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Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Rwanda (2019–2023)

Background

1. This document presents the WFP management response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Rwanda for 2019–2023. The evaluation covered the period from 2019 to mid-2023 and assessed WFP's strategic positioning, its contribution to strategic outcomes, its efficiency in implementation and the factors explaining its performance. The evaluation adopted a utilization-focused and consultative approach to serve accountability and learning purposes and informed the preparation of a new CSP. The evaluation made six recommendations – three of which are strategic and three operational – and 21 sub-recommendations. The response sets out whether WFP management agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned (or completed) actions, responsibilities and timelines for their implementation.

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Recommendation or sub-recommendation	Recommendation or sub-recommendation lead office (with supporting offices, divisions and units in brackets)	Management response	Actions	Action lead office (with supporting offices, divisions and units in brackets)	Action deadline	Status
1. Maintain a dual focus on saving lives and changing lives for the next CSP, ensuring adequate support for refugee self-reliance and appropriate links across the portfolio	Country office management (country office programme, human resources, and external partnerships and communication units)	Agreed				
1.1 Ensure that the next CSP identifies a set of priorities for engagement in areas where WFP adds value to the work of other partners and that reduce the breadth of WFP's portfolio. This will involve making some difficult choices about which activities should be maintained and which should be dropped. WFP may consider focusing on areas where its added value is recognized, such as shock-responsive social protection and nutrition-sensitive food systems.	Country office management (country office programme, human resources, and external partnerships and communication units)	Agreed	<ol style="list-style-type: none"> 1. Pursuant to the new CSP, the country office has streamlined activities in order to avoid duplication of effort and maintain its focus on agreed priorities. During a strategic workshop, the country office highlighted WFP's entry points and its contributions to enhancing shock-responsive social protection and food system resilience for both people and the planet. 2. To further those efforts, the country office has consolidated action in three cross-cutting areas under all CSP outcomes. Those areas are innovation, including in the context of the SheCan project; climate-smart practices, including land regeneration; and nutrition-sensitive activities. The home-grown school feeding programme will serve as a flagship initiative, linking demand with local supply for food commodities while integrating work under other CSP outcomes in areas such as food systems, school feeding for refugees and supply chain capacity strengthening. The narrative of the new CSP reflects these efforts. 	Country office programme unit	31 March 2024	Completed

Recommendation or sub-recommendation	Recommendation or sub-recommendation lead office (with supporting offices, divisions and units in brackets)	Management response	Actions	Action lead office (with supporting offices, divisions and units in brackets)	Action deadline	Status
1.2 Further enhance programme integration to improve the self-reliance and integration of refugees.	Country office management (country office programme, human resources, and external partnerships and communication units)	Agreed	<p>3. The integration of issues pertaining to refugees into the CSP outcomes remains a key priority for the country office, which continues to emphasize the importance of refugee self-reliance. To support refugee livelihoods and promote self-reliance, WFP will take on an enabling role in its interactions with the Government of Rwanda and an advocacy role in its interactions with donors, the Office of the United Nations High Commissioner for Refugees and partners to promote initiatives focused on refugee self-reliance and the graduation of refugees from humanitarian assistance.</p> <p>4. In the new CSP, the country office will integrate support for refugees through school health and nutrition programmes and by linking those programmes to livelihoods within local food systems. This will be reflected in the activities included in the line of sight framework.</p>	Country office programme unit	31 March 2025	Ongoing
2. Continue to pursue a multi-pronged approach to country capacity strengthening, informed by a corresponding strategy, well-defined expected outcomes and enhanced monitoring.	Country office programme unit, (country office human resources, and monitoring and evaluation/vulnerability analysis and mapping units)	Agreed				

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<p>2.1. Define WFP's enabling role based on its experience with school feeding operations in Rwanda and ensure a consistent focus on that enabling role throughout its work. In the context of its enabling role, WFP should identify how its efforts in areas such as policy and systems strengthening will lead to concrete changes for vulnerable beneficiaries and should ensure that its efforts are articulated with those of partners in a clear chain of actions from the enabling functions to delivery.</p>	<p>Country office programme unit, (country office human resources, and monitoring and evaluation/vulnerability analysis and mapping units)</p>	<p>Agreed</p>	<ol style="list-style-type: none"> 1. The country office has made a strategic decision not to introduce a separate country capacity strengthening outcome in the new CSP. Instead, the country office will continue its efforts to mainstream country capacity strengthening across all CSP outcomes and will ensure that roles and responsibilities are clearly defined in integrated partnership agreements with relevant government institutions. 2. The country office will develop a country capacity strengthening strategy in 2025 to facilitate the adoption of a unified approach that can support efforts by the Government to achieve its development objectives, including in the context of the second national strategy for transformation and the United Nations sustainable development cooperation framework (UNSDCF). To that end, the country office will focus primarily on upstream activities and the provision of strategic technical assistance and capacity strengthening to government institutions in order to strengthen evidence generation, mobilize funding – including in the context of WFP Innovation BRIDGE¹ – and support the adoption and implementation of effective government systems, policies and strategies.² 	<p>Country office programme unit</p>	<p>30 June 2025</p>	<p>Ongoing</p>

¹ [WFP Innovation Bridge](#) is an innovative blended finance facility established in collaboration with the United Nations Capital Development Fund. The facility is designed to address the critical issue of payment delays faced by quality-conscious buyers, who often struggle to pay farmers on time due to their weak capital base.

² Including the school feeding financing strategy and disaster risk reduction and management policy.

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2.2. Refocus the enabling role of WFP firmly on supporting the implementation (including at the subnational level) of the policies of the Government of Rwanda in social protection, nutrition and support for smallholder farmers rather than the development of new policies or strategies.	Country office programme unit, (country office human resources, and monitoring and evaluation/vulnerability analysis and mapping units)	Agreed	<p>3. The country office will strengthen its sub-national engagement through its school meals activities, in particular by supporting the implementation of WFP's new procurement modality.³ WFP will also work with its partners to support implementation of the national social protection programme⁴ and other established frameworks and policies, including the country's fifth strategic plan for agricultural transformation.</p> <p>4. The new national family and nutrition policy (2024) adopts a multi-sectoral approach across social protection, education, food, health and water, sanitation and hygiene. This approach is consistent with WFP's commitment to integrate nutrition across programmes in Rwanda, supporting school meals, agricultural transformation and other government initiatives and policies.</p>	Country office programme unit	31 March 2025	Ongoing

³ WFP supported the Government in conducting a review of their school feeding procurement modality, which was completely decentralized at the school level. The new procurement modality (started in the 2023/2024 school year) sees the districts procure goods with a long shelf-life (maize, rice, beans, oil and salt) in bulk for improved cost efficiency and economies of scale, while the schools are responsible for purchasing fresh foods (fruits, vegetables and animal-source protein).

⁴ The Vision 2020 Umurenge Programme is an integrated local development programme designed to accelerate the eradication of poverty, promote rural growth and enhance social protection.

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			5. WFP will focus on policy strengthening and enhancing coherence between established policies. The country office will work with the Government to support the implementation of relevant policies and strategies, in particular, the disaster risk financing strategy, the strategic plan for agricultural transformation and the school feeding financing strategy.	Country office programme unit	31 March 2025	Ongoing
2.3. Equip WFP with strong internal national expertise to deepen its understanding of the political economy and use this knowledge to inform WFP's approach to country capacity strengthening.	Country office programme unit, (country office human resources, and monitoring and evaluation/vulnerability analysis and mapping units)	Agreed	6. WFP will strive to ensure that adequate numbers of suitably trained staff are assigned to the country office and field offices to support the design and implementation of relevant government policies at the national and district levels. 7. Capacity needs assessments for staff have been conducted to inform tailor-made capacity strengthening initiatives, including in the context of strategic workforce planning and organizational alignment exercises. On the basis of those assessments, WFP has determined staff upskilling needs, including in the areas of climate mitigation, energy, gender-transformative approaches, disability inclusion and economic analysis.	Country office human resources unit (country office monitoring and evaluation/vulnerability analysis and mapping units; human resources support also provided by the regional bureau)	31 December 2024	Ongoing

Recommendation or sub-recommendation	Recommendation or sub-recommendation lead office (with supporting offices, divisions and units in brackets)	Management response	Actions	Action lead office (with supporting offices, divisions and units in brackets)	Action deadline	Status
			8. The country office will continue to seek expertise to support policy development and context analysis in order to generate timely data that can inform country capacity strengthening approaches and strategies.			
3. Strengthen WFP's organizational readiness for the implementation of the next CSP.	Country office management (country office programme, human resources, monitoring and evaluation/vulnerability analysis and mapping, supply chain, and budget and programming units. Support required from the regional bureau)	Partially agreed				
3.1. Consolidate internal management oversight of humanitarian and development programmes under a single head of programme to enhance synergies and facilitate internal learning.	Country office management (country office programme, human resources, monitoring and evaluation/vulnerability analysis and mapping, supply chain, and budget and programming units. Support required from the regional bureau)	Agreed	1. In accordance with the new organizational chart and the outcome of WFP's strategic workforce planning exercise, all programme outcome managers – including those responsible for refugee operations, resilience building, social protection, school meals and smallholder agricultural market support – report to the head of the programme unit. The streamlined reporting lines will create synergies and strengthen the internal learning process.	Country office management	31 October 2024	Completed

Recommendation or sub-recommendation	Recommendation or sub-recommendation lead office (with supporting offices, divisions and units in brackets)	Management response	Actions	Action lead office (with supporting offices, divisions and units in brackets)	Action deadline	Status
3.2 Ensure that WFP has a comprehensive monitoring function that is relevant to Rwanda and can adequately capture progress in all areas of its portfolio, including those currently not covered (work under strategic outcome 4 and WFP's enabling and capacity strengthening initiatives).	Country office management (country office programme, human resources, monitoring and evaluation/vulnerability analysis and mapping, supply chain, and budget and programming units. Support required from the regional bureau)	Agreed	<ol style="list-style-type: none"> 2. The monitoring and evaluation unit will develop a comprehensive country office monitoring strategy and will strengthen staff capacity in order to enhance the monitoring of all interventions, including capacity strengthening activities, particularly those targeting the Government. 3. The country office will consolidate all monitoring activities under one unit in order to streamline the support provided to the programme unit teams. 4. The portfolio of the operational information management officer assigned to the smallholder agricultural market support unit will be reviewed during the strategic workforce planning exercise. 	Country office management, (country office human resources unit and monitoring and evaluation/vulnerability analysis and mapping units)	31 March 2025	Ongoing
3.3. Ensure that work under the various strategic outcomes is supported by dedicated staff with appropriate expertise, including in resource mobilization.	Country office management (country office programme, human resources, monitoring and evaluation/vulnerability analysis and mapping, external partnerships and communication, supply chain, and budget and programming units. Support required from the regional bureau)	Agreed	<ol style="list-style-type: none"> 5. The country office has formulated a learning and development plan, which outlines priority skills and capacities that are essential for the successful implementation of the CSP. The plan includes training in leadership and supervisory roles and promotes the acquisition of both technical and "soft" skills, including communication skills. The scope of the plan will be expanded to address resource mobilization and proposal development skills and will promote the acquisition of skills using a mix of on-the-job learning, peer learning and formal training. 	Country office human resources unit	31 March 2025	Ongoing

Recommendation or sub-recommendation	Recommendation or sub-recommendation lead office (with supporting offices, divisions and units in brackets)	Management response	Actions	Action lead office (with supporting offices, divisions and units in brackets)	Action deadline	Status
			<p>6. A key performance indicator on resource mobilization will be incorporated into the terms of reference for all strategic outcome team leads, who will also be required to participate actively and on a regular basis in meetings of sector and technical working groups established in their respective areas of expertise. They will also be expected to share information made available in those meetings in a timely manner. To date, strategic outcome team leads have, for example, participated in the UNSDCF elaboration processes and attended cross-functional meetings designed to foster integration.</p>	Country office human resources unit	31 March 2025	Ongoing
			<p>7. In resource management committee meetings, the country office will underscore the need for WFP to adopt a strategic outlook and will draw attention to potential funding sources and partnerships.</p>	Country office programme and budget and programming units	31 March 2025	Ongoing

Recommendation or sub-recommendation	Recommendation or sub-recommendation lead office (with supporting offices, divisions and units in brackets)	Management response	Actions	Action lead office (with supporting offices, divisions and units in brackets)	Action deadline	Status
3.4. Assign dedicated senior experts to WFP's climate change and gender-transformative work (one position each) and provide them with access to training and other capacity development opportunities as needed for these positions.	Country office management (country office programme, human resources, monitoring and evaluation/vulnerability analysis and mapping, supply chain, and budget and programming units. Support required from the regional bureau)	Partially agreed. The country office agrees on the need to address gaps in expertise in these areas. For climate change, however, the country office proposes that senior experts be assigned on an as-needed basis rather than full time.	<p>8. The country office will leverage expertise in climate-smart agriculture to enhance its internal capacity on agriculture and climate change. The country office will, in particular, build on the expertise of NORCAP, a unit of the Norwegian Refugee Council,⁵ in key programme areas, including the use of clean energy.</p> <p>9. The country office will ensure that gender mainstreaming is addressed in the second-generation CSP and in the budgets earmarked for all activities undertaken by WFP at the country level. The gender mainstreaming portfolio will continue to be managed by the current gender officer, pending the outcome of the organizational alignment exercise.</p>	Country office human resources unit (country office management and programme unit)	31 March 2025	Ongoing
3.5. Establish a fully integrated supply chain by integrating supply chain budgeting with CSP budgeting and by ensuring that supply chain operations are covered by monitoring, evaluation and learning mechanisms.	Country office management (country office programme, human resources, monitoring and evaluation/vulnerability analysis and mapping, supply chain, and budget and programming units. Support required from the regional bureau)	Agreed	10. The country office will integrate its supply chain team into programme design and assessments in order to support the Government's food systems objectives and strengthen capacity. The integration of the supply chain unit into the monitoring and evaluation unit will be reflected in a new country office monitoring, evaluation and learning strategy.	Country office programme unit (country office supply chain and monitoring and evaluation/vulnerability analysis and mapping units)	31 March 2025	Ongoing

⁵ Norwegian Refugee Council's NORCAP strengthens partners' capacity to provide clean energy services to vulnerable populations and humanitarian operations

Recommendation or sub-recommendation	Recommendation or sub-recommendation lead office (with supporting offices, divisions and units in brackets)	Management response	Actions	Action lead office (with supporting offices, divisions and units in brackets)	Action deadline	Status
<p>3.6. Capture learning from smallholder agriculture market support initiatives on innovative partnerships, the brokering of partnerships and collaboration, and financing. Use this learning to inform WFP's broader efforts to strengthen partnerships for CSP implementation.</p>	<p>Country office management (country office programme, human resources, monitoring and evaluation/vulnerability analysis and mapping, supply chain, external partnerships and communication, and budget and programming units. Support required from the regional bureau)</p>	<p>Agreed</p>	<p>11. The country office will promote internal learning through the human resource unit-led learning café sessions and other relevant events, and through the development of factsheets for external partners. A new monitoring, evaluation and learning strategy will be developed to inform the new CSP.</p> <p>12. The country office has hired a knowledge management and learning officer to facilitate timely documentation and knowledge capture and to provide insights to inform adaptive programming and management decisions.</p> <p>13. The country office will ensure that lessons learned in the context of smallholder agriculture market support and other initiatives inform new programmes and partnerships.</p>	<p>Country office monitoring and evaluation/ vulnerability analysis and mapping units (country office human resources and external partnerships and communication units)</p>	<p>31 December 2024</p>	<p>Ongoing</p>

Recommendation or sub-recommendation	Recommendation or sub-recommendation lead office (with supporting offices, divisions and units in brackets)	Management response	Actions	Action lead office (with supporting offices, divisions and units in brackets)	Action deadline	Status
<p>4. Strengthen WFP's approach to disability inclusion across its portfolio and scale up the focus on gender related issues in all its work.</p>	<p>Country office programme unit (gender and protection), external partnerships and communication, and monitoring and evaluation/vulnerability analysis and mapping units.</p>	<p>Agreed</p>				
<p>4.1. Ensure that the next CSP takes full account of disability inclusion across all strategic outcomes, with annual monitoring against disability inclusion targets. At the start of implementation, conduct a study on disability inclusion and identify entry points for interventions and their implications for WFP programming and targeting.</p>	<p>Country office programme unit (gender and protection), external partnerships and communication, and monitoring and evaluation/vulnerability analysis and mapping units</p>	<p>Agreed</p>	<ol style="list-style-type: none"> 1. The country office will conduct a disability inclusion study in 2025 at the beginning of the next CSP and undertake capacity building exercises for staff and country office partners to improve disability inclusion in programme design, implementation, monitoring and evaluation. 2. Disability inclusion will be reflected in the line of sight framework. 	<p>Country office programme unit, (country office monitoring and evaluation/vulnerability analysis and mapping units)</p>	<p>31 December 2024</p>	<p>Ongoing</p>

Recommendation or sub-recommendation	Recommendation or sub-recommendation lead office (with supporting offices, divisions and units in brackets)	Management response	Actions	Action lead office (with supporting offices, divisions and units in brackets)	Action deadline	Status
<p>4.2. Informed by WFP analyses of gender-related issues, clearly identify entry points, strategies and targets for all CSP programmatic areas to seize opportunities for achieving gender-transformative results in all relevant areas of WFP's portfolio. Conduct regular monitoring and learning exercises to gauge WFP's progress in implementing its plans and achieving its targets in relation to gender equality.</p>	<p>Country office programme unit (gender and protection), and monitoring and evaluation/vulnerability analysis and mapping units</p>	<p>Agreed</p>	<ol style="list-style-type: none"> 3. The country office will develop a wide-ranging strategy to guide gender mainstreaming across programmatic areas. 4. The country office will further develop a gender action plan applicable across all five CSP outcomes. 5. The country office will carry out learning exercises/training to strengthen the capacities of WFP staff and partners in the areas of gender-transformative approaches and gender reporting. 6. The country office will conduct regular gender analyses to ensure that WFP's approaches and strategies are gender sensitive. 7. The country office will conduct regular monitoring and learning exercises in line with gender plans and targets. This will be reflected in a monitoring and evaluation strategy that will be developed by the start of the new CSP. Evidence will be gathered through evaluations and outcome monitoring in line with the Joint Programme on Accelerating Progress Towards the Economic Empowerment of Rural Women⁶ and studies exploring how cash-based transfers can help achieve gender equality and women's empowerment in refugee operations. 	<p>Country office programme unit, (country office monitoring and evaluation/vulnerability analysis and mapping units)</p>	<p>31 December 2024</p>	<p>Ongoing</p>

⁶ The Joint Programme on Accelerating Progress Towards the Economic Empowerment of Rural Women is a global initiative with an overarching goal of strengthening rural women's livelihoods, rights and resilience in the context of the 2030 Agenda for Sustainable Development.

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<p>4.3. Engage partners with strong expertise in gender issues and pursue strategic partnerships with government institutions, NGOs, women's associations, associations for disabled persons and sister United Nations entities (in particular the United Nations Entity for Gender Equality and the Empowerment of Women and the United Nations Development Programme) that can advance progress towards the aims of the new CSP with regard to gender equality and disability inclusion.</p>	<p>Country office programme unit (gender and protection), external partnerships and communication, and monitoring and evaluation/vulnerability analysis and mapping units</p>	<p>Agreed</p>	<p>8. The country office will conduct a stakeholder engagement exercise with organizations that have significant gender expertise in order to incorporate their insights in the design of the next CSP.</p> <p>9. The country office will ensure that the input of cooperating partners and other stakeholders with relevant gender and disability inclusion expertise is incorporated in the new CSP.</p> <p>10. The country office will organize strategic reflection sessions with stakeholders who have expertise in gender and disability inclusion in order to promote cross-learning and the sharing of good practices so as to advance gender-transformative approaches and inclusivity across WFP programming.</p>	<p>Country office programme unit</p>	<p>29 February 2024</p>	<p>Completed</p>
<p>4.4 Ensure enhanced visibility of and attention to gender and disability concerns by allocating dedicated country office technical and financial resources to both of these priority areas.</p>	<p>Country office programme unit (gender and protection), external partnerships and communication, and monitoring and evaluation/vulnerability analysis and mapping units</p>	<p>Agreed</p>	<p>11. During the development of the CSP, the country office will establish a five-year budget to ensure the provision of the financial resources needed to advance cross-cutting priorities in the areas of gender and disability inclusion. The country office will engage partners with gender and disability expertise to ensure that project implementation is supported by adequate technical resources.</p>	<p>Country office programme unit</p>	<p>30 April 2024</p>	<p>Completed</p>

Recommendation or sub-recommendation	Recommendation or sub-recommendation lead office (with supporting offices, divisions and units in brackets)	Management response	Actions	Action lead office (with supporting offices, divisions and units in brackets)	Action deadline	Status
<p>5. Significantly increase WFP's focus on the environment and climate change throughout the next CSP, with attention to preparedness, mitigation and adaptation, and continue to reduce the carbon footprint of WFP's work in Rwanda.</p>	<p>Country office programme unit (country office monitoring and evaluation/vulnerability analysis and mapping units)</p>	<p>Agreed</p>				
<p>5.1. Conduct an environmental assessment of WFP's ways of working to identify how they can be optimized to reduce the organization's carbon footprint.</p>	<p>Country office programme unit (country office monitoring and evaluation/vulnerability analysis and mapping units)</p>	<p>Agreed</p>	<ol style="list-style-type: none"> 1. The country office will update and operationalize its environment and climate change strategy, including the environmental social safeguard. 2. The supply chain unit will conduct an environmental assessment in 2025. 3. The school meals team will convene a national dialogue to support the development by the Ministry of Education of a clean cooking strategy for school meals. 	<p>Country office programme unit (country office supply chain unit)</p> <p>Country office programme unit, (country office supply chain, monitoring and evaluation/vulnerability analysis and mapping units)</p> <p>Country office programme unit, (country office supply chain, monitoring and evaluation/vulnerability analysis and mapping units)</p>	<p>30 June 2025</p> <p>30 June 2025</p> <p>30 June 2025</p>	<p>Not started</p> <p>Not started</p> <p>Not started</p>

Recommendation or sub-recommendation	Recommendation or sub-recommendation lead office (with supporting offices, divisions and units in brackets)	Management response	Actions	Action lead office (with supporting offices, divisions and units in brackets)	Action deadline	Status
5.2. Refocus WFP's environmental and climate change work with regard to mitigation, adaptation and emergency preparedness and ensure attention is given to key climate change issues across all of WFP's work.	Country office programme unit (country office monitoring and evaluation/vulnerability analysis and mapping units)	Agreed	4. To strengthen its efforts in the areas of climate change mitigation, adaptation and emergency preparedness, the country office will use its new environment and climate change strategy to increase its focus on and identify opportunities for integration in the following areas: anticipatory action; disaster risk management; climate-sensitive and shock-responsive social protection; climate-resilient food systems; climate services; linkages to safety nets for smallholder families; and access to finance.	Country office programme unit	30 April 2024	Completed
5.3. At the start of CSP implementation, conduct a comprehensive assessment of opportunities for and constraints to mainstreaming environmental and climate change considerations across WFP's portfolio and ensure that recommendations from the assessment are reflected in management priorities.	Country office programme unit (country office monitoring and evaluation/vulnerability analysis and mapping units)	Agreed	5. In conjunction with sub-recommendation 5.1, the country office will update its environment and climate change strategy on the basis of a comprehensive assessment of both opportunities and constraints.	Country office programme unit	31 March 2025	Not started

Recommendation or sub-recommendation	Recommendation or sub-recommendation lead office (with supporting offices, divisions and units in brackets)	Management response	Actions	Action lead office (with supporting offices, divisions and units in brackets)	Action deadline	Status
<p>6. Ensure that consideration is given to the sustainability of all activities in WFP's portfolio in a balanced manner, starting at the design phase, and increase the emphasis on partnerships and diversified funding sources in order to achieve programmatic ambitions.</p>	<p>Country office management (strategic outcome team leads, country office budget and programming unit, head of programme unit, external partnerships and communication unit)</p>	<p>Partially agreed</p>				
<p>6.1. Design specific CSP programmes with outcomes and sustainability firmly in mind, paying attention to sustainability at the design phase, including in terms of its implications for partnerships and the timeframes of activities. Prioritize early planning for handover and exit strategies. Systematically audit new initiatives for their potential sustainability.</p>	<p>Country office management (strategic outcome team leads, country office budget and programming unit, head of programme unit, external partnerships and communication unit)</p>	<p>Agreed</p>	<ol style="list-style-type: none"> 1. The country office will build on lessons learned in the context of school meals operations and asset creation and will work closely with the Government and other key partners during the design phase of the next CSP and when developing funding proposals. 2. The country office will prioritize early planning for the handover of activities/exit strategies and will work closely with government and/or private sector stakeholders to facilitate that process. 3. The country office will strengthen its partnerships with government institutions and with private sector and civil society organizations to nurture local ownership and promote sustainability. 	<p>Country office management (country office programme unit)</p>	<p>31 March 2025</p>	<p>Ongoing</p>

Recommendation or sub-recommendation	Recommendation or sub-recommendation lead office (with supporting offices, divisions and units in brackets)	Management response	Actions	Action lead office (with supporting offices, divisions and units in brackets)	Action deadline	Status
6.2 Set ambitious targets for innovative partnerships in the domain of refugee livelihoods and integration. Ensure strong links with the Mastercard Foundation project for women and young people.	Country office management (strategic outcome team leads, country office budget and programming unit, head of programme unit, external partnerships and communication unit)	Agreed	4. The country office will launch activities that aim to strengthen the socioeconomic integration of refugees. The following activities are planned for 2024: the IGNITE Challenge – third edition; a SheCan pilot project; and the incorporation of refugees in farmer cooperatives through the Mastercard Foundation-funded Shora Neza project.	Country office programme unit	31 December 2024	Ongoing
6.3. Scale up WFP's efforts to mobilize resources for refugee assistance and ensure that they are informed by a cost-benefit study of investments in livelihoods, in particular for women.	Country office management (strategic outcome team leads, country office budget and programming unit, head of programme unit, external partnerships and communication unit)	Partially agreed. Resource mobilization should only proceed following the completion of an immediate cost-benefit analysis	5. The country office will strengthen its refugee response mechanisms and lead resource mobilization efforts in support of projects designed to enhance livelihoods and socioeconomic opportunities for refugees. In 2025, the country office will conduct further research to identify viable livelihood options and gather data on socioeconomic opportunities for refugees in Rwanda.	Country office external partnerships and communication unit (country office monitoring and evaluation/ vulnerability analysis and mapping units)	31 December 2025	Ongoing