

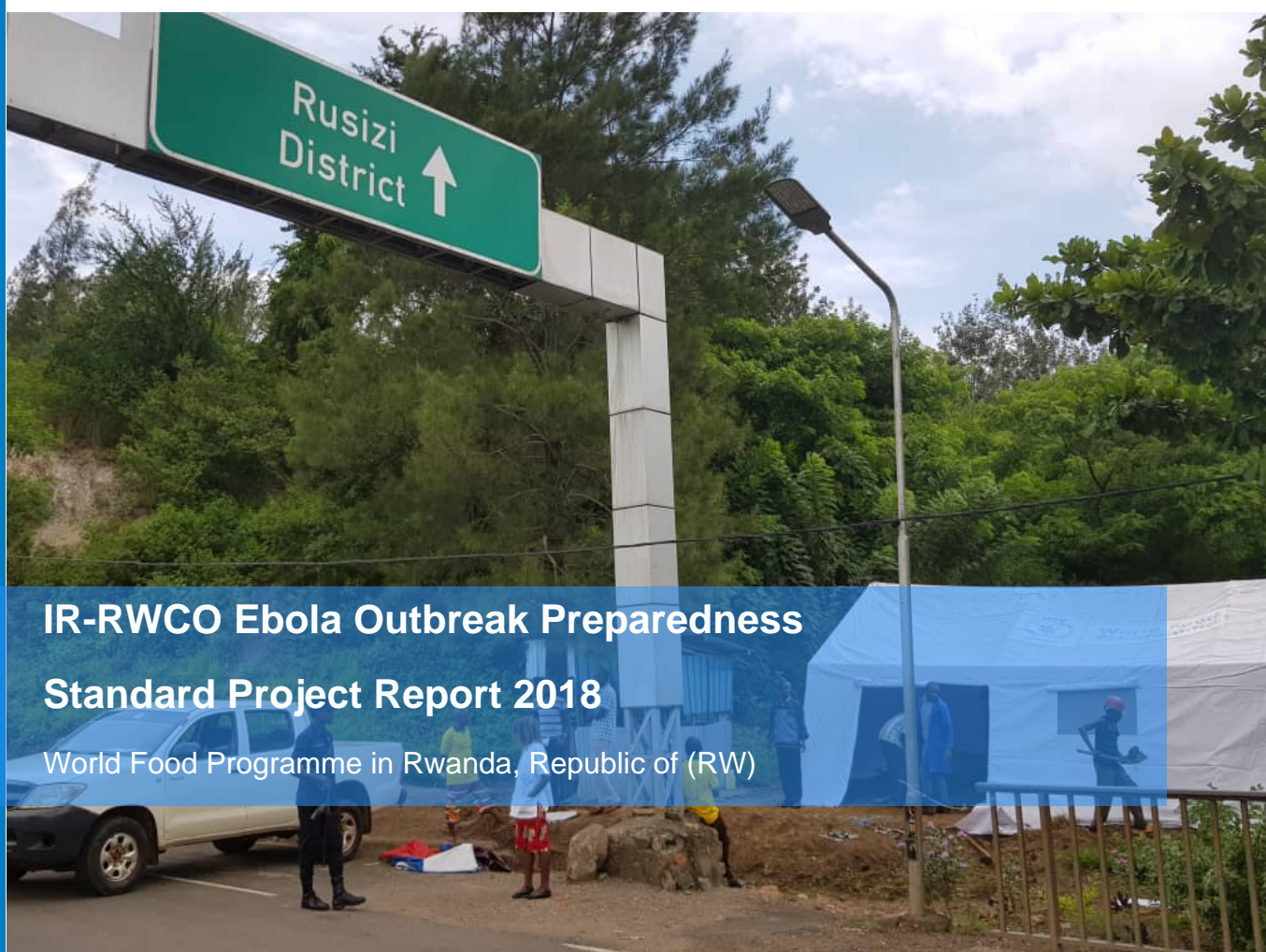
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IR-RWCO Ebola Outbreak Preparedness Standard Project Report 2018

World Food Programme in Rwanda, Republic of (RW)

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Country Context and WFP Objectives



Achievements at Country Level

In 2018, the World Food Programme (WFP) Rwanda supported 277,169 people with 13,028 metric tons (mt) of food and USD 7.98 million in cash-based transfers. The country office also provided technical support to the government in the areas of institutional capacity strengthening, advocacy and policy development to address identified food and nutrition gaps.

More than 58 percent of total beneficiaries were reached through the Protracted Relief and Recovery Operation (PRRO 200744) where assistance was provided to meet the immediate food and nutrition needs of refugees and returnees. Cash and food ration reductions for refugees by an average of 19 percent from November 2017 until June 2018 resulted from the funding gaps. This had a pronounced negative impact on the food security of assisted households as informed by findings from a remote monitoring survey in February 2018. However, the situation gradually improved after full rations were restored in July 2018 as noted by a monitoring survey conducted in November 2018.

In Mahama camp, hosting more than 57,000 Burundian refugees as of January 2019, WFP introduced food assistance through cash. Refugees now receive half their food assistance in cash, while in-kind food assistance (beans and corn-soya blend) continue to be provided to ensure proper nutrition intake. With the transition of Mahama refugee camp to partial cash transfers, all refugees living in camps in Rwanda are now receiving food assistance through cash either fully or partially.

Under the Country Programme, WFP supported 83,500 primary children with school meals in four of the most severe food insecure districts of the country. This resulted in improved retention rates in assisted schools. Technical

assistance was also provided to government to design and implement a national school feeding programme. Food Assistance for Assets (FFA) targeted resilience building of assisted communities through cash-based transfers and supporting asset creation and training. During the year, 6,313 people participated in the activity, 56.7 percent of whom were women. Results of a post-distribution monitoring survey highlighted improvements in food security, resilience and access to livelihoods of the assisted people. WFP continued to support smallholder farmers, especially women. The activities resulted in improved cooperative structures and increased access of smallholder farmers to capacity building, formal markets and other financial institutions. The activity also resulted in increased productivity and reduced losses as reported by farmers during the monitoring survey.

Together with the Ministry of Gender and Family Promotion, WFP conducted the Rwanda Country Strategic Review of Food and Nutrition Security (the Strategic Review). The final report was launched in May 2018. This Strategic Review offers concrete recommendations for addressing gaps and challenges to reach national targets for food and nutrition security in Rwanda. The strategic review informed the formulation of the Rwanda Country Strategic Plan (CSP), which was developed over the course of the year and was approved at the November 2018 session of the WFP Executive Board. The CSP will guide WFP's engagement in Rwanda from 2019 to 2023 in support of national priorities for achieving food and nutrition security.

Other important studies were conducted over the course of the year by WFP and relevant Government institutions and UN partners, such as the Comprehensive Food Security and Vulnerability Analysis (CFSVA) and Fill the Nutrient Gap (FNG) study. The CFSVA was conducted under the overall leadership of the National Institute of Statistics Rwanda (NISR) in collaboration with WFP, the Ministry of Agriculture and Animal Resources (MINAGRI) and UNICEF. It provides a comprehensive overview of the state of food and nutrition security in Rwanda, observes trends over time, and analyses socio-economic and demographic determinants. This is the fifth CFSVA conducted since 2006, highlighting the positive trend of improved food and nutrition security in Rwanda. Despite this improvement, almost one-fifth of the population remains food insecure, while 38.2 percent of the population continues to live below the poverty line. The FNG was conducted by WFP and the National Early Childhood Development Programme (NECDP) in collaboration with other stakeholders including NISR, UNICEF and some members of the Food Nutrition and WASH Technical Working Group. The study was conducted to understand context-specific barriers to adequate nutrient intake and to model potential interventions to improve access to nutrients, particularly from nutritious foods. The information and analysis provided through the FNG study will inform the design and planning of various programmes including those implemented by Government, WFP and other partners.

WFP continued to support the supply chain enhancement of the National Early Childhood Development Programme (NECDP) managed Fortified Blended Food programme. In this light, with funding from the WFP Innovation Accelerator and UPS, WFP conducted a supply chain optimization study of the Fortified Blended Food programme. The recommendations and proposed actions shared with NECDP will help improve the timeliness and efficiency of the delivery of commodities.

In response to an outbreak of Ebola Virus Disease (EVD) in neighbouring eastern parts of the Democratic Republic of the Congo (DRC) which left Rwanda at 'very high' risk of EVD spreading to the country, WFP undertook necessary preparedness measures in support of the Government of Rwanda and various humanitarian partners. Responding to a request from the Ministry of Health, WFP is supporting the ministry and World Health Organization (WHO) to put in place logistics arrangements for preparedness, including staff support, transport, and procurement of essential items for preparedness.

Country Context and Response of the Government

Rwanda is a low-income, least-developed country with a population of more than 12 million people. According to the National Gender Statistics report 2016, 52 percent of the total population are women and girls and 48 percent men and boys. 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 158 of 189 countries on the Human Development Index (HDI) and 85 of 160 on the Gender Inequality Index according to 2017 UNDP ranking. Although progress has been made where poverty levels dropped to 39.1 percent in the 2013/14 fiscal year as compared to 44.9 in 2010/11, the 2016/17 Integrated Household Living Conditions Survey reported that 38.2 percent of the population still lives below the income poverty line. The 2017 report for the State of Food Security and Nutrition in the World reported that undernourishment affects 4.8 million people (41 percent of the population) and approximately one-fifth of the population is food-insecure.

Complementary feeding is suboptimal in Rwanda in that it precludes adequate nutrient intake among children aged 6–23 months and hence contributes to stunting. Despite remarkable improvements in children's nutrition status, including a downward trend in stunting since 2005, the national prevalence of stunting is still high at 35 percent as

reported by the recent Comprehensive Food Security and Vulnerability Analysis (CFSVA). The situation is slightly better in two refugee camps where the prevalence of stunting for children aged 6-59 months was within the World Health Organization (WHO) acceptable level of 20 percent. However, for the remaining four camps the prevalence was between 20 and 30 percent (WHO serious level) as reported in the Standardized Expanded Nutrition Survey (SENS) 2018. Anaemia among women and children under 5 is a low to moderate public health problem with rates are at 37 percent for children under 5 and 19 percent for women as reported by the Demographic Health Survey 2014-15. The most common causes are inadequate dietary intake of iron, malaria and intestinal worm infection.

In all six refugee camps the prevalence of Global Acute Malnutrition has declined to within WHO's "acceptable" range of less than 5 percent. Despite this overall positive trend, the SENS survey reported that 43 percent of children under 5 were affected by at least one form of malnutrition and 12 percent were affected by two or more forms. Infant and young child feeding practices are poor and only 17 percent of children under 2 meet the requirements for a minimum acceptable diet as reported by the Comprehensive Food Security and Vulnerability Analysis 2018.

Rwanda has the highest Anti-Retroviral Therapy (ART) coverage in the region at 83 percent and 21 percent of people living with HIV (PLHIV) are co-infected with tuberculosis as reported by UNAIDS in 2017. The 2015 survey on PLHIV in Rwanda reported that 40.8 percent of the PLHIV households are food insecure while 13.7 percent of participants suffered from malnutrition.

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 because of strong comparative growth in other sectors. Low crop yields and animal productivity are hampering food security improvements, especially among subsistence farmers. Agriculture growth is affected by crop diseases and climate change. Farmers are also constrained by small holding sizes of land, low value chain development and challenges in accessing credits and markets among others.

Despite advances in school enrolment, academic achievements and the national completion rates remain low and national repetition rates high due to a number of influencing factors including poor quality of education. The national primary school completion rate in 2017 was 79.3 percent (72.3 percent for boys, 86.2 percent for girls). National net enrolment in lower secondary school in 2017 was only 24.4 percent (21.8 percent for boys, 27 percent for girls) showing how continuation to secondary education lags far behind primary.

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.

Rwanda also hosts over 149,500 Congolese and Burundian refugees and asylum seekers, of whom 91 percent reside in refugee camps and the remaining 9 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 the neighbouring countries, where protracted volatility is exacerbated by political instability, may lead to further arrivals of refugees in the coming years.

Furthermore, on 1 August 2018, the Ministry of Health of the Democratic Republic of the Congo (DRC) notified the World Health Organization (WHO) of an outbreak of Ebola Virus Disease (EVD) in North Kivu Province. Following the declaration of the EVD outbreak in DRC, WHO conducted a risk assessment that placed Rwanda as a Priority 1 country with a 'very high' risk of EVD spreading to it.

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. In the post-Millennium Development Goal era, the Government is committed to implementing the 2030 Agenda and addressing significant challenges that remain and has prioritized achievement of the Sustainable Development Goals (SDGs) as a central element in its development strategies.

The Government of Rwanda's mid- to long-term outlook is guided by a national development plan Vision 2020 and its new iteration Vision 2050, which together envision Rwanda transforming from an agrarian to a knowledge-based economy, attaining upper middle-income country status by 2035 and high-income status by 2050. In addition to these development plans, the Governments 2017-2024 National Strategy for Transformation (NST) embraces the SDGs and focuses on three pillars. 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.

The NST has been published together with three updated policy documents relevant to food and nutrition security; 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 life cycle approach and promote universal access to social protection programmes, including new priorities for reducing malnutrition and strengthening responses to shocks and crises.

Further to the joint 2016–2020 strategy with United Nations High Commissioner for Refugee (UNHCR) for the economic inclusion of refugees, the Government of Rwanda in early 2018 announced its commitment to implementing the Comprehensive Refugee Response Framework (CRRF), 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.

The Government recognizes that malnutrition is a multi-sector challenge with long-term consequences for individuals and the future of the nation. The UN Network for Scaling Up Nutrition (SUN) is active in Rwanda since 2012. Under this network, the one UN network for SUN provides both technical and financial assistance to government programmes. It supports the food, nutrition and Water, Sanitation and Hygiene (WASH) working groups. In addition, the network also provides support during policy formulation, review of policy, monitoring and evaluation support for national nutrition programmes and national programme and stakeholder coordination. The government also prioritizes the response to HIV as highlighted in the NST and guided by the specific National Strategic Plans for HIV and AIDS.

The Education Sector Strategic Plan 2013/14- 2017/18 supports the improvement of educational quality with a focus on access, quality and relevance. The Ministry of Education set up the Rwanda Education Board (REB) to achieve these improvements and build the capacities of teachers. The Government of Rwanda also announced its plan to expand school feeding programmes beyond secondary schools to include primary schools between 2018 and 2024 as part of the phased elimination of the double shift for primary schools. The approval of the national Home-Grown School Feeding policy is in process and will guide the scale up of the national school feeding programme. The government has also developed a task team with WFP support that has representatives from the Ministry of Education, Ministry of Agriculture and Animal Resources and the Ministry of Finance and Economic Planning to develop a strategy to advance smallholder farmer procurement in the school feeding programme.

The Government prioritizes gender equality and women's empowerment by promoting 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.

Rwanda is one of the initial “Delivering as One” pilot countries and the Government continues to support a unified, harmonized and cohesive UN 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.

WFP Objectives and Strategic Coordination

WFP's portfolio is aligned with the Government of Rwanda's strategies and plans whose vision is of a food secure Rwanda where people are well nourished, able to develop their full potential and live in resilient communities supported by effective institutions at all levels.

WFP is increasingly transitioning from humanitarian action into increased development and humanitarian nexus efforts to create links and make greater impact in areas such as social protection, disaster resilience and nutrition. To enhance impact, WFP has long-standing operational and strategic partnerships with national and local authorities, domestic and international non-governmental Organizations (NGOs), as well as UN sister agencies and renowned research institutions. WFP's operations endeavour to improve the situation for women and girls in Rwanda. For example, qualitative and quantitative gender analysis is undertaken to inform new or sustained initiatives and ultimately facilitate women's empowerment. WFP is working to enhance the integration of gender in all programming.

The Protracted Relief and Recovery Operation (PRRO) 200744 (2015-18), with a budget of USD 119.4 million, addresses the immediate food and nutrition needs of refugees from DRC and Burundi living in six camps, as well as returning Rwandan refugees from neighbouring countries. While providing this assistance, WFP is working with the Government of Rwanda and UNHCR to develop more durable solutions among the refugee population. Specifically, the refugee and returnee operation contributes to eradicating stunting among children below two years of age and ensuring access to adequate food throughout the year. With the introduction of partial cash assistance in Mahama camp for Burundian refugees, all refugees living in refugee camps in Rwanda are now receiving cash assistance from WFP. The most vulnerable refugees, such as young children, pregnant and lactating mothers and people living with HIV/AIDS and/or tuberculosis also receive supplementary nutritious food to prevent and treat malnutrition.

The Country Programme (CP) 200539 (2013-18), with a budget of USD 51.8 million, has two components. Through the first, WFP works to enhance national capacity to develop, design and manage hunger solutions by providing technical expertise in food security analysis, Disaster Risk Reduction and Management, Home-Grown School Feeding and market access for smallholder farmers. The second component is aimed at modelling innovations for national food assistance programming and providing evidence to support programme expansions. Here, WFP implements small-scale projects to prevent chronic malnutrition in high-prevalence districts and help communities create livelihood assets to meet their food and nutrition needs. Combined, the CP fills certain current gaps in the national response, while increasingly pivoting towards providing capacity support, and away from direct programme implementation.

Furthermore, following the outbreak of the Ebola Virus Disease (EVD) in neighbouring DRC, WFP activated its advanced preparedness actions to enhance its readiness to respond in case of an outbreak of the disease in Rwanda. WFP is working closely with the Government of Rwanda and other partners to take the necessary preparedness measures should an EVD outbreak occur. WFP is involved in implementing logistics arrangements, including through staff support, transport, and procurement for preparedness activities.

Country Resources and Results

Resources for Results

The 2018 Rwanda operation had an overall requirement of USD 44 million and was resourced at USD 28.5 million (65 percent funded).

The refugee operation in Rwanda had a 2018 requirement of USD 27.6 million and resourced, USD 17.7 million (64 percent funded). This operation has suffered from donor fatigue due to the protracted nature of the crisis, with Congolese refugees present in the country for more than 20 years. Although the interest of donors was reignited following the arrival of Burundians in 2015, leading to a diversification of the donor portfolio for WFP Rwanda, the total allocation of funding remained limited in 2018, also partly because of an unprecedented number of large-scale crises around the world. As a result, resource levels were 19 percent lower than in 2017, and certain donors only allocated resources to Burundian refugees, thereby excluding Congolese. As mentioned, the refugee operation was resourced at 64 percent, which was 19 percent lower than in 2017, and certain donors heavily earmarked resources to Burundian refugees, thereby excluding the Congolese refugees.

WFP faced a critical shortage in resources from November 2017 to June 2018 for the PRRO, challenging its ability to respond to all refugee needs. WFP was therefore forced to reduce cash and food rations for refugees for the first time in ten years by an average of 19 percent during this period. Consequent donor outreach and engagement allowed WFP to revert to full rations in July 2018 after funding came through. The negative impact of the reduced food and cash rations on household food security was significant, as highlighted by monitoring surveys. Thanks to multilateral funding, (27 percent of overall refugee funding in 2018) WFP was, however able to reduce the ration cuts from 25 percent to 15 percent before full reinstatement.

WFP could maintain targeted nutrition interventions at decent levels, helping stabilize nutritional standards throughout the camps. However, plans to roll out the school feeding programme in camps hosting Congolese refugees to pre-primary school aged children was postponed due to limited funding. This component was only implemented in camps hosting Burundian refugees.

The development operation (CP) was resourced at 66 percent with the overall 2018 requirement at USD 16.3 million and project was resourced by USD 10.8 million. This was mainly through important bilateral multi-year donations for two major projects: the second phase of Saemaul Zero Hunger Communities project (SZHC), a food assistance for assets programme through cash, and Home-Grown School Feeding (HGSF). Although both programmes have received multi-year donations since 2016, the SZHC has now received its final funding allocation in 2018, while the HGSF will receive multi-year funding until 2020. It is crucial to secure additional multi-year funding for these projects going forward in order to sustain implementation. Furthermore, for a fourth consecutive year, generous private sector funding to the HGSF enabled WFP to complement bilateral in-kind donations with locally and regionally produced commodities, thus strengthening the sustainability of the project.

However, the funding situation for nutrition activities under the development operation was challenging. compelling WFP to discontinue some of the direct implementation of nutrition activities.

To ensure maximum benefits of available resources to the local economy, WFP continued procuring half of its requirements for in-kind contributions directly from the local Rwandan market. These commodities were used for HGSF programme as well as in food rations distributed to Burundian refugees. Furthermore, in line with the Grand Bargain Commitments, WFP continued to further expand cash-based assistance across its refugee camps in 2018. With the inclusion of partial cash assistance through the hybrid model in Mahama refugee camp in October 2018, all refugee camps in Rwanda are now assisted through cash. Cash assistance has a nearly 200 percent multiplier effect on the local economy in Rwanda, according to a study conducted in 2016.

Furthermore, to avoid pipeline breaks, WFP continued to procure resources through WFP's Global Commodity Management Facility (GCMF), which enabled WFP to avoid pipeline breaks by ensuring minimum lead-times between receipt of funds and distributions, as resources were sometimes received at the very last time, when discussions about ration reductions were already underway.

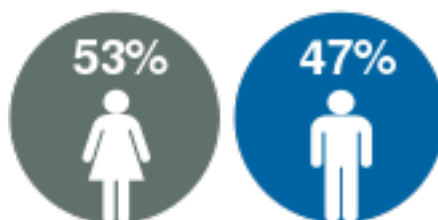
Half of WFP Rwanda's humanitarian funding was received from a single donor in 2018. Efforts were therefore made to diversify the donor portfolio and include new donors. As a result of continuous outreach at the local and regional level, two donors who were absent in 2017 were welcomed back. Most funding was received through direct earmarked allocations, while unearmarked multilateral funding was also received. Multi-year contributions were mostly received for the development operation. Efforts have been ongoing to recruit new donors to this portfolio to ensure sustainability of the projects.

Following the outbreak of the EVD in DRC in August 2018, Immediate Response Account (IRA) funding for Emergency Preparedness Activity (IR-PREP) from WFP Headquarters was obtained to support preparedness activities, which benefited both WFP and the Government of Rwanda. The timely funding allowed WFP to support the government and other partners in logistics support through staff, transport and procurement for preparedness activities.



Annual Country Beneficiaries

Beneficiaries	Male	Female	Total
Children (under 5 years)	13,653	13,653	27,306
Children (5-18 years)	82,688	82,081	164,769
Adults (18 years plus)	34,778	50,316	85,094
Total number of beneficiaries in 2018	131,119	146,050	277,169




Annual Food Distribution in Country (mt)

Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Country Programme	850	97	196	790	114	2,047
Single Country PRRO	6,256	536	2,382	1,972	119	11,265
Total Food Distributed in 2018	7,106	633	2,578	2,762	233	13,312



Cash Based Transfer and Commodity Voucher Distribution (USD)

Project Type	Cash	Value Voucher	Commodity Voucher
Country Programme	297,315	-	-
Single Country PRRO	7,687,091	-	-
Total Distributed in 2018	7,984,405	-	-

Supply Chain

Most programme requirements in 2018 were met through purchases from Global Commodity Management Facility (GCMF) stocks. GCMF is a strategic, organization-wide demand-driven global approach to purchase food commodities in advance of programmes' needs and requests. It enables WFP to purchase food commodities most commonly distributed in a region or corridor, anticipating requests from programmes. When prices were competitive, WFP supported GCMF by strategically sourcing locally procured maize and beans from the Rwandan market, including from WFP-supported smallholder farmer cooperatives. The Super Cereal Plus Blended food (CSB++) is also regionally procured from the Africa Improved Foods (AIF) factory in Rwanda. With the factory and warehouse strategically located in Kigali and the efforts in favour of local and regional procurement, the lead time for Super Cereal Plus is significantly reduced from 150 days to less than 30 days to support WFP operations in the region including in Rwanda.

Although maize meal was also being procured locally in Rwanda, a challenge was faced with the single supplier (MINIMEX) during the second half of the year. Its contract was suspended due to its failure to address not conforming to the WFP food safety audit. Consequently, WFP was forced to procure maize meal from Uganda and this increased the lead time for maize meal to over 60 days from 30 days. WFP worked closely with relevant stakeholders to address the failure to conform raised by the audit and local procurement will be restored in 2019. Similarly, WFP is also closely working with AIF so regional procurement for Super Cereal can be ensured reducing the lead time from the current 5 months.

Other hubs of supply for GCMF were Kenya, Tanzania and Uganda. WFP Country Offices in the region, through the Regional Bureau in Nairobi, also procured almost 29,000 mt of Super Cereal Plus from AIF. WFP Rwanda facilitated in loading, custom clearance and shipping of the purchased commodities to its final destination. Compared to previous years, exported quantities of GCMF stocks from Rwanda to neighbouring countries - mainly South Sudan - increased by 13 percent.

WFP found 10 new suppliers for food and non-food items which increased competition, led to more competitive prices and avoided any tendencies towards a cartel. WFP also increased the number of contracted commercial transporters, from 11 in 2017 to 14 in 2018, resulting in increased capacity of WFP Rwanda to ensure timely transport of food. As a result, the time to deliver assistance to beneficiaries reduced, because more commodities can now be uplifted and transported at once. For example, the time taken to deliver Home-Grown School Feeding (HGSCF) commodities to difficult areas in western province was reduced from one week to two days. Furthermore, the increased number of commercial transporters contributes to a reduction of regional transportation costs by more than 25 percent compared to 2017, because there is more competition among commercial transporters offering their services at lower prices. Long-term agreements for frequently purchased goods and services have also contributed to reductions in lead times.

The delivery of assistance to beneficiaries was made possible by the work of WFP partners. WFP continued to work with the Adventist Development and Relief Agency (ADRA) for commodity storage and handling of food commodities in refugee camps. Food for projects in the Southern Province was pre-positioned in the Huye Extended Delivery Point (EDP) for onward delivery to final delivery points, particularly schools, transit centres and Mugombwa refugee camp in Gisagara district. With the support of the Country Office, the Huye EDP continued to successfully manage secondary transport of food commodities to project sites through commercial transporters.

A retail supply chain assessment was conducted in Kiziba and Mahama refugee camps in preparation for the roll out of cash-based transfers. The findings highlighted some issues in Kiziba where monopolistic tendencies by wholesalers were resulting in market distortion, causing increased prices for beneficiaries. WFP engaged with local authorities and camp management who increased access to the camp by various wholesalers resulting in increased competition. Subsequent retail engagements were also undertaken for Mahama camp which included the identification of potential traders through the Private Sector Federation with a view to increase competition with the expectation of fairer prices for the people we serve. Advocacy campaigns were conducted with the government to improve the road to Mahama camp. The government undertook some repairs for improved food transportation, but advocacy is ongoing for complete rehabilitation of the road. Continuous price monitoring will be ensured to assess any substantial price fluctuations requiring WFP intervention.

Rigorous quality control of food commodities contributed to a reduction in food losses and improved quality of food. Post-delivery losses were reduced to 0.727 mt, and they were all recovered from the commercial transporters. WFP worked with the Kenyan-based superintendent Intertek on food quality and safety assurance, including loss mitigation. Intertek certified commodities prior to delivery by suppliers. Furthermore, WFP staff working in warehouses and handling food commodities received necessary trainings on commodity and warehouse management, food safety and hygiene among others. To strengthen the capacity of counterparts, WFP helped train smallholder farmers and staff working at HGSP-supported schools in food storage and handling.

Within the framework of the Memorandum of Understanding between WFP and the Ministry of Gender and Family Promotion, WFP continued to support the supply chain enhancement of the Fortified Blended Food programme which is managed by the National Early Childhood Development Programme (NECDP). In this regard, with funding from the WFP Innovation Accelerator and UPS, WFP conducted a supply chain optimization study of the Fortified Blended Food programme in order to deliver commodities to beneficiaries in a more timely and efficient manner. A proposal with recommendations was submitted to NECDP for endorsement and subsequent implementation.

Critical logistics support to the Government of Rwanda and the wider humanitarian community was provided regarding the Ebola Virus Disease (EVD) outbreak in neighbouring DRC. As Rwanda remains a high-risk country according to the World Health Organization, WFP procured ambulances, screening tents, community chlorine makers and mobile storage units. Technical support on logistics and emergency preparedness was also provided to the Ebola working group established by the Ministry of Health.



Annual Food Purchases for the Country (mt)

Commodity	Local	Regional/International	Total
Beans	203	-	203
Corn Soya Blend	-	651	651
Iodised Salt	-	84	84
Maize Meal	827	-	827
Sugar	-	108	108
Total	1,030	843	1,873
Percentage	55.0%	45.0%	

Annual Global Commodity Management Facility Purchases Received in Country (mt)

Commodity	Total
Beans	2,572
Corn Soya Blend	1,792
High Energy Biscuits	5
LNS	17
Maize	4,432
Ready To Use Supplementary Food	1
Sugar	103

Commodity	Total
Vegetable Oil	413
Total	9,335

Implementation of Evaluation Recommendations and Lessons Learned

Recommendations from the centralized mid-term evaluations of the CP in 2017 and PRRO in 2016 continued to inform planning and programming in this last year of implementation for both projects.

The recommendations from studies, including the Economic Impact of Refugees in 2016 and Cost Efficiency and Effectiveness in CBT in 2017, suggest cash is the most efficient and effective transfer modality. The country office continued to assess the feasibility of rolling out cash in Mahama, the largest refugee camp. After overlaying of results from various assessments including the Retail Supply Chain Assessment, Market Assessment, Gender and Protection Assessment and Micro IT Assessment, a hybrid model including partial cash assistance was introduced for a limited number of refugees in Mahama camp in October. The model was scaled up and by December 100 percent of refugees were receiving cash under the hybrid model. UNHCR expanded its use of WFP's platform for Bank Smart Cards used for cash-based transfers from three to all six camps for the provision of cash for non-food items.

The PRRO evaluation and the Joint Assessment Mission conducted in 2017 by WFP, UNHCR and the Ministry of Disaster Management and Refugee Affairs (MIDIMAR) emphasized measures to increase refugees' self-reliance. Despite funding challenges, WFP jointly with UNHCR and FAO introduced a pilot activity of developing 55 hectares of marshland in Southern Province that will involve about 300 refugee households (in addition to host communities) in agriculture. The activity was initiated after meetings with communities and district authorities to access marshland for development through involving refugees. The activity is part of WFP's efforts towards economic inclusion of refugees and their increased access to livelihoods. The activity will be scaled up subject to availability and access to land.

In line with PRRO recommendations, the biannual outcome survey in refugee camps now includes additional questions to better estimate the impact of nutrition education, kitchen gardens and refugees' economic vulnerability on their household food security. These will be continued during the Country Strategic Plan (CSP) alongside a focus on more useful reporting through evaluations and surveys that are more concise, strategic and widely disseminated.

The evaluations conducted for the PRRO and CP also contributed to the design of the CSP (2019-2023). These included an increased focus on capacity strengthening and increased engagement in national social protection systems and sustainable school meals programmes. For refugee operations, recommendations particularly highlighted a need for improved self-reliance for refugees, and increased focus on mainstreaming the nutrition and gender components. WFP conducted a Country Strategic Review of Food and Nutrition Security and prepared several background papers or reports on capacity strengthening to inform CSP design, including both positive and negative areas of learning. The CSP was also informed by the United Nations Development Assistance Plan (UNDAP) I evaluation which was implemented 2013-2018. The evaluation recommendations included strengthening the humanitarian-development nexus and improved programmatic integration and coherence for more efficient implementation to meet the needs of the most vulnerable and more effective and impactful support to national development.

A qualitative study on Potential of Cash-Based Interventions to Promote Gender Equality and Women's Empowerment was conducted. The study highlighted the positive effects on gender while at the same time providing recommendations around decision making and conflict resolution; addressing the cycle of debt; and the need for gender-transformative livelihoods in protracted situations. An action plan has been developed and will be implemented during the CSP.

The Country Office commissioned the mid-term evaluation of the Home-Grown School Feeding (HGSF) programme. The evaluation focused on indicators required by the programme's major donor in addition to the Organisation for Economic Co-operation Development Development Assistance Community (OECD DAC) criteria: relevance, effectiveness, efficiency, impact and sustainability. The evaluation paid special attention to the WFP Country Office's interests in gaining insight into the status of capacity development efforts with the national government. The evaluation's preliminary findings highlighted that progress is on track and that WFP and the government are building the systems and linkages necessary for a successful and sustainable programme. The evaluation report is under review by the donor and is expected to be finalized in the first quarter of 2019. The

recommendations will inform operational and strategic decision-making and identify mid-course corrections for the project.

The baseline study for the Local and Regional Food Aid Procurement (LRP) programme concluded in 2018. Findings confirmed the relevance of the project design in line with the smallholder farmers' needs and Government of Rwanda's priorities. The study also assessed the capacity and status of targeted cooperatives and smallholder farmers at the start of the project and provided a benchmark against which progress will be assessed by the end timeline in May 2019. Consultations were also held with other stakeholders and where possible, recommendations were fed into project implementation. These included; introduction of cost-sharing models for storage equipment for increased sustainability and increased focus on inclusion of women farmers.

Project Results

Activities and Operational Partnerships

The Immediate Response Account (IRA) funding for Emergency Preparedness Activity (IR-PREP) 201133 (from September 15 – December 15, 2018), with a budget of USD 298,136, supports urgent preparedness measures for the potential spread of the Ebola Virus Disease (EVD) outbreak from the Democratic Republic Congo into Rwanda.

Responding to a request from the Ministry of Health (MoH), WFP is supporting the MoH and World Health Organization (WHO) to implement logistics arrangements, including through staff support, transport, and procurement. WFP Rwanda has also received missions of the regional EVD coordinator, logistics consultants, and civil-military coordination specialist from its regional bureau and the chief of engineering from headquarters. These specialist missions served to highlight to the Government and partners WFP's capacity and expertise in EVD preparedness and response. WFP has also assigned a dedicated logistics coordinator for the EVD preparedness who also represents WFP in the national logistics technical working group as a co-lead. The logistics officer is based in Kigali office and will frequently visit the field areas including Rubavu and Rusizi districts to assess Points of Entry (PoE) and propose preparedness solutions.

To enhance coordination and decision making on EVD preparedness, stakeholders were encouraged and continued to engage in various coordination forums at appropriate levels.

Results

Through the IR-PREP, WFP recruited a dedicated staff as logistics coordinator to support EVD emergency preparedness actions for three months. Upon request from the MoH, WFP has procured 17 multi-purpose tents for deployment to Points of Entry (PoE) for border screening and isolation and storage facilities and 10 chlorine makers for disinfection purposes. Based on the request from MOH, WFP has dispatched four of the multipurpose tents to PoEs in Rusizi District while the remaining are now placed in Kigali for deployment to other PoEs and health centers. On 30 December, WFP received a full charter flight donated from United Parcel Service (UPS) allowing a fast reception of seven Mass Storage Units (MSUs), two prefabricated offices and tarpulins. The supplies will be contributing to Government's increased resilience and preparedness for an outbreak. Discussions were also initiated with MoH where WFP proposed hand to hand engineering service provision for construction of possible Ebola Treatment Centers where required.

In addition, WFP participates in the weekly emergency operations center meetings co-chaired by the MoH and WHO and serves as an active member of the partners coordination meeting and the logistics technical working group chaired by MoH. These logistics technical working group provides a forum to share information and updates on logistics preparedness activities being undertaken by various stakeholders.

Figures and Indicators

Data Notes

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WFP provided a tent to the Ministry of Health, placed at one of the points of entry in Rusizi.