 percent reported seasonal difficulties, especially during the biannual lean seasons, 16 percent reported acute difficulties and 7 percent reported chronic difficulties.⁷ Camp-based refugees have been highly dependent on humanitarian assistance since the late 1990s: 87 percent of income is derived from WFP assistance in households receiving in-kind food transfers and 92 percent in those receiving cash-based transfers (CBT), which increase access to diversified foods from local markets.⁸

End malnutrition

7. In Rwanda, breastfeeding practices are among the best in the world,⁹ but complementary feeding is suboptimal in that it precludes adequate nutrient intake among children aged 6–23 months and hence contributes to stunting. The recent country strategic review of food and nutrition security (referred to as “the strategic review” hereafter) noted that despite the remarkable improvements in children's nutrition status, including a downwards trend in stunting since 2005, the national prevalence of stunting is still high at 38 percent.¹⁰ Anaemia among women and children under 5 is a moderate to severe public health problem, while rates of underweight at 9 percent and wasting at 2.2 percent are less critical.^{11,12} Dietary intake remains a major concern, but other underlying causes of persistently poor nutrition status include low access to safe water, sanitation and hygiene and health services, and inadequate care practices. In all six refugee camps the prevalence of global acute malnutrition has declined to within the World Health Organization (WHO) “acceptable” range of less than 5 percent. Despite this overall positive trend, 53 percent of

⁷ Ministry of Agriculture and Animal Resources, National Institute of Statistics Rwanda and WFP. 2016. [Rwanda 2015 Comprehensive food security and vulnerability analysis](https://documents.wfp.org/stellent/groups/public/documents/ena/wfp284395.pdf). <https://documents.wfp.org/stellent/groups/public/documents/ena/wfp284395.pdf>.

⁸ WFP and Office of the United Nations High Commissioner for Refugees (UNHCR). 2017. [WFP-UNHCR joint assessment mission, Rwanda](https://www.wfp.org/content/rwanda-wfpunhcr-joint-assessment-mission-jam-2017). <https://www.wfp.org/content/rwanda-wfpunhcr-joint-assessment-mission-jam-2017>.

⁹ National Institute of Statistics Rwanda, Ministry of Health and ICF International. 2015. [Rwanda demographic and health survey 2014-15](http://www.statistics.gov.rw/publication/demographic-and-health-survey-20142015-final-report). Rockville, MD, USA. <http://www.statistics.gov.rw/publication/demographic-and-health-survey-20142015-final-report>.

¹⁰ Ministry of Gender and Family Promotion. 2018. [Rwanda country strategic review of food and nutrition security](http://www1.wfp.org/zero-hunger-strategic-reviews). <http://www1.wfp.org/zero-hunger-strategic-reviews>.

¹¹ National Institute of Statistics Rwanda, Ministry of Health and ICF International. 2015. [Rwanda demographic and health survey 2014-15](http://www.statistics.gov.rw/publication/demographic-and-health-survey-20142015-final-report). Rockville, MD, USA. <http://www.statistics.gov.rw/publication/demographic-and-health-survey-20142015-final-report>.

¹² National Institute of Statistics Rwanda. 2016. [National gender statistics report 2016](http://statistics.gov.rw/publication/national-gender-statistics-report-2016). <http://statistics.gov.rw/publication/national-gender-statistics-report-2016>. There are no major differences between the proportions of boys and girls under 5 who are underweight, at 9.3 percent among both boys and girls, or wasted, at 2.4 percent among boys and 2.0 percent among girls.

children under 5 were affected by at least one form of malnutrition and 14 percent were affected by two or more forms.¹³

Smallholder productivity and incomes

8. National agricultural output has increased steadily over the last decade, but its share of gross domestic product declined from 37 percent in 2000 to 33 percent in 2017 as a result of strong comparative growth in other sectors. Low crop yields and animal productivity are hampering food security improvements, especially among subsistence farmers. Thus, support for smallholders has become an increasingly important focus of the Government and development partners, and there is a particular need for further investments that support productivity, post-harvest handling and proper functioning of food markets.¹⁴ Women, who account for 80 percent of the smallholder workforce, remain key players in the agriculture sector,¹⁵ producing food for domestic consumption and for markets, but they experience discrimination as a result of social norms and power imbalances that undermine, for instance, their land rights and access to financial, extension and other services. This in turn tends to prevent women from contributing to their own livelihoods and national production.

Sustainable food systems

9. Successful implementation of national agricultural programmes for increasing the productivity of smallholder farmers through approaches such as crop intensification, dairy promotion, erosion control, land husbandry and post-harvest handling and storage have contributed to impressive progress in making food available to citizens. Achieving stability in the food supply throughout the year, however, remains a significant challenge given the risk of climate-related disasters, population pressures, unsustainable use of natural resources, inefficiencies in value and supply chains for food, knowledge gaps in climate-smart agricultural practices and limited community resilience to climate-related shocks.¹⁶ Women farmers are more vulnerable to climate change and land degradation because of, for example, their restricted access to and use of agricultural inputs, farming tools and credit. The 2015–2016 drought revealed the need for more effective, equitable and efficient disaster risk management systems and climate adaptation strategies for improving resilience.

Macroeconomic environment

10. Rwanda's impressive annual gross domestic product growth rate of 7.2 percent since 2010 has been accompanied by decreasing income inequality, even though the country's Gini coefficient remains among the highest in Africa. The Government's long-term development plan envisions a transformation from an agrarian to a knowledge-based economy with a view to reaching upper-middle-income country status by 2035 and high-income country status by 2050.

¹³ UNCHR and WFP. 2017. *Standardized expanded nutrition survey final report: Refugee camps in Rwanda*. Data disaggregated by sex were not provided.

¹⁴ Ministry of Gender and Family Promotion. 2018. [Rwanda country strategic review of food and nutrition security](http://www1.wfp.org/zero-hunger-strategic-reviews). <http://www1.wfp.org/zero-hunger-strategic-reviews>.

¹⁵ Gender Monitoring Office. 2017. [Gender and agriculture](http://gmo.gov.rw/rw/fileadmin/user_upload/profiles/Gender_Profile_in_Agriculture_GMO_March_2017.pdf). http://gmo.gov.rw/rw/fileadmin/user_upload/profiles/Gender_Profile_in_Agriculture_GMO_March_2017.pdf.

¹⁶ Ministry of Gender and Family Promotion. 2018. [Rwanda country strategic review of food and nutrition security](http://www1.wfp.org/zero-hunger-strategic-reviews). <http://www1.wfp.org/zero-hunger-strategic-reviews>.

11. Since independence, the Government has targeted agriculture as the main engine of economic growth, implementing transformational policies that foster increased agricultural productivity.¹⁷ Continued growth in agriculture and an extensive social protection system will contribute directly to poverty reduction.¹⁸ The Government is also incorporating macroeconomic stabilization policies that are conducive to private sector engagement, continuing to diversify and develop non-traditional exports while developing a productive middle class through education and employment.¹⁹

Key cross-sector linkages

12. By 2017 Rwanda had identified its national priorities for implementing the 2030 Agenda. Of the 232 SDG indicators, 65 relevant to food and nutrition security have been localized and will be monitored through the agriculture, health, social protection, water and sanitation and disaster management sectors.²⁰ In line with its commitment to achieving the SDGs, the Government has institutionalized gender-responsive planning and budgeting.²¹
13. Rwanda has a gross school enrolment ratio of 134 percent of children of primary school age, but the dropout rate is 65.3 percent. The gross enrolment rate in secondary schools is 37 percent, indicating that approximately 60 percent of children of secondary school age are not enrolled in school.^{22, 23} Rwanda's high fertility rate is associated with low levels of education among girls and women and limited participation by women in the formal labour market.²⁴
14. The Government has resolved to strengthen its efforts to mitigate climate-related disasters, with special emphasis on environmental protection, infrastructure development, organized settlement and improved agricultural practices that build resilience to food and nutrition insecurity.²⁵ Rwanda is mainstreaming approaches for ensuring the integration of objectives and targets related to climate change into its national development plan and district plans.²⁶

1.3 Hunger gaps and challenges

15. With Rwanda facing persistently high rates of chronic malnutrition, widespread difficulties in access to food and increasing exposure of rural communities to climate-related shocks, the strategic review identified gaps and challenges in achieving food security and nutrition and provided recommendations in four thematic areas.

¹⁷ [Rwanda Vision 2020 – Revised 2012](#).

¹⁸ 2015 [Comprehensive food security and vulnerability analysis](#).

¹⁹ [Rwanda Vision 2020 – Revised 2012](#).

²⁰ Ministry of Gender and Family Promotion. 2018. [Rwanda country strategic review of food and nutrition security](#). <http://www1.wfp.org/zero-hunger-strategic-reviews>.

²¹ Stotsky, J.G., Kolovich, L. and Kebhaj, S. 2016. [Sub-Saharan Africa: A Survey of Gender Budgeting Efforts](#). IMF Working Paper WP/16/152. International Monetary Fund (IMF). <https://www.imf.org/external/pubs/ft/wp/2016/wp16152.pdf>.

²² [Human Development Report](#). 2016. http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf.

²³ Common Country Analysis. 2017. The high gross enrolment ratio of children of primary school age exists because many of the enrolled children are either over-age or under-age; there is no significant difference between the enrolment rates of boys and girls. The entry of over-age children into primary grade 1 is a frequent occurrence. The main contributor to the high gross enrolment rate, however, is the high repetition rate, which has increased from 12.5 percent to 18 percent over the last four years. Secondary school enrolment is 35.8 percent for boys and 38.5 percent for girls.

²⁴ Common Country Analysis.

²⁵ Minister in Charge of Cabinet Affairs. 2018. [Statement on Cabinet Decisions of 02/05/2018](#). http://www.primature.gov.rw/media-publication/publication/cabinet-decisions.html?no_cache=1&tx_drblob_pi1%5BdownloadUid%5D=486.

²⁶ UNDP. 2016. [Human Development Report 2016](#). http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf.

16. *Gaps in policy and strategic frameworks.* Sector strategic plans are not clear as to how they will address major food and nutrition security challenges and achieve synergies in their programmes. Existing national social protection policies recognize food insecurity and malnutrition as major challenges that affect extremely poor households, but offer limited solutions or integrated approaches for addressing these challenges. There is no national policy on climate change and recurring climate-related shocks.
17. Food and nutrition security policies, strategies and programmes tend to lack strong coordination mechanisms, are not adequately informed by gender and age analyses and do not incorporate considerations for persons with disabilities or pregnant and nursing women and girls. They do not necessarily benefit disadvantaged households such as those headed by women or the poorest households because linkages between the social *Ubudehe*²⁷ categories and food and nutrition security are not clear. In addition, policy frameworks are required for areas such as price regulation in food markets, food fortification, food quality and safety management along the value chain, and addressing obesity and overweight.²⁸
18. *Programme design and implementation gaps.* Issues affecting food security programmes include low crop productivity and diversity of agricultural production, inadequate market infrastructure, inefficient distribution systems, limited food storage capacity, inappropriate land-use management and systemic gender inequalities. Challenges in nutrition programmes include limited nutrition education, insufficient integration of water, sanitation and hygiene activities, inadequate health infrastructure, limited coverage of school feeding, and extreme food insecurity among refugees and prisoners. Social protection issues include inadequate coverage of social protection programmes, lack of synergies with emergency response, nutrition and agriculture programmes and uncoordinated beneficiary targeting. Implementation capacity at the central and decentralized levels needs to be strengthened with a gender-transformative approach.
19. *Data and knowledge gaps.* The lack of evidence-based policies and programmes and integrated monitoring and evaluation (M&E) approaches is a major constraint to accelerating progress in food and nutrition security. Basic datasets are insufficient, with limited operational research, impact assessments and cross-analysis of different aspects of food and nutrition security. There are needs for more comprehensive and individual-level data disaggregated by sex and age, and for gender analyses and targets that are in line with SDG 2 indicators.
20. *Gaps in institutional arrangements and capacity.* Food and nutrition security governance systems need to be strengthened, particularly in the areas of coordination, accountability, joint planning, budget allocation, implementation, M&E and human resource capacities – including agricultural extension agents – in government sectors at the central and decentralized levels.²⁹
21. The national prevalence of stunting at 38 percent masks significant regional variations: 14 of 30 districts (mainly rural) are above the WHO “critical” level of 40 percent. Prevalence of stunting is higher among boys, at 43 percent, than girls, at 33 percent.³⁰ The high nutrient needs of women and adolescent girls result from poor diets and contribute to the intergenerational cycle of malnutrition.³¹ Anaemia rates are high, at 37 percent among

²⁷ *Ubudehe* refers to the long-standing Rwandan practice and culture of collective action and mutual support to aimed at solving problems within a community.

²⁸ Ministry of Gender and Family Promotion. 2018. [Rwanda country strategic review of food and nutrition security](#).

²⁹ Ministry of Gender and Family Promotion. 2018. [Rwanda country strategic review of food and nutrition security](#).

³⁰ [National gender statistics report](#), 2016.

³¹ [Rwanda Demographic and Health Survey 2014-15](#).

children under 5 and 19 percent among women;³² the most common causes are inadequate dietary intake of iron, malaria and intestinal worm infection. Undernutrition is decreasing, but overweight in children under 5 is rising.³³ Infant and young child feeding practices are poor: only 15 percent of children under 2 meet the requirements for a minimum acceptable diet.³⁴

22. Rwandan households are increasingly dependent on markets for food, which increases their vulnerability to food price volatility. Although most households are food-secure, diets primarily comprise energy-dense staple foods, with particularly low consumption of iron-rich foods sourced from animals. Nutritious foods are being grown, but the production of staple foods such as bananas, roots and tubers is dominant.
23. Food-insecure households are typically in rural areas and are largely dependent on low-income agriculture and generally have fewer livestock and less agricultural land, grow fewer crops, are less likely to have a vegetable garden, have lower food stocks and consume more of their own production at home. This highlights the importance of agricultural production for household food security. Households headed by women – 27 percent of all households – are more likely to be food-insecure than those headed by men, and are typically comprised of fewer members of working age who can contribute to household income.³⁵

1.4 Country priorities

Government

24. In addition to the Vision 2020 and Vision 2050 development plans, the Government's 2017–2024 National Strategy for Transformation (NST) embraces the SDGs and focuses on three pillars: social transformation, economic transformation and transformational governance. The social transformation pillar is aimed at reducing poverty, promoting resilience and eradicating malnutrition; in the economic transformation pillar the priority is support for the smallholder farmer sector, including through improved post-harvest handling and enhanced access to well-functioning markets; and the aim of the transformational governance pillar is to consolidate good governance and justice as building blocks for equitable and sustainable national development.
25. The finalized NST is expected in 2018 along with three updated policy documents relevant to food and nutrition security, all of which reflect the recommendations of the strategic review: the 2018–2024 National Food and Nutrition Policy, which guides actions for eliminating malnutrition and food insecurity; the 2018–2024 Strategic Plan for the Transformation of Agriculture, which guides actions in the agriculture sector, especially for smallholder farmers; and the 2018–2024 Social Protection Sector Strategy, which will adopt a lifecycle approach and promote universal access to social protection programmes, including new priorities for reducing malnutrition and strengthening responses to shocks and crises.

³² [Rwanda Demographic and Health Survey 2014-15](#) Anaemia rates for children under 5 are slightly higher among boys, at 37.3 percent, than girls, at 35.8 percent.

³³ See: [Rwanda Demographic and Health Survey 2014-15](#) There are no substantial differences by sex in overweight among children under 5.

³⁴ [2015 Comprehensive food security and vulnerability analysis](#); sex-disaggregated data were not provided.

³⁵ [2015 Comprehensive food security and vulnerability analysis](#).

26. Further to its joint 2016–2020 strategy with UNHCR for the economic inclusion of refugees,³⁶ in early 2018, the Government announced its commitment to implementing the Comprehensive Refugee Response Framework, which promotes the economic and social inclusion of refugees in host communities with a view to enhancing access to education, lawful employment and social services.
27. The Government recognizes that malnutrition is a multi-sector challenge with long-term consequences for individuals and the future of the nation. It has set an ambitious target of reducing chronic malnutrition among children under 5 to 18 percent by 2024.³⁷ In 2011 the Government formalized its commitment to the Scaling Up Nutrition movement.
28. The Government prioritizes gender equality and women's empowerment by promoting women's socio-economic and political participation in the realization of national goals, as detailed in the cross-sector National Gender Policy, which promotes gender mainstreaming in order to achieve gender equality and equity as prerequisites for sustainable development.³⁸
29. The Government is striving to meet its commitments to various international agreements related to food and nutrition security such as the 2030 Agenda; World Health Assembly targets; the Paris Agreement and the Sendai Framework for Disaster Risk Reduction, which focus on climate change adaptation, risk mitigation and resilience-building; and the Convention on the Elimination of all Forms of Discrimination against Women.

United Nations and other partners

30. Rwanda was one of the initial "Delivering as One" pilot countries and the Government continues to support a unified, harmonized and cohesive United Nations country team. The United Nations development assistance plan (UNDAP) for 2018–2023 is aligned with the three pillars of the NST and with the 2030 Agenda. It includes a human rights-based approach to programming, strengthens the humanitarian–development nexus and reflects commitment to the principles of "leave no one behind", "reach the furthest behind first" and "do no harm". The UNDAP will improve the integration of operations and programmes, maximizing the United Nations system's efficiency and effectiveness in the implementation of its interventions for national development.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

31. The country strategic plan (CSP) is informed by lessons learned, discussions with the Government, donors, United Nations and development partners and non-governmental organizations, surveys and assessments, internal consultations and scoping missions on social protection, nutrition, school meals and gender.
32. The 2017 mid-term evaluation of the country office's common country programme recommended that WFP develop a capacity-strengthening strategy and increase its engagement in national social protection systems. The evaluation commended the innovative use of CBT in food assistance for assets (FFA) activities and highlighted WFP's leadership of and consistent partnering in FFA and the school meals programme, but

³⁶ UNHCR and the Ministry of Disaster Management and Refugees. 2016. [Economic inclusion of refugees in Rwanda: A joint strategy by MIDIMAR and UNHCR for Furthering Economic Development in Host Communities through Refugee Self-Reliance \(2016–2020\)](http://www.unhcr.org/rw/wp-content/uploads/sites/4/2017/02/Economic-Inclusion-of-Refugees-in-Rwanda-Final-Version.pdf). <http://www.unhcr.org/rw/wp-content/uploads/sites/4/2017/02/Economic-Inclusion-of-Refugees-in-Rwanda-Final-Version.pdf>.

³⁷ Republic of Rwanda. 2014. [National Food and Nutrition Policy](#).

³⁸ Ministry of Gender and Family Promotion. 2010. [National Gender Policy](#). Kigali.

recommended that the sustainability strategy for the school meals programme be strengthened.³⁹

33. The 2016 mid-term evaluation of the protracted relief and recovery operation acknowledged overall positive performance and results, confirming WFP's impact in sustaining the lives of Congolese refugees in Rwanda, in accommodating the rapid arrival of Burundian refugees fleeing violence in their home country in 2015 and in facilitating the voluntary repatriation of Rwandan refugees. While acknowledging the timely shift from in-kind assistance to CBTs, the evaluation included the recommendation that WFP carry out a review of transfer modalities, focusing on nutrition interventions and gender inequality issues. It also recommended the strengthening of gender analyses in programme design and M&E, the mitigation of protection risks, the provision of support for self-reliance, and the enhancement of participation of affected populations.⁴⁰ A subsequent study of the economic impact of refugees showed that CBTs were the most effective and efficient transfer modality, inducing a positive impact on local economies.⁴¹
34. The evaluation of the 2013–2018 UNDAF included recommendations that the United Nations strengthen the humanitarian-development nexus, identify and address the needs of the most vulnerable groups and reinforce national capacity development. The CSP incorporates all three recommendations.

2.2 Opportunities for WFP

35. *Social protection.* An external review identified three opportunities for WFP to engage more strategically in strengthening the humanitarian–development nexus through support for the development and design of shock-responsive and resilience-building social protection systems and the rollout of gender-responsive and nutrition-sensitive social protection programmes.
36. *Refugee livelihoods.* The Government and core stakeholders emphasize the need for more investments in developing viable and durable livelihood opportunities for refugees with a view to reducing their dependence on food assistance and facilitating their economic integration given that opportunities for repatriation in the near future are unlikely. WFP will capitalize on its extensive experience of assisting refugees by contributing to the development of strategies for improving refugees' self-reliance.
37. *Climate change.* Shocks induced by climate change such as the recent successive droughts have become a major driver of food insecurity. As the severity and frequency of climate shocks are expected to increase, community resilience and emergency preparedness and response mechanisms need to be strengthened at the national and district levels. WFP will engage in several areas, leveraging its experience and expertise in order to support the development of policies and capacities and the design and implementation of national programmes for building resilience, mitigating risks and promoting the sustainable use of natural resources.
38. *Private sector development.* In line with the Government's commitment to boosting exports and promoting an enabling environment for business, and in view of WFP's interest in collaboration with the private sector and public–private partnerships, WFP will continue to

³⁹ Institute of Research and Application of development Methods. 2017. [Rwanda common country programme 200539 mid-term evaluation \(2013–2016\)](#). Rome, WFP Office of Evaluation.

⁴⁰ TANGO International. 2016. *Rwanda protracted relief and recovery operation 200744: Food and nutrition assistance for refugees and returnees: A mid-term evaluation (2015–2016)*. Rome, WFP Office of Evaluation.

⁴¹ Taylor, J.E. Filipinski, M.J., Alloush, M., Gupta, A., Rojas Valdes, R.I. and Gonzalez-Estrada, E. 2016. [Economic impact of refugees](#). *Proceedings of the National Academy of Sciences of the United States of America*, 113(27): 7449–7453. <http://www.pnas.org/content/113/27/7449>.

enhance private sector engagement and support model initiatives such as the Africa Improved Foods project, while enhancing gender equality.

39. *Support for smallholder farmers.* An increasing number of public and private buyers are seeking to procure quality produce from smallholder farmers. This facilitates the farmers' access to markets, allowing them to move up the value chain and hence increase their productivity and incomes. The increased demand may also unlock opportunities for other supply chain actors such as input suppliers and financial institutions to engage more actively with smallholder farmers. WFP plans to expand its presence in this sector by leveraging its expertise and experience with food systems, supply chains and smallholder farmers, particularly women farmers.
40. *Capacity development and technical support.* WFP expects to move progressively from direct implementation to facilitation and enabling of activities and programmes. It will play a catalytic supporting role in areas such as social protection, smallholder market development, emergency preparedness and response, supply chain optimization, the strengthening of food systems and women's empowerment. In response to recommendations derived from the strategic review, WFP will support national capacity to coordinate actions for food and nutrition security. Building on the findings of the country programme evaluation, WFP will develop a detailed operational plan for country capacity strengthening, which will guide its engagement in this and other areas.

2.3 Strategic changes

41. *Assistance for refugees.* To strengthen government capacities in the management of beneficiary registration and targeting, WFP will work with the Ministry of Disaster Management and Refugees and UNHCR in order to shift from status-based targeting approaches to the institutionalization of needs-based targeting, thereby ensuring that the people most vulnerable to food insecurity and malnutrition are prioritized for assistance while self-reliant refugees graduate from external support. WFP will maintain its traditional food and nutrition security assistance for refugees, while supporting the development of an enabling environment for increased refugee self-reliance and socio-economic inclusion in host communities and national safety net programmes.
42. *Capacity strengthening.* WFP will enhance national and local capacity in the implementation and progressive ownership of long-term hunger solutions and systems. WFP will increase its focus on disaster risk mitigation and shock response and will develop institutional capacity for gender-responsive, inclusive and participatory programme design and delivery in order to build community resilience to climate-related shocks. In its nutrition interventions WFP will shift its focus from direct assistance to capacity building in support of national efforts to improve the nutrition situation of the Rwandan population, especially for the country's 1.7 million children under 5, 650,000 adolescent girls and 2.4 million women of reproductive age.⁴² Through its support for smallholder farmers WFP will build on its local engagement with the private sector in order to ensure demand-led and market-driven approaches that increase market linkages, and will also build capacity for minimizing post-harvest losses and reducing gender gaps in agriculture.
43. WFP, its partners and stakeholders, including civil society organizations and private sector companies, will adopt an integrated, nutrition-sensitive and gender-transformative approach in all interventions, including its work with refugees and returnees, social protection programmes, agricultural value chains and policies and programmes, benefiting

⁴² National Institute of Statistics Rwanda. 2012. *Fourth population and housing census: Final results: Main indicators report*. Kigali, Ministry of Finance and Economic Planning.

women, men, girls and boys in poor and vulnerable communities by improving their food and nutrition security.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

44. The CSP is aligned with Rwanda's Vision 2020 and Vision 2050, the 2017–2024 NST, the 2018– 2023 UNDAF and recommendations from the strategic review. It operationalizes the WFP Strategic Plan (2017–2021) and contributes directly to Strategic Results 1, 2 and 3 and to Strategic Result 5 as a crosscutting theme. The CSP is in line with the corporate policy on WFP's role in peacebuilding and transition settings.⁴³
45. In accordance with the Rwanda Strategic Plan for Implementation of the National Gender Policy (2010) and WFP's gender policy for 2015–2020, WFP intends to make substantial progress towards gender equality and women's empowerment, including through gender-responsive planning and budgeting, equitable participation by women and men in the design, implementation and M&E of gender-transformative food and nutrition security policies and programmes, and gender analyses and the use of data disaggregated by sex and age in order to ensure that food assistance is adapted to particular needs. WFP will guarantee that its assistance does no harm to the safety, dignity and integrity of the women, men, girls and boys receiving it and that it is provided in ways that respect recipients' rights.
46. In line with its 2017 environmental policy, WFP will apply environmental and social safeguards for minimizing risks under all outcomes.
47. WFP will focus increasingly on capacity strengthening and will identify emerging opportunities to leverage its knowledge and experience and support national stakeholders in making measurable, transformative and sustainable progress towards localized SDG targets and objectives. WFP will progressively strengthen government capacity by providing expertise in vulnerability analysis and mapping, emergency preparedness and response, early warning, asset creation and supply chain management towards the establishment of evidence-based policy and programmes that incorporate a gender-transformative approach and ensure tailored inputs and equitable impacts. WFP will gradually hand over the direct implementation of school meal and asset creation programmes in order to promote national ownership and sustainability.
48. Under the new UNDAF that commenced in mid-2018, WFP will seek to increase in-country collaboration with other agencies, especially the Rome-based agencies – the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD) – in order to synergize expertise and resources and achieve high-impact results leading to zero hunger.

3.2 Strategic outcomes, focus areas, expected outputs and key activities

Strategic outcome 1: Refugees and returnees in Rwanda have access to adequate and nutritious food at all times

49. WFP is currently assisting 140,000 refugees in six camps – 82,000 from the Democratic Republic of the Congo in five camps and 58,000 from Burundi in one camp; 49 percent of the refugees are under 17 years of age, 48 percent are between 18 and 59 years and 3 percent are elderly.⁴⁴ Interagency planning predicts that up to 25,000 new refugees may arrive in the next few years. More Rwandan returnees are expected, in line with the

⁴³ WFP/EB.2/2013/4-A/Rev.1.

⁴⁴ UNHCR. 2018. [Operational Update, Rwanda – 1 January, 2018](http://www.unhcr.org/rw/wp-content/uploads/sites/4/2018/01/UNHCR-Rwanda-Monthly-Factsheet-December-2017.pdf). <http://www.unhcr.org/rw/wp-content/uploads/sites/4/2018/01/UNHCR-Rwanda-Monthly-Factsheet-December-2017.pdf>.

Comprehensive Solutions Strategy for Rwandan refugees who fled the country between 1959 and 1998.⁴⁵

50. Stunting and anaemia continue to be problems in the refugee population, especially in Mahama where anaemia prevalence at 46.1 percent is above the WHO “critical” threshold and is attributed to causes such as health-related ailments, malaria and poor infant and young child care practices.
51. Limited space and congestion in refugee camps in Rwanda are systemic problems that limit agricultural livelihood opportunities. The Government and its partners aim to support refugees by including them in national service delivery in a whole-of-society approach.⁴⁶

Focus area

52. This strategic outcome focuses on crisis response through addressing the food and nutrition needs of refugees and returnees.

Expected outputs

53. This outcome will be achieved through six outputs:
 - Refugees and returnees receive unconditional cash and food transfers that meet their basic food and nutrition needs.
 - Moderate acute malnourished refugee children aged 6–59 months and pregnant and nursing women and girls receive specialized nutritious foods and nutrition counselling that improve their nutrition status.
 - Refugee children aged 6–23 months, pregnant and nursing women and girls and HIV and tuberculosis patients receive specialized nutritious foods that prevent malnutrition.
 - Targeted beneficiaries receive nutrition-sensitive messaging and advocacy that result in improved nutrition status.
 - Targeted refugee pre-school and schoolchildren receive a nutritious meal every day that they attend school, which contributes to their basic food and nutrition needs.
 - Refugees’ self-reliance is improved by an enabled environment providing better opportunities for livelihoods and economic inclusion.
54. These outputs contribute to all the SDGs through a holistic approach to addressing the food and nutrition needs of people affected by crises, with particular focus on SDGs 1 and 2 Targets 2.1 and 2.2.

Key activity

Activity 1: Provide food and nutrition assistance and basic livelihood support to refugees and returnees.

55. In collaboration with the Ministry of Disaster Management and Refugees, UNHCR and other partners, WFP will continue to provide food assistance to refugees, primarily through unconditional and unrestricted CBT that enable recipients to meet their daily dietary needs. The complete transition from in-kind food distributions to CBT will be made by 2020, when WFP will provide in-kind support only for targeted nutrition and school meal programmes and new refugee arrivals. In the event of further arrivals of refugees, in-kind general food distributions will be the initial assistance modality, with a progressive transition to CBT as

⁴⁵ Ibid.

⁴⁶ UNHCR and the Ministry of Disaster Management and Refugees. 2016. *Economic inclusion of refugees in Rwanda: A joint strategy by MIDIMAR and UNHCR for Furthering Economic Development in Host Communities through Refugee Self-Reliance (2016–2020)*. Kigali.

conditions allow. Engagement with food retailers and local administrations in and around the refugee camps will continue in order to optimize supply chains, reduce food costs, promote women's economic empowerment and ensure consideration of the needs of persons with disabilities and elderly people. To facilitate reintegration into their communities, Rwandan returnees will receive on arrival a return package of a one-time in-kind transfer that covers three months of food assistance.

56. WFP will continue to mainstream the empowerment of women in decision-making in households and food-assistance committees. It will continue to involve women, men and adolescent girls and boys in social and behaviour change communication related to mother and child nutrition and in enhanced nutrition education and counselling through community dialogue aimed at promoting healthy, sustainable and equitable practices, positive nutrition behaviour and improved access to fresh foods.
57. WFP will contribute to the prevention and treatment of malnutrition through the provision of enriched, fortified and specialized nutritious foods. It will provide supplementary feeding for preventing chronic malnutrition among refugee children aged 6–23 months and pregnant and nursing women and girls and for preventing acute malnutrition among refugees being treated for HIV and tuberculosis. WFP will also provide treatment for refugee children aged 6–59 months affected by moderate acute malnutrition. WFP will provide specialized nutritious foods throughout the school year to refugee children and children from host communities attending schools. Nutrition activities and school feeding for refugees will be linked to similar activities under strategic outcomes 2 and 3 in order to promote programme quality and sustainability.
58. WFP will promote activities for safe access to fuel and energy and the use of efficient stoves and alternative economical cooking fuels with a view to reducing the time and money spent on cooking, preventing deforestation, minimizing indoor pollution and addressing related gender-based violence. This will have a positive impact on food security and will increase livelihood opportunities for men and women in refugee camps and host communities, who will have the opportunity to engage in the production and sale of stoves and alternative cooking fuel.
59. In close partnership with the Ministry of Disaster Management and Refugees, UNHCR and other partners, WFP will facilitate livelihoods and self-reliance by supporting activities for productive asset creation and durable solutions, particularly those that enhance food and nutrition security to support the enabling environment for the integration of refugees into national development and social protection programmes. Refugees and host communities will receive technical support in building on these initiatives in order to form viable cooperatives that contribute to local economies. There will be a particular focus on young people and households headed by women.

Strategic outcome 2: Vulnerable populations in food-insecure communities and areas have improved access to adequate and nutritious food all year

60. Despite great progress over the past two decades, many regions are still chronically vulnerable to poverty, food insecurity and malnutrition, which are reinforced by recurring climate-related shocks such as droughts, floods, landslides and crop diseases. These shocks often result in negative coping strategies that not only constrain household welfare but also degrade the environment.⁴⁷

⁴⁷ 2015 comprehensive food security and vulnerability analysis. Negative coping strategies include reliance on less expensive foods, increased casual labour and fewer meals per day; differentiation by gender was not provided.

61. This outcome focuses on vulnerability analysis with a view to expanding national social protection programmes and systems for building resilience to natural and human-caused shocks, emergency preparedness and response, supply chain optimization and the enhancement of home-grown school feeding (HGSF) interventions that support women, men, girls and boys in poor and vulnerable communities throughout the country. This will result in increased government capacity to formulate and implement gender-responsive social protection for improved food and nutrition security outcomes and to take over and scale up services that are currently provided by WFP, thereby increasing ownership and maximizing sustainability at the national and decentralized levels.

Focus area

62. This strategic outcome focuses on resilience-building to mitigate the impact of shocks and prevent acute and chronic food and nutrition insecurity in vulnerable populations.

Expected outputs

63. This outcome will be achieved through six outputs:
- Government technical capacity for food and nutrition security analysis and the formulation of evidence-based policies and programmes is strengthened.
 - Vulnerable and food-insecure people in shock-prone areas, especially persons with disabilities and members of households headed by women, benefit from improved nutrition-sensitive social protection programmes that increase their resilience to climate-related disasters and enhance their capacities to respond to shocks.
 - Food-insecure people in vulnerable communities benefit from improved assets and skills that increase their resilience to climate-related shocks.
 - Government and local responders benefit from strengthened emergency preparedness and response mechanisms.
 - Pre-school and schoolchildren in targeted areas receive a daily nutritious meal that contributes to basic food and nutrition needs and increases attendance and retention.
 - Pre-school and schoolchildren in targeted areas benefit from the Government's improved capacity to provide a nationally owned nutrition-sensitive school meals programme.
64. These outputs contribute to several SDGs, particularly SDG 1 and SDG 2 Targets 2.1, 2.2 and 2.4.

Key activity

Activity 2: Support the design, implementation and scale up of national food security and nutrition-sensitive social protection programmes.

65. WFP will continue to build government capacity towards full ownership of programmes and the ability to conduct food and nutrition security assessments and analyses such as comprehensive food security and vulnerability analysis, Fill the Nutrient Gap analysis and vulnerability analysis and mapping for evidence-based programming and decision-making. In this regard WFP will strengthen the capacity of the Ministry of Agriculture and Animal Resources, the National Institute of Statistics Rwanda and the Ministry of Gender and Family Promotion in administering and conducting assessments, building evidence and effectively utilizing and disseminating findings. Data disaggregated by sex and age and gender analysis will inform the formulation and revision of quality sector-specific and multisector policies and programmes that contribute to improved food and nutrition security.

66. WFP will leverage its experience with FFA by engaging with the Ministry of Local Government on increasing the climate-sensitivity of the main national social protection programme and the Vision 2020 *Umurenge* programme and on building resilience. WFP will provide technical assistance for the expansion of the public works component by introducing the three-pronged approach⁴⁸ focusing on assets and interventions that are relevant to local conditions, community priorities determined in an inclusive and equitable manner, and exposure to climate-related shocks. WFP will also support the design of livelihood programmes that promote the sustainable graduation of the most vulnerable households out of poverty.
67. In cases of acute or chronic vulnerability in food-insecure disaster-prone areas, WFP will complement national social safety nets through the direct implementation of asset and livelihood programmes that integrate environmental and social considerations. WFP will promote the development of climate-resilient infrastructure such as land terraces, marshland, small-scale irrigation systems, post-harvest handling and market infrastructure and rehabilitation of feeder roads. Asset selection will be informed by community-based participatory planning and gender analyses. WFP will provide conditional CBT to targeted food-insecure households, especially those headed by women. Where possible asset creation activities that support agricultural development will complement capacity-strengthening activities for smallholder farmers and cooperatives under strategic outcome 4 with a view to promoting improved productivity and market linkages.
68. WFP will support the Ministry of Disaster Management and Refugees, the Ministry of Agriculture and Animal Resources, the Ministry of Local Government and district authorities in emergency preparedness and response and disaster risk reduction in order to strengthen national risk mitigation and rapid response systems, including for slow-onset emergencies such as droughts, and enhance the shock responsiveness of social protection programmes such as the Vision 2020 *Umurenge* Programme. WFP will strengthen national capacity for coordinating emergency preparedness and response; support gender-transformative policies and provide programmatic guidance and reviews in areas such as targeting criteria, service provision and the identification of nutrition-sensitive transfer values and modalities; support systems for preparedness such as contingency and response planning, simulation exercises, vulnerability analysis and mapping and early warning systems, forecast-based action and financing, beneficiary registration and national strategic grain reserves. WFP will enhance the delivery of responses by, for example, developing emergency food security and rapid needs assessments, strengthening supply chains and engaging private sector, civil society and other stakeholders. If requested, WFP will also support emergency responses directly.
69. WFP will continue to implement HGSP until 2020 in order to increase school attendance and retention among pre-primary and primary schoolchildren and improve the quality of education, hygiene and nutrition awareness; girls and boys will benefit equitably. The project will be implemented in cooperation with the Ministry of Education, the Ministry of Agriculture and Animal Resources, district-level governments and cooperating partners, such as World Vision, the Rwanda Biomedical Centre and Gardens for Health International. WFP will also support local smallholder farmers and cooperatives with a view to promoting local economic development and sustainability linked to strategic outcome 4. WFP will continue to provide school meals to primary schoolchildren in 104 schools in some of the most food-insecure communities in the districts of Karongi, Rutsiro, Nyamagabe and

⁴⁸ The three-pronged approach (3PA) is an innovative programming approach aimed at strengthening the design, planning and implementation of programmes in resilience-building, safety nets, disaster-risk reduction and preparedness and in which gender is embedded.

Nyaruguru. If resources allow, HGSF will be extended to include pre-primary children in the same schools.

70. WFP will gradually move away from direct implementation towards capacity strengthening in order to promote national ownership and scale-up of the HGSF model. WFP will support the Government in conducting a joint assessment of the activities required to establish a sustainable school meals programme and will subsequently provide technical expertise to the Ministry of Education in order to improve the design, implementation and monitoring of programmes for pre-primary, primary and secondary schoolchildren. WFP will strengthen the capacity of district authorities and community actors in promoting gender-transformative practices that encourage and enable women to be part of decision-making processes in school management and HGSF committees. WFP will support the Ministry of Agriculture and Animal Resources in the development and implementation of a pro-smallholder farmer strategy for HGSF that will include capacity strengthening in procurement, logistics and quality control for the school meals supply chain; this will complement the capacity strengthening provided under strategic outcome 4.

Strategic outcome 3: Children under 5, adolescents and pregnant and nursing women and girls in Rwanda have improved access to nutritious foods and services that meet their nutrition needs all year

71. WFP will build on its strengths in nutrition education, supply chain management, M&E and vulnerability analyses focusing on food and nutrition security in order to support Government policies and priorities for reducing chronic malnutrition, and will engage with private sector partners, civil society organizations and other stakeholders.
72. The integrated public-private partnership project implemented jointly by the Government and Africa Improved Foods operates at the national level in supporting the Government's stunting prevention programme and at the regional level in bringing nutritional benefits and sustainable agricultural development to East Africa. Its aim is to source raw food commodities primarily from domestic smallholder farmers for the national fortified blended food programme and for the production of WFP-branded SuperCereal Plus for targeted groups such as refugees in Rwanda and the region.

Focus area

73. This strategic outcome focuses on the root causes of malnutrition in vulnerable populations.

Expected outputs

74. This outcome will be achieved through four interrelated outputs:
- Children aged 6–23 months and pregnant and nursing women and girls in poor households benefit from strengthened government and private sector capacity to provide specialized nutritious foods for preventing chronic malnutrition.
 - Women and men caregivers, pregnant and nursing women and girls, and adolescents receive social and behaviour change communication and advocacy that promote good infant and young child feeding practices and help to prevent malnutrition.
 - The national nutrition surveillance system is strengthened with innovative tools that improve the monitoring and evaluation of nutrition programmes and the tracking of child growth.
 - The Government is supported in developing national food and nutrition security policies and strategies and coordinating and advocating for food and nutrition security programmes.
75. These outputs contribute primarily to SDG 2 Target 2.2 and to SDG 17.

Key activity

Activity 3: Provide capacity strengthening support for national programmes that improve the nutrition status of targeted populations.

76. WFP will support the Ministry of Gender and Family Promotion, which currently implements the national fortified blended food programme for increasing access to critical nutrients for children at risk of stunting and for pregnant and nursing women and girls in order to prevent chronic malnutrition. WFP will identify and scale up additional gender-sensitive nutrition actions for children under 5 and women of reproductive age.
77. On the basis of the evidence gathered in the One United Nations joint nutrition pilot conducted in collaboration with the Government, WFP will provide technical support for improving the design and quality of the national fortified blended food programme through enhanced programme coverage, supply chain optimization and rigorous gender-responsive M&E.
78. WFP will collaborate with the Government and leverage technological innovations for mapping the supply chain for the national fortified blended food programme and other nutrition commodities, identifying gaps and proposing data-driven technologies and systems such as demand forecasting and identity and inventory management in order to improve efficiency and quality.
79. WFP will support the Government's development and dissemination of a social and behaviour change communication strategy for nutrition through evidence-gathering, knowledge-sharing, analysis of gender equality and protection issues and consultations with communities and beneficiaries. WFP will conduct joint food and nutrition security assessments and develop materials and channels for information dissemination. WFP will work with cooperating partners on ensuring that the strategy reaches caregivers and vulnerable population groups such as pregnant and nursing women and girls, and adolescents. Men and boys will be involved in the approach to addressing gender differences in the control of household resources and other determinants of malnutrition.
80. WFP will support the planning and adoption of an automated child growth monitoring system using innovative mobile technology for real-time data collection, analysis and referral for enrolment in targeted nutrition programmes.
81. WFP will support the Government in coordinating nutrition stakeholders conducting strategic and technical reviews and in utilizing data from nutrition assessments and surveillance to inform programme and policy development. The focus will be on working with district-level officials in order to ensure sound implementation of nutrition programmes and provision of services at the decentralized level.

Strategic outcome 4: Smallholder farmers, especially women, have increased marketable surplus and access to agricultural markets through efficient supply chains by 2030

82. WFP will complement the Government's vision for transforming and commercializing agriculture by supporting national efforts to enhance the food security and incomes of smallholder farmers, especially women, through targeted activities involving food systems, cooperatives and individual farmers. WFP will contribute to strengthening smallholder farmer institutions and increasing marketable surpluses through reduced post-harvest losses, enhanced access to finance and predictable markets and climate-smart solutions that include enhanced access to inputs and extension services and improved quality of grains and legumes.

Focus area

83. This strategic outcome focuses on addressing the root causes of food insecurity among smallholder farmers.

Expected outputs

84. This outcome will be achieved through five outputs:
- Smallholder farmers, especially women, have improved access to equipment, technical support and financial services that enable them to increase their marketable surplus.
 - Farmer organizations receive technical support in order to increase crop quality, reduce losses through improved post-harvest handling and storage and improve access to high-value markets.
 - Food value chain actors, including public and private buyers, are supported and coordinated in order to increase the participation of smallholder farmers.
 - Smallholder farmers receive social and behaviour change communication and information in order to promote the production, purchase and consumption of nutrient-rich foods.
 - Consumers in Rwanda benefit from more efficient national supply chain and retail systems in order to improve their food and nutrition security.
85. These outputs contribute directly to SDG 2, particularly Target 2.3, and to SDG 5.

Key activity

Activity 4: Provide support, education and capacity strengthening services for smallholder farmers and value chain actors.

86. WFP will build on and enhance its partnerships with the Ministry of Agriculture and Animal Resources, the Rwanda Agriculture Board and the Ministry of Trade and Industry in order to facilitate linkages among all value chain actors, including smallholder markets, farmer cooperatives, and public and private buyers such as Africa Improved Foods and Minimex. WFP will build capacity for quality assurance, post-harvest handling and storage, financial literacy, and management and governance.
87. In line with the national gender policy, WFP will use agriculture value chains as a platform for addressing gender inequalities such as those stemming from women's limited education and decision-making power and their limited access to financial and agricultural resources, and the social norms that govern farmers' engagement in subsistence and commercial crop growing.⁴⁹ Programmes will be informed by participatory gender analyses with equitable targeting of men and women for capacity strengthening, training and access to equipment and market information.
88. To ensure sustainability WFP will work with local stakeholders such as private sector companies in order to build national capacity for the production and distribution of post-harvest equipment. This will be complemented by support for the Government in order to mainstream knowledge about post-harvest loss reduction into the national *Twigire Muhinzi* extension system and will be linked to resilience-building activities under strategic outcome 2.
89. WFP will sensitize smallholder farmers to the opportunities afforded by public and private markets such as links to HGFS and the national fortified blended food programme, taking advantage of pro-smallholder demand in order to trigger changes along the value chain, including increased access to innovative financial products, inputs and post-harvest equipment.

⁴⁹ Women are usually responsible for cultivating subsistence crops while men predominate in commercial farming.

90. WFP will provide nutrition education and social and behaviour change communication for both women and men farmers. Topics will include feeding practices for mothers, infants, young children and adolescents, nutrition-sensitive agriculture and dietary diversification, water, sanitation and hygiene and good distribution among household members. WFP will ensure that a gender-transformative approach for evidence-based programme design aimed at promoting women's empowerment and men's engagement is followed.
91. WFP will integrate local smallholder farmers into the value chain by promoting multilateral, public-private cooperation through the development and strengthening of local food supply chains and retail systems. It will support the Government in conducting outreach and market development initiatives and will provide technical assistance to private sector partners. WFP will leverage technological innovations for increasing the efficiency of transactions in the national food supply chain, and will work with stakeholders on improving the enabling environment for smallholders' agricultural markets and procurement systems.
92. WFP will provide capacity strengthening to enable the Rwanda Standards Board to develop laboratory facilities for testing critical food safety parameters, including for fortified blended foods. The goal is to obtain international accreditation and extend the services of the Rwanda Standards Board to the East Africa region.
93. WFP will coordinate agriculture market support activities among the Rome-based agencies; this will include an expansion of the joint programme on rural women's economic empowerment with FAO, IFAD and UN-Women. Close collaboration with FAO at both the strategic and operational levels will also support the commercialization of smallholder production.

3.3 Transition and exit strategies

94. In consultation with the Government, WFP will ensure that a sustainable, coordinated strategy for the gradual and smooth handover of food and nutrition security activities to relevant stakeholders is in place in order to enable national ownership, in line with the 2030 Agenda and Rwanda's expected graduation to a higher socio-economic status. WFP will adopt a facilitating and enabling role in continuing to support the self-reliance and integration of long-term refugees. WFP will support the Government in scaling up and sustaining resilience-building activities, the HGSP programme, social protection and nutrition activities and its market-driven support for smallholder farmers and food value chain actors by building capacity for integrated, robust and rights-based programming in national institutions.

4. Implementation arrangements

4.1 Beneficiary analysis

Strategic outcome	Activity	Women/girls	Men/boys	Total
1	1	148 535	122 556	271 091*
2	2	81 862	97 288	179 150**
Total		230 397	219 844	450 241

* Includes 195,122 camp-based refugees, 30,000 Rwandan refugees returning home, 14,094 children from host communities attending the same schools as refugees and receiving morning porridge under the school meals programme, and 31,875 people from host communities near the camps participating with refugees in livelihood activities. Camp-based refugees comprise 27.8 percent women, 23.3 percent men, 24.7 percent boys and 24.2 percent girls. The 30,000 Rwandan returnees comprise 16,440 women and girls (54.8 percent) and 13,560 men and boys (45.2 percent). Host community beneficiaries comprise 51 percent women and girls and 49 percent men and boys, including 7,188 girls and 6,906 boys under the school meals programme and 16,256 women and 15,619 men participating in livelihood activities.

** Includes 90,000 FFA and CBT beneficiaries of whom 45,900 are women and 44,100 are men, and 89,150 school meals programme beneficiaries: 6,150 pre-primary students – 3,014 girls and 3,136 boys; and 83,000 primary students – 40,670 girls and 42,330 boys. The 90,000 beneficiaries comprise 18,000 FFA participants with a multiplier of 5 according to the average size of a Rwandan household.

Source: UNHCR. 2018. *UNHCR Rwanda – Monthly Population Statistics – Statistics as of 31 January 2018*.

95. In its support for refugees and returnees WFP will promote dietary diversity, dignity and economic inclusion using the most appropriate modality as informed by analyses of gender, markets and other contexts. WFP's corporate digital beneficiary and transfer management platform, SCOPE will be introduced progressively and its use will be scaled up in refugee operations in order to optimize the management of beneficiaries and cash transfers. WFP and its implementing partners will assist camp-based refugees with monthly general food distributions and will continue to support the school meals programme as a safety net and nutrition intervention.
96. For the assets and livelihoods components of resilience-building activities information on food insecurity, malnutrition and vulnerability obtained from the comprehensive food security and vulnerability analysis, the food and nutrition security monitoring survey and other sources will be combined with data on the recurrence of shocks in order to inform the targeting of communities and vulnerable households.
97. WFP will continue to target all the 89,150 pre-primary and primary schoolchildren enrolled in the 104 schools that were selected on the basis of high levels of food insecurity in districts covered by the ongoing HGSP project.
98. Outcomes and activities related to capacity strengthening for the Government and other stakeholders at the centralized and decentralized levels will ultimately benefit the entire population of Rwanda.
99. WFP embraces the principle of "do no harm" and will incorporate considerations for persons with disabilities, gender-sensitivity and protection concerns into all of its programmes, including through participatory planning and consultations with communities on programme design. WFP will have complaints and feedback mechanisms in place in order to ensure accountability to affected populations.

4.2 Transfers

Food and cash-based transfers

TABLE 2: FOOD RATIONS (g/person/day) or CASH-BASED TRANSFER VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY																
	Strategic outcome 1										Strategic outcome 2					
	Activity 1										Activity 2					
Beneficiary type*	1			2	3	4	5	6	7	8	9	10	11	12	13	14
Modality	Food	CBT	Food/CBT	Food	Food	Food	Food	Food	Food	Food	CBT	CBT	Food	Food	Food	Food
Cereals ⁺	410			410										80		120
Pulses	120		120	120										20		30
Oil	30			30		25		25						10		15
Salt	5			5										2		3
Sugar						15		15	15				10		15	
SuperCereal			50			200		200	120							
SuperCereal Plus					200					120			80		120	
PlumpySup							100									
Total kcal/day	2 169	2 169		2 169	834	1 031	535	1 031	509	472	2 169	2 169	354	446	530	669
% kcal from protein	12	12		12	17	12	10	12	14	17	12	12	15	10	15	10
CBTs [#] USD/person/day		0.30	0.21								0.30	0.28				
No. of feeding days per year	360	360	360	90	360	270	90	360	264	180	264	105	195	195	195	195

* Beneficiary type, 1 = general food distribution, in-kind or CBT for refugees and hybrid in-kind/cash for Burundian refugees in 2019 only; 2 = package for Rwandan returnees; 3 = prevention of chronic malnutrition in children under 2; 4 = supplementary feeding for pregnant and nursing women and girls; 5 = targeted supplementary feeding for treatment of moderate acute malnutrition; 6 = targeted supplementary feeding for HIV/tuberculosis patients; 7 = school meals programme; 8 = early childhood development programme; 9 = FFA through CBT for livelihood activities; 10 = FFA through CBT for resilience-building; 11 = school meals programme pre-primary west; 12 = school meals programme pre-primary south; 13 = school meals programme primary west; 14 = school meals programme primary south.

⁺ Cereals: activity 1 – maize grain; activity 2 – maize meal.

[#] CBT value for activity 1 is determined by the current daily wage rate at refugee camps; for activity 2 CBT value is aligned with the daily wage rate used in the government FFA programme.

TABLE 3: TOTAL FOOD AND CBT REQUIREMENTS AND VALUES		
Food type/cash-based transfer	Total (mt)	Total (USD)
Maize grain	4 797	1 642 973
Maize meal	1 966	1 179 360
Pulses – dry beans	5 121	2 560 680
Vegetable oil	1 246	1 120 056
Iodized salt	108	11 840
SuperCereal plus	8 023	8 287 716
SuperCereal	15 415	7 789 583
Sugar	1 499	749 521
Plumpy'Sup	274	706 405
High-energy biscuits	43	60 437
Total (food)	38 492	24 108 570
Cash-based transfers (USD)		86 520 425
Total (food and Cash-based transfer value (USD))		110 628 995

Capacity strengthening including South–South Cooperation

100. WFP will provide technical assistance to the Government and other partners in all strategic outcomes. This will promote national ownership, sustainability and accountability for improved food and nutrition security, and the consideration of gender issues in all focus areas. WFP will systematically promote Rwanda's engagement in regional and global South- South partnerships and triangular cooperation as both a provider and a recipient in the leveraging of best practices and the sharing of knowledge, technology and innovations for enhancing progress towards zero hunger. This will cover the areas of crisis response, social protection, resilience-building, emergency preparedness and response, policy advocacy and technical assistance for integrated HGSF, enhanced nutrition interventions and increased efficiency in supply and value chains, including through post-harvest loss reduction and pro-smallholder initiatives among other activities.

4.3 Supply Chain

101. WFP will leverage its logistics and supply chain expertise in order to support system-wide capacity strengthening and will work with the Government, private sector and smallholder farmer organizations on supporting the development of national food supply chains and logistics. This will involve engagement with public and private stakeholders such as processors of fortified foods – particularly Africa Improved Foods – and the promotion of regional procurement of locally produced cereals and legumes. WFP will also promote innovative technological solutions such as blockchain and mobile-based technologies in order to minimize costs and maximize efficiency. WFP will work with the Government on improving the availability of fortified blended foods at community health centres by supporting the enhancement of the Government's supply chain electronic logistics management information system.

4.4 Country office capacity and profile

102. The WFP country office will align its operational structure in order to optimize its response and its efficiency in programme delivery, including through increased delegation of authority and accountability to field offices. WFP capacity will be built progressively through training and recruitment, promotion of national staff to senior roles and the recruitment of new technical expertise for improving engagement with the Government and promoting national ownership. Coordination and learning will be prioritized with the aim of maximizing synergies and programme delivery among all outcomes. WFP will continue to strive for gender parity and enhanced gender competencies in its workforce.

4.5 Partnerships

103. WFP's primary partner is the Government. Accordingly, WFP will collaborate closely with relevant ministries, national institutions and agencies and district-level authorities in order to implement programmes and build capacity at all levels under each strategic outcome. WFP will liaise with the Ministry of Gender and Family Promotion in order to enhance gender equality and ensure that discriminatory norms are not reinforced.
104. WFP will continue to engage with stakeholders such as cooperating partners and service providers, private sector entities, national and international non-governmental organizations, academic institutions, civil society organizations, community-based and faith-based groups, volunteer associations and groups that focus on vulnerable and marginalized people such as persons with disabilities, young people, elderly people and women. WFP will form new partnerships in an inclusive, whole-of-society sustainable approach and leverage their strengths, resources and expertise in order to achieve SDG 2.
105. WFP will play a core role in the economic and social transformation pillars of the 2018–2023 UNDAF, working with the United Nations country team on initiatives for Delivering as One. WFP will liaise with the Rome-based agencies in Rwanda through joint programmes and complementary activities including assessments, innovative approaches, evidence building and the coordination of agriculture market support. WFP will continue to engage in the United Nations Network for Scaling Up Nutrition together with FAO, the United Nations Children's Fund, IFAD and WHO and will strengthen strategic partnerships with other stakeholders.
106. WFP will continue to engage and collaborate with development partners such as the World Bank, donors and private sector entities and forge new partnerships as appropriate in order to leverage resources and funding.

5. Performance Management and Evaluation

5.1 Monitoring and evaluation arrangements

107. WFP will develop a gender-responsive monitoring, review and evaluation plan in line with the Corporate Results Framework (2017–2021) and an evaluation strategy; the related costs will be reflected in the country portfolio budget. The plan will establish outcome baselines and detail the monitoring of and reporting on progress towards each strategic outcome, related outputs and cross-cutting results; it will also help in streamlining capacity strengthening programmes.
108. WFP will monitor and report on outcome indicators mainly through individual and household interviews and gender-sensitive focus group discussions: this approach reflects the importance of face-to-face interactions and the need to verify demographic data and collect qualitative information. WFP may also use remote monitoring methods such as mobile-phone surveys. In collaboration with the Government and partners, WFP field staff will monitor the implementation of activities regularly, including operational processes. WFP

will track progress and measure the outcomes of capacity-strengthening activities through systematic joint analysis of changes in stakeholder capacities.

109. The M&E system will harmonize monitoring and reporting tools and methodologies with partners in order to increase the coverage and transparency of findings, using tablets for data collection. Monitoring capacity of partners will be enhanced through training and mentoring. WFP may also pursue joint monitoring efforts with other United Nations agencies and the Government, including for reporting on the UNDAP and monitoring progress towards the SDGs and national indicators.
110. To ensure learning and accountability, WFP will conduct decentralized evaluations of the HGSF programme in 2020 and of FFA projects in 2022 (under strategic outcome 2); of the work with smallholder farmers in 2019, 2021 and 2023 (under strategic outcome 4); and of activities for promoting refugees' self-reliance in 2020, with a review of the CBT modality in 2021 (under strategic outcome 1). WFP plans to conduct a mid-term review managed by the country office in late 2020 and early 2021 in order to evaluate results and inform any necessary realignment of the CSP. WFP will conduct a country portfolio evaluation in the penultimate year of the CSP (2022) in order to assess results and inform future programming. WFP is committed to including learning from contextualized evaluation recommendations in subsequent programming and will prepare actionable follow-up with clear timelines.
111. WFP will maintain a complaints and feedback mechanism that includes help desks, a toll-free number, a dedicated email address and community outreach by staff of WFP and of partners. This centralized platform will ensure that beneficiaries are properly informed and will facilitate timely status reports for updating management on challenges and progress. In monthly process monitoring, WFP will ensure the tracking of issues and the inclusion of plans for enhancing informed decision-making in relation to accountability to affected populations.

5.2 Risk management

Contextual risks

112. The Government's sustained endorsement of and political will for the implementation of the CSP could fluctuate. This risk will be mitigated through continuous engagement and investment in government systems. Climate-related disasters are a risk to agricultural production, smallholder farmer incomes and ultimately access to food. The volatile situation in neighbouring countries could lead to additional arrivals of large numbers of refugees. WFP will monitor risks constantly, including concerns related to political, economic, security or natural conditions, with a view to ensuring the continuity of operations, and will be prepared to implement mitigation measures through adaptive programming relevant to the level of risk.

Programmatic risks

113. The risk of resourcing shortfalls may require ration reductions in refugee operations, which could contribute to a deterioration in food and nutrition security and may exacerbate tensions in and around refugee settlements. WFP will work with the Government, UNHCR and other partners in order to ensure that at least life-saving support is provided for the most vulnerable groups.
114. Challenges to the profitability and continuing operations of the Africa Improved Foods factory constitute a risk related to nutrition outcomes. WFP will continue to work with the factory on enhancing its supply and value chains for both local and regional procurement in order to minimize the potential for bankruptcy.

115. Response to unexpected large-scale emergencies is not included in the CSP: if needed, it will be addressed through a budget revision or an emergency addendum.

Institutional risks

116. In distributions of food and CBT, WFP will ensure that cooperating partners and financial service providers comply with fraud and corruption prevention policies. In refugee operations WFP will liaise with UNHCR and the Government on verification exercises for checking the accuracy of beneficiary registration data for in-kind food assistance and CBTs and for improving controls at food distribution points. WFP will continue to promote the use of biometrics to ensure accurate delivery of e-cash.
117. WFP will continue to work with the United Nations Department of Safety and Security in order to ensure staff safety at all times and to mitigate potential risks.

6. Resources for Results

6.1 Country portfolio budget

TABLE 4: COUNTRY PORTFOLIO BUDGET (USD)						
Strategic outcome	2019	2020	2021	2022	2023	Total
1	31 542 754	29 716 493	29 626 953	29 970 114	29 198 180	150 054 495
2	9 371 192	10 805 092	6 731 979	4 615 890	3 529 866	35 054 018
3	3 584 465	4 672 026	2 401 892	2 347 790	2 832 615	15 838 788
4	4 138 794	4 064 690	4 023 304	2 348 763	2 828 957	17 404 509
Total	48 637 205	49 258 301	42 784 129	39 282 558	38 389 617	218 351 810

118. The budget includes allocations for the implementation of gender equality activities in line with WFP corporate commitments.

6.2 Resourcing outlook

119. Despite constraints, humanitarian funding has largely kept WFP's life-saving activities at operational levels: this reflects increased awareness among donors and diversification of the donor base through engagement and outreach processes initiated in 2015. On the basis of ongoing verification exercises and the gradual implementation of strategies for promoting the socio-economic inclusion of refugees there is likelihood that adequate funding will continue for the crisis response focus area.
120. Traditional donors and private-sector organizations are also showing great interest and complementarities with the Government in the resilience-building and root causes focus areas. Consultations with these parties, which highlighted WFP's shift from a direct implementation to an enabling role, have indicated that the level of funding to be expected would make for continuous and viable operations throughout implementation of the CSP.

6.3 Resource mobilization strategy

121. To implement this CSP, WFP will require flexible, long-term funding. WFP will liaise with donors through targeted engagement and proactive outreach with a view to maximizing the flexibility and predictability of resources. While strengthening its relationships with traditional donors, WFP will also broaden its donor base to include non-traditional donors and the private sector.

122. WFP will position itself as the partner of choice for the Government in contributing to the achievement of SDG 2 by enhancing systems and focusing on policy and the development and transfer of capacities, while promoting national ownership and gradually shifting from direct implementation to facilitation. WFP will explore partnerships with foundations and development banks and will engage with private sector companies for technical assistance. WFP will also partner with development actors in order to leverage expertise and resources and will communicate frequently with donors in order to demonstrate results.
123. In the event of funding gaps, especially for activities under strategic outcome 1, WFP will focus the available resources on life saving activities while continuing other CSP activities in accordance with the interests and investments of specific donors.

ANNEX I**LOGICAL FRAMEWORK FOR RWANDA COUNTRY STRATEGIC PLAN**

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 1: End hunger by protecting access to food

Strategic Result 1: Everyone has access to food

Strategic outcome 1: Refugees and returnees in Rwanda have access to adequate and nutritious food at all times

Outcome category:
maintained/enhanced individual
and household access to
adequate food

Nutrition-sensitive

Focus area: crisis response

Assumption

Adequate coordination of all stakeholders working for the refugees; well-functioning markets for a smooth implementation of CBTs; government buy-in in CRRF coupled with coordinated interventions of all stakeholders in livelihood and economic inclusion of the refugees in host community will allow some refugees to be self-reliant and graduate from humanitarian assistance; new influxes of refugee settled in new camps and conditions not allowing introduction of CBTs and will continue receiving in-kind food assistance.

Outcome indicators

Consumption-based coping strategy index average)

Enrolment rate

Food consumption score

Food consumption score – nutrition

Food expenditure share

Livelihood-based coping strategy index (percentage of households using coping strategies)

Moderate acute malnutrition (MAM) treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum dietary diversity – women

Proportion of children 6–23 months of age who receive a minimum acceptable diet
Proportion of eligible population that participates in programme (coverage)
Proportion of target population that participates in an adequate number of distributions (adherence)
Proportion of the population in targeted communities reporting benefits from an enhanced asset base
Retention rate

Activities and outputs

1. Provide food and nutrition assistance and basic livelihood support to refugees and returnees (URT: Unconditional resource transfers to support access to food)

Refugees and returnees receive unconditional cash and food transfers to meet their basic food and nutrition needs (A: Resources transferred)

Refugees and returnees receive unconditional cash and food transfers to meet their basic food and nutrition needs (C: Capacity development and technical support provided)

Moderate acute malnourished refugee children 6–59 months and pregnant and nursing women and girls receive specialized nutritious foods and nutrition counselling to improve their nutritional status (A: Resources transferred)

Moderate acute malnourished refugee children 6–59 months and pregnant and nursing women and girls receive specialized nutritious foods and nutrition counselling to improve their nutritional status (B: Nutritious foods provided)

Moderate acute malnourished refugee children 6–59 months and pregnant and nursing women and girls receive specialized nutritious foods and nutrition counselling to improve their nutritional status (E: Advocacy and education provided)

Refugee children aged 6–23 months and pregnant and nursing women and girls and HIV/TB patients receive specialized nutritious foods to prevent malnutrition (A: Resources transferred)

Refugee children aged 6–23 months and pregnant and nursing women and girls and HIV/TB patients receive specialized nutritious foods to prevent malnutrition (B: Nutritious foods provided)

Refugee children aged 6–23 months and pregnant and nursing women and girls and HIV/TB patients receive specialized nutritious foods to prevent malnutrition (E: Advocacy and education provided)

Targeted beneficiaries receive nutrition-sensitive messaging and advocacy that result in improved nutrition status (C: Capacity development and technical support provided)

Targeted beneficiaries receive nutrition-sensitive messaging and advocacy that result in improved nutrition status (D: Assets created)

Targeted beneficiaries receive nutrition-sensitive messaging and advocacy that result in improved nutrition status (E: Advocacy and education provided)

Targeted refugee pre-school and school children receive a nutritious meal every day they attend school to meet basic food and nutrition needs (A: Resources transferred)

Targeted refugee pre-school and school children receive a nutritious meal every day they attend school to meet basic food and nutrition needs (C: Capacity development and technical support provided)

Refugees' self-reliance is improved by an enabled environment providing better opportunities for livelihoods and economic inclusion (A: Resources transferred)

Refugees' self-reliance is improved by an enabled environment providing better opportunities for livelihoods and economic inclusion (C: Capacity development and technical support provided)

Refugees' self-reliance is improved by an enabled environment providing better opportunities for livelihoods and economic inclusion (D: Assets created)

Refugees' self-reliance is improved by an enabled environment providing better opportunities for livelihoods and economic inclusion (G: Linkages to financial resources and insurance services facilitated)

Strategic outcome 2: Vulnerable populations in food-insecure communities and areas have improved access to adequate and nutritious food all year

Outcome category: enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity

Focus area: resilience-building

Assumption

Government buy-in for food security, nutrition and vulnerability analysis; government buy-in on shock-responsive social protection; adequate coordination across different national stakeholders on Emergency Preparedness and Response; government buy-in for integrated school feeding programmes for students of different age groups (pre-primary, primary and secondary); adequate coordination across different national stakeholders involved in pro-smallholder procurement for school feeding; and availability of funding.

Outcome indicators

Attendance rate
 Consumption-based coping strategy index (average)
 Emergency preparedness capacity index
 Food consumption score
 Food expenditure share
 Livelihood-based coping strategy index (percentage of households using coping strategies)
 Proportion of the population in targeted communities reporting benefits from an enhanced asset base
 Retention rate
 Zero hunger capacity scorecard

Activities and outputs**2. Support the design, implementation, and scale-up of national food security and nutrition-sensitive social protection programmes (CSI: Institutional capacity strengthening activities)**

Vulnerable and food-insecure people, in shock-prone areas, especially persons with disabilities and members of households headed by women, benefit from improved nutrition-sensitive social protection programmes that increase their resilience to climate-related disasters and enhance their capacities to respond to shocks (C: Capacity development and technical support provided)

Vulnerable and food-insecure people, in shock-prone areas, especially persons with disabilities and members of households headed by women, benefit from improved nutrition-sensitive social protection programmes that increase their resilience to climate-related disasters and enhance their capacities to respond to shocks (K: Partnerships supported)

Vulnerable and food-insecure people, in shock-prone areas, especially persons with disabilities and members of households headed by women, benefit from improved nutrition-sensitive social protection programmes that increase their resilience to climate-related disasters and enhance their capacities to respond to shocks (L: Infrastructure and equipment investments supported)

Food-insecure people in vulnerable communities benefit from improved assets and skills that increase their resilience to climate-related shocks (A: Resources transferred)

Food-insecure people in vulnerable communities benefit from improved assets and skills that increase their resilience to climate-related shocks (C: Capacity development and technical support provided)

Food-insecure people in vulnerable communities benefit from improved assets and skills that increase their resilience to climate-related shocks (D: Assets created)

Food-insecure people in vulnerable communities benefit from improved assets and skills that increase their resilience to climate-related shocks (E: Advocacy and education provided)

Government technical capacity for food and nutrition security analysis and the formulation of evidence-based policies and programmes is strengthened (C: Capacity development and technical support provided)

Government technical capacity for food and nutrition security analysis and the formulation of evidence-based policies and programmes is strengthened (L: Infrastructure and equipment investments supported)

Government and local responders benefit from strengthened emergency preparedness and response mechanisms (C: Capacity development and technical support provided)

Government and local responders benefit from strengthened emergency preparedness and response mechanisms (K: Partnerships supported)

2.4 Government and local responders benefit from strengthened emergency preparedness and response mechanisms (L: Infrastructure and equipment investments supported)

Government and local responders benefit from strengthened emergency preparedness and response mechanisms (M: National coordination mechanisms supported)

Pre-school and schoolchildren in targeted areas receive a daily nutritious meal that contributes to basic food and nutrition needs and increases attendance and retention (A: Resources transferred)

Pre-school and schoolchildren in targeted areas receive a daily nutritious meal that contributes to basic food and nutrition needs and increases attendance and retention (C: Capacity development and technical support provided)

Pre-school and schoolchildren in targeted areas receive a daily nutritious meal that contributes to basic food and nutrition needs and increases attendance and retention (F: Purchases from smallholders completed)

Pre-school and schoolchildren in targeted areas receive a daily nutritious meal that contributes to basic food and nutrition needs and increases attendance and retention (L: Infrastructure and equipment investments supported)

Pre-school and schoolchildren in targeted areas receive a daily nutritious meal that contributes to basic food and nutrition needs and increases attendance and retention (M: National coordination mechanisms supported)

Pre-school and schoolchildren in targeted areas benefit from the Government's improved capacity to provide a nationally owned nutrition-sensitive school meals programme (C: Capacity development and technical support provided)

Pre-school and school children in targeted areas benefit from the Government's improved capacity to provide a nationally owned nutrition-sensitive school meals programme (I: Policy engagement strategies developed/implemented)

Pre-school and school children in targeted areas benefit from the Government's improved capacity to provide a nationally owned nutrition-sensitive school meals programme (M: National coordination mechanisms supported)

Strategic Objective 2: Improve nutrition**Strategic Result 2: No one suffers from malnutrition**

Strategic outcome 3: Children under 5, adolescents, and pregnant and nursing women and girls in Rwanda have improved access to nutritious foods and services to meet their nutrition needs all year

Outcome category: enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations

Focus area: root causes

Assumption

Functionality and existence of a governmental entity for nutrition coordination (NECDP); NECDP buy-in for staff secondments and/or technical assistance; MoH engagement for collaboration in growth monitoring; existence of national fortified blended food (FBF) programme; and availability of funding.

Outcome indicators

Zero hunger capacity scorecard

Activities and outputs

3. Provide capacity strengthening support for national programmes that improve the nutrition status of targeted populations (CSI: Institutional capacity strengthening activities)

Children 6–23 months and pregnant and nursing women and girls in poor households benefit from strengthened government and private sector capacity to provide specialized nutritious food for preventing chronic malnutrition (C: Capacity development and technical support provided)

Children 6–23 months and pregnant and nursing women and girls in poor households benefit from strengthened government and private sector capacity to provide specialized nutritious food for preventing chronic malnutrition (L: Infrastructure and equipment investments supported)

Women and men caregivers, pregnant and nursing women and girls, and adolescents receive social and behaviour change communication and advocacy that promote good infant and young child feeding practices and help to prevent malnutrition (C: Capacity development and technical support provided)

The national nutrition surveillance system is strengthened with innovative tools that improve the monitoring and evaluation of nutrition programmes and the tracking of child growth (C: Capacity development and technical support provided)

The national nutrition surveillance system is strengthened with innovative tools that improve the monitoring and evaluation of nutrition programmes and the tracking of child growth (L: Infrastructure and equipment investments supported)

The Government is supported in developing national food and nutrition security policies and strategies and coordinating and advocating for food and nutrition security programmes (I: Policy engagement strategies developed/implemented)

The Government is supported in developing national food and nutrition security policies and strategies and coordinating and advocating for food and nutrition security programmes (M: National coordination mechanisms supported)

Strategic Objective 3: Achieve food security

Strategic Result 3: Smallholders have improved food security and nutrition

Strategic outcome 4: Smallholder farmers, especially women, have increased marketable surplus and access agricultural markets through efficient supply chains by 2030

Outcome category: Increased smallholder production and sales Nutrition sensitive

Focus area: root causes

Assumption

MINAGRI support for post-harvest loss reduction concept, which will allow for substantive engagement from the Rwanda Agriculture Board (RAB); government buy-in (through the Rwanda Standards Board) to enhance the food quality and safety environment in Rwanda; conducive market environment through lack of government (MINAGRI/MINACOM) interference in the maize and beans markets (e.g. price distortions) that cause lack of engagement from private sector buyers; private sector (buyers/processor) engagement; relative price stability in the maize and beans markets; no major hazards (floods/droughts or fall army worm/other pests) significantly affecting farmer production which can impact their ability to fulfil contracts with private buyers; and availability of funding.

Outcome indicators

Food consumption score – nutrition

Minimum dietary diversity – women

Value and volume of pro-smallholder sales through WFP-supported aggregation systems

Activities and outputs

4. Provide support, education and capacity-strengthening services to smallholder farmers and value chain actors (SMS: Smallholder agricultural market support activities)

Smallholder farmers, especially women, have improved access to equipment, technical support and financial services that enable them to increase their marketable surplus (C: Capacity development and technical support provided)

Smallholder farmers, especially women, have improved access to equipment, technical support and financial services, that enable them to increase their marketable surplus (F: Purchases from smallholders completed)

Smallholder farmers, especially women, have improved access to equipment, technical support and financial services, that enable them to increase their marketable surplus (G: Linkages to financial resources and insurance services facilitated)

Farmer organizations receive technical support in order to increase crop quality, reduce losses through improved post-harvest handling and storage and improve their access to high-value markets (C: Capacity development and technical support provided)

Farmer organizations receive technical support in order to increase crop quality, reduce losses through improved post-harvest handling and storage, and improve their access to high-value markets (I: Policy engagement strategies developed/implemented)

Farmer organizations receive technical support in order to increase crop quality, reduce losses through improved post-harvest handling and storage, and improve their access to high-value markets (M: National coordination mechanisms supported)

Food value chain actors, including public and private buyers, are supported and coordinated in order to increase the participation of smallholder farmers (K: Partnerships supported)

Food value chain actors, including public and private buyers, are supported and coordinated in order to increase the participation of smallholder farmers (M: National coordination mechanisms supported)

4.4 Smallholder farmers receive social behaviour change communication and information in order to promote production, purchase, and consumption of nutrient-rich foods (C: Capacity development and technical support provided)

4.4 Smallholder farmers receive social behaviour change communication and information in order to promote the production, purchase and consumption of nutrient-rich foods (E: Advocacy and education provided)

Consumers in Rwanda benefit from more efficient national supply chain and retail systems in order to improve their food nutrition security (C: Capacity development and technical support provided)

Consumers in Rwanda benefit from more efficient national supply chain and retail systems in order to improve their food nutrition security (I: Policy engagement strategies developed/implemented)

Strategic Goal 1: Support countries to achieve zero hunger**C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity**Cross-cutting indicators**

C.2.1: Proportion of targeted people accessing assistance without protection challenges

C.3. Improved gender equality and women's empowerment among WFP-assisted population**Cross-cutting indicators**

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment**Cross-cutting indicators**

C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)					
	Strategic Result 1 / SDG Target 2.1	Strategic Result 1 / SDG Target 2.1	Strategic Result 2 / SDG Target 2.2	Strategic Result 3 / SDG Target 2.3	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	
Focus area	Crisis response	Resilience-building	Root causes	Root causes	
Transfers	121 308 465	24 117 865	11 737 988	11 960 584	
Implementation	7 739 024	6 181 153	1 920 340	3 045 931	18 886 447
Adjusted direct support costs (%)	11 848 750	2 615 553	1 213 774	1 335 747	17 013 825
Subtotal	140 896 239	32 914 571	14 872 101	16 342 262	205 025 174
Indirect support costs (6.5%)	9 158 256	2 139 447	966 687	1 062 247	13 326 636
Total	150 054 495	35 054 018	15 838 788	17 404 509	218 351 810

Acronyms used in the document

CBT	cash-based transfer
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
HGSF	home-grown school feeding
IFAD	International Fund for Agricultural Development
M&E	monitoring and evaluation
NST	National Strategy for Transformation (2017–2024)
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
UNDAP	United Nations development assistance plan
UNHCR	Office of the United Nations High Commissioner for Refugees
WHO	World Health Organization