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Evaluation of RWANDA WFP Country Strategic Plan 2019-2024

Terms of reference

October 2022

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1. Background

These terms of reference (ToR) were prepared by the WFP Office of Evaluation (OEV) based upon document review and consultation with stakeholders. Section 1 of these TOR describes the evaluation's context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio and the scope of the evaluation; Section 4 identifies the evaluation approach and methodology; and Section 5 indicates how the evaluation will be organized.

1.1. INTRODUCTION

1. Country strategic plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders.

1.2. CONTEXT

General overview

2. Rwanda is a mountainous landlocked country of 26,338 km², bordered by Uganda, Tanzania, Burundi, and the Democratic Republic of the Congo (DRC).
3. With a population of 13.3 million people (51 percent of which are women)¹, Rwanda is densely populated and one of the countries with the youngest population, with people between 0 to 14 years of age representing around 40 percent of the total population². Life expectancy at birth is 69. The total fertility rate in 2015 of 4.1 per woman accounts for a steep and continued annual population growth of 2.5 percent (average 2015 -2021). The adolescent birth rate in the country stands at 39.13⁴.
4. Rwanda's population lives predominantly (approximately 82 percent⁵) in rural areas. In 2006, with the aim of decentralization, the country was restructured in five provinces: the Northern, Southern, Eastern and Western Provinces, and the Municipality of Kigali in the centre. Rwanda's principal language is Kinyarwanda, with English and French as additional official languages.
5. Rwanda has guarded its political stability since the 1994 genocide against the Tutsi and important economic and structural reforms have brought about significant achievements in poverty reduction, gender equality, environmental sustainability, education, and public health, in line with the Millennium and Sustainable Development Goals (SDGs). Rwanda experienced the second fastest growth of Gross Domestic Product (GDP) in Eastern Africa in the last 5 years. Human development indicators related to mortality, school enrolment and others improved as well.
6. However, statistics of the United Nations Development Programme (UNDP) indicate that in 2019, over 38 percent of the population lived below the poverty line⁶. Rwanda also has an unequal resource divide translating in a GINI (inequality) coefficient of 43.7percent (2016)⁷. In addition, the onset of the COVID-19 pandemic in 2020 has curtailed economic activities leading Rwanda's GDP down with -3.4 percent from 2019 (MINECOFIN, 2021). Although the GDP has recovered after, the global energy crisis since June

¹ World Bank data base, Rwanda country page. Data extracted in August 2022

² *ibidem*

³ Births per 1,000 women ages 15-19. 2021 data.

⁴ UNDP. Human development Report. 2020

⁵ World Bank data base, Rwanda country page. Data extracted in August 2022

⁶ UNDP. Human development Report. 2020

⁷ A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality

2022 has caused an increase of the average price of the food basket by 11.5 percent compared to May 2022, i.e. 54 percent higher compared to June 2021 ⁸.

7. Rwanda is vulnerable to a wide range of climate induced natural hazards and to earthquakes and volcano eruptions. Rwanda has not only been affected by the Covid-19 pandemic but due to its shared border with the DRC and Uganda has also been at risk of Ebola outbreaks. Finally, Rwanda is home to 150,501 refugees and asylum seekers⁹, mostly coming from DRC and Burundi.

National policies and the SDGs

8. In the 2021 Human Development Index, Rwanda ranked 165 among 191 countries as a Lower Income country. The Government of Rwanda aspires to reach Middle Income Country-status by 2035 and a High-Income Country-status by 2050. Initiatives towards this aspiration are guided by the national development plan Vision 2050 and a series of seven-year National Strategies for Transformation (NST) which were preceded by two Economic Development and Poverty Reduction Strategies (EDPRS 1 and 2) that governed since 2008. The current NST1 2017-2024 is organized around three pillars (1. economic transformation; 2. social transformation; and 3. transformational governance) complemented with crosscutting areas. NST1 embraces the UN Agenda 2030; the Africa Union Agenda 2063; and the East African Community (EAC) Vision 2050.
9. Rwanda's progress on SDGs was ranked 124 among 163 countries with a global index score of 59.42 percent¹⁰. The Africa SDG Index and Dashboards Report 2020 details that Rwanda has performed well in eight SDGs.
10. Rwanda's progress towards the SDGs has been analysed under a Voluntary National Review (VNR) in 2019. The VNR underscores the Government's commitment to implementing the SDGs. It also highlights the importance of building on Home Grown solutions and the need to integrate planning, delivery and monitoring moving forward.
11. Rwanda has an ample policy framework that complements and reinforces the NST1 and Vision 2050 (see [Table 1](#)).

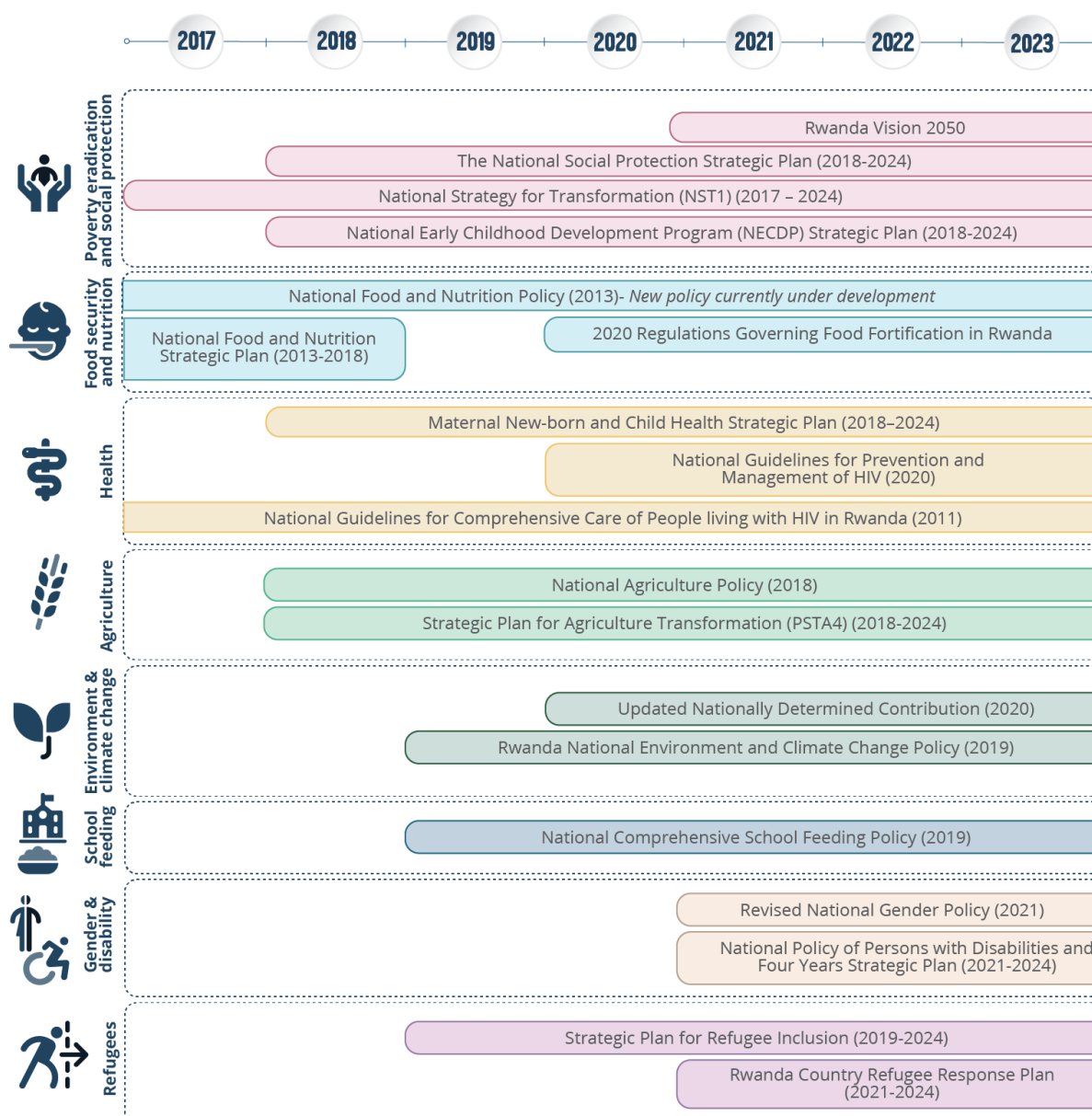
⁸ WFP Rwanda Country Brief, June 2022

<https://api.godocs.wfp.org/api/documents/82775be287a34436a6a1cbf976509519/download/>

⁹ UNHCR, June 2022 <https://www.unhcr.org/rw/>

¹⁰ Sustainable Development Report 2022, dashboard. Data extracted in August 2022.

Table 1: Rwanda CSP-relevant policies, plans and regulations (in addition to Vision 2050 and NST).



Source: Office of Evaluation

Food and nutrition security

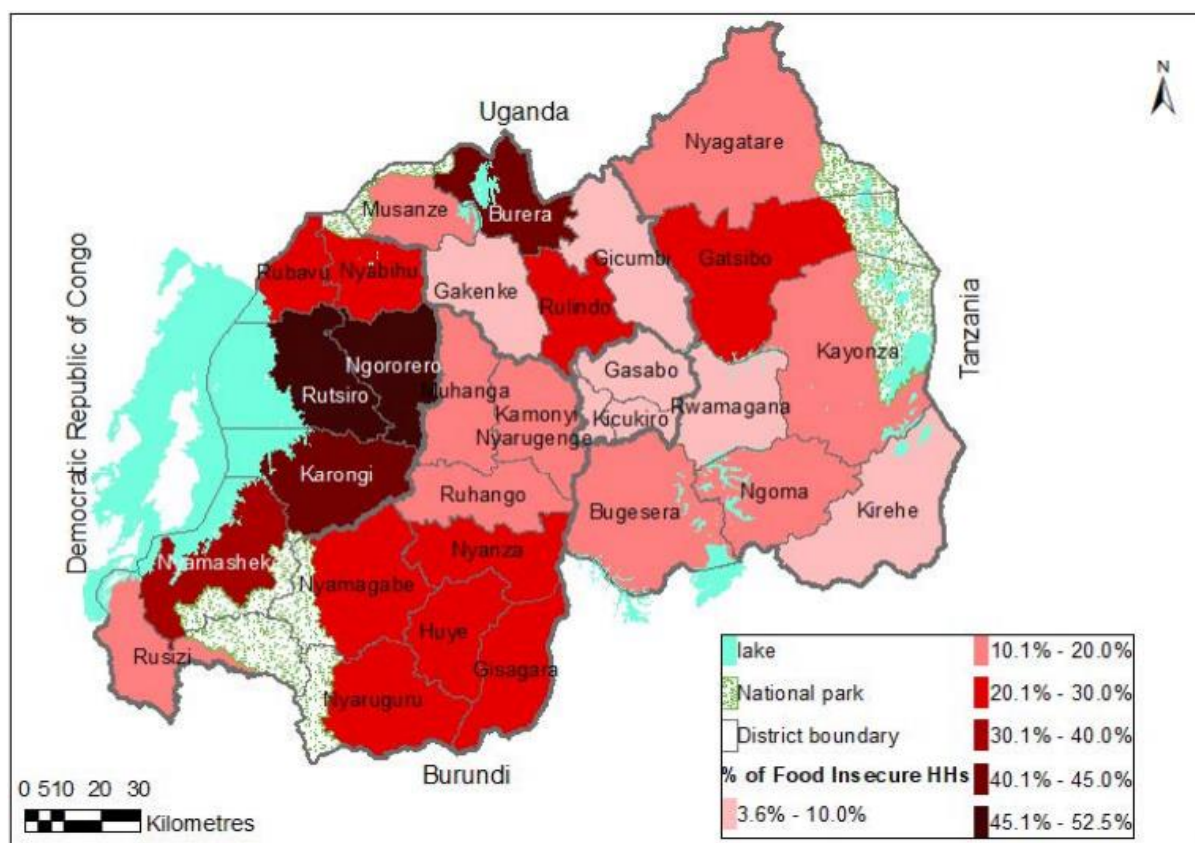
12. According to the latest Rwanda Comprehensive Food Security and Vulnerability Analysis (CFSVA) conducted in 2021¹¹, overall food insecurity levels have slightly worsened compared to the prior 2018 CFSVA. In 2021, out of a total of 2.6 million households, 20.6 percent (approximately 543,500 households) were found to be food insecure (18.8 percent were moderately food insecure and 1.8 percent severely food insecure). The Western Province was the most food insecure (35.3 percent) region and capital Kigali the least (5 percent of moderately food insecure households) (Figure 1). Higher levels of food insecurity were found in households where the head was not of working age¹², with a low level of education, single or with disabilities.

¹¹ WFP.2021. Rwanda 2021 Comprehensive Food Security and Vulnerability Analysis

¹² Below 18 or above 60 years old

13. To the contrary, national stunting rates for children under 5 years of age dropped from 34.9 percent in 2018¹³ to 33 percent in 2019¹⁴, reaching 32.4 percent in 2021 (the highest levels were found in Western and Northern Province with 37.9 percent)¹⁵. Positive trends were observed also for prevalence of wasting in children aged 6-59 months, which decreased from 2 percent in 2018¹⁶ to 1.1 percent in 2021.¹⁷

Figure 1: Rwanda, percentage of food insecure households per district (2021)



Source: Rwanda Comprehensive Food Security Vulnerability Analysis (CFSVA), 2021

14. Despite climate change effects, weaknesses in agricultural practices and in food marketing (see paragraph 20 below) there has been a steadily growing crop production in Rwanda over the past years¹⁸. Nevertheless, food availability has been insufficient.

15. Furthermore, food access has been constrained by people's low purchasing power which recently has further decreased in consequence of steep food price increases¹⁹ caused by the rise in transportation and fuel costs. In terms of food utilization, household food consumption is undiversified with limited

¹³ WFP.2018. Rwanda 2021 Comprehensive Food Security and Vulnerability Analysis

¹⁴ Rwanda DHS 2019-20_Final Report_#.pdf

¹⁵ WFP.2021. Rwanda 2021 Comprehensive Food Security and Vulnerability Analysis

¹⁶ FAO. 2019. The State of Food Insecurity and Nutrition in the World.

¹⁷ FAO. 2022. The State of Food Insecurity and Nutrition in the World.

¹⁸ The Seasonal Agricultural Survey 2021A (September- February) showed an increase in the global crop production compared to 2020 (7 percent higher for maize, 14 percent for beans, 5 percent for white flesh sweet potato and 8 percent for Irish potato). Compared to 2018, crop productions globally increased by 3 percent for beans, 14 percent for maize, 1 percent for white flesh sweet potato, and 5 percent for Irish potato nationally.

¹⁹ WFP's monthly food price monitoring indicated the average price of the food basket in May 2022 increased by 40 percent compared to the same time in 2021 and the World Bank includes Rwanda among the top 10 countries with the highest food price inflation worldwide: [Food-Security-Update-LXXI-October-13-2022.pdf \(worldbank.org\)](https://www.worldbank.org/press/2022/10/13/food-security-update-lxxi-october-13-2022).

intake of nutritional supplements. making people more vulnerable to malnutrition. Refugees are disproportionately affected by the aforementioned constraints.

16. The 2018 “Rwanda Country Strategic Review of Food and Nutrition Security” commissioned by the Ministry of Gender and Family Promotion - and supported by WFP - presented the country's response to food and nutrition security issues and formulated recommendations to address a number of identified political challenges.

Agriculture

17. Agriculture is the backbone of Rwanda's economy, accounting for 33 percent of the GDP. According to the 2021 Labour Force Survey conducted by the National Institute of Statistics²⁰, around 47.8 percent of the working population is employed in agriculture, and 89 percent of rural households are involved in small-scale or subsistence farming²¹. Women were more engaged in market-oriented agriculture than men (52.5 percent women versus 47.5 percent men²²). Farmers in Rwanda have two or three yearly periods for cultivation, and 49 percent of the country's territory is classified as arable²³. Women are disadvantaged in terms of their right to own land, and regarding access to finance.
18. Rwanda in 2019 exported agricultural products with a value of USD 428 million but imported products for a higher value of USD 523 million²⁴. Food availability is challenged by weaknesses in terms of agricultural practices entailing the limited access of farmers to fertilizers and improved seeds. Climatic conditions alongside pests and diseases further compound the situation. Also, food processing capacities are weak. Consequently, of the total food produced in the country only 34 percent reaches the market²⁵.
19. In response to the COVID-19 pandemic, Rwanda maintained agricultural subsidies and food deliveries to disadvantaged groups, thus avoiding a steep decrease in terms of food availability and access.

Climate change and vulnerability

20. Changes in temperature and extreme precipitation patterns (both excess and deficit) are the key drivers of many of the natural hazards (droughts, floods, and landslides). Recurrent disasters result in damage to infrastructure, loss of lives, property and crops; and contribute to soil erosion and water pollution. Vulnerability to climate-related shocks stem from weak water resource management and high dependence of Rwandans on rain-fed agriculture; as well as from poor road networks and low capacities to manage climate risks. The Notre Dame Global Adaptation Initiative Index (2019)²⁶ ranks Rwanda as the 124th country in a list of 182 countries worldwide.

Education

21. Rwanda is among the top performing countries in sub-Saharan Africa in terms of access to education. The country has nearly reached universal primary education with a net enrolment rate of 98.9 percent (98.7 percent of boys: 99.1 percent of girls)²⁷. However, secondary school enrolment rates are significantly lower (31.7 percent male and 37.5 percent female)²⁸ and only 13.8 percent of the population

²⁰ National Institute of Statistics of Rwanda. 2022. Labour Force Survey Annual Report 2021,

²¹ FAO, Rwanda at a glance. 2022 <https://www.fao.org/rwanda/our-office-in-rwanda/rwanda-at-a-glance/en/>

²² National Institute of Statistics of Rwanda. 2022. Labour Force Survey Annual Report 2021,

²³ FAO, Rwanda at a glance. 2022 <https://www.fao.org/rwanda/our-office-in-rwanda/rwanda-at-a-glance/en/>

²⁴ World Trade Organization, extracted July 2022

https://www.wto.org/english/res_e/statis_e/daily_update_e/trade_profiles/RW_e.pdf

²⁵ FAO, Rwanda at a glance. 2022 <https://www.fao.org/rwanda/our-office-in-rwanda/rwanda-at-a-glance/en/>

²⁶ The ND-GAIN Country Index summarizes a country's vulnerability to climate change and other global challenges in combination with its readiness to improve resilience. <https://gain.nd.edu/our-work/country-index/rankings/>

²⁷ UN Common Country Assessment, Rwanda. 2021

²⁸ Ministry of Education. 2022. 2020/21 Education Statistical Yearbook.

has some secondary education (16.3 percent male and 11.4 percent female)²⁹. Also, quality of education remains an issue, with the 2018 Learning Achievement in Rwandan Schools (LARS) study noting significant issues in students' literacy and numeracy.

22. Rwanda's country-wide school feeding programme in 2021 was scaled-up to the entire education system (from pre-primary to secondary schools), involving a budgetary increase of around 600 percent to a yearly amount of USD 54.7 million ³⁰.

Gender

23. The Government of Rwanda (GoR) has made significant strides against gender-based discrimination and promoting the advancement of women over the past decade. With a value of 0.402 (2019), Rwanda's Gender Inequality Index (GII) in 2019 ranked 92 out of 162 countries³¹. Impressively, Rwanda ranks nine out of 153 countries (and first in Africa) in the Global Gender Gap Report 2020 (World Economic Forum). Rwanda is leading globally on female participation in parliament, with 61.3 percent of seats in parliament held by women (2021)³².
24. Albeit this progress, the 2021 CFSVA demonstrated prevailing gender inequities in terms of food security, with female headed households having higher likeliness to be food insecure (27 percent compared to 18 percent for male headed households³³³⁴). Also, Rwanda's 2019 DHS indicated that 37 percent of women and girls aged between 15-49 had experienced physical, sexual, or psychological violence.

Disability

Rwanda accounts for more than 446,000 people with disabilities³⁵. As in any country, they face increased risks of poverty; higher levels of food insecurity, fewer educational and employment opportunities; and poorer health outcomes. Only 28 percent of Rwandese women with disabilities in rural areas are literate.

Health and Sanitation (epidemics)

In 2019, HIV prevalence among people aged 15-64 years was 3.0% (2.2% in men and 3.7% in women). Kigali province has the highest prevalence of HIV (4.3 percent) and the North province the lowest (2.2 percent). Prevalence in population with no education (5.5 percent) is double as high as among those with primary education (2.7 percent) and almost five times comparing with the population with more than secondary education ³⁶. Estimates indicate that 97.5% of diagnosed adults were receiving ART.³⁷

25. Rwanda is vulnerable to Ebola Virus Disease (EVD) outbreaks, as with its high population density and well-developed transport infrastructure a rapid spread of cases from bordering countries might occur. In 2018, the GoR developed and successfully operationalized an Ebola preparedness plan to minimise the risk of importation of outbreaks in Uganda, Burundi (2018) and DRC (2018/19). A current outbreak in Uganda is being monitored closely.

²⁹ UNDP. Human development Report. 2021-22

³⁰ Global Child Nutrition Forum (GCNF). November 2020. Rwanda National School Feeding Program. <https://www.forum.gcnf.org/wp-content/uploads/2020/12/Presentation-GCNF-Rwanda-PS-09112020.pdf>

³¹ GI is a composite metric of gender inequality using three dimensions: reproductive health, empowerment and the labour market. A low GI value indicates low inequality between women and men, and vice-versa.

³² UN Women. Extracted in August 2022, <https://data.unwomen.org/country/rwanda>

³³ WFP. 2021. Rwanda 2021 Comprehensive Food Security and Vulnerability Analysis.

³⁴ 26 percent of all households are headed by women. In total, 11 percent of all heads of household are disabled. Source: WFP. 2021. Rwanda 2021 Comprehensive Food Security and Vulnerability Analysis

³⁵ UNDP, New policy on inclusion of persons with disabilities is an opportunity for all of us. <https://www.undp.org/rwanda/new-policy-inclusion-persons-disabilities-opportunity-all-us>

³⁶ Rwanda Biomedical Center. Rwanda Population-based HIV Impact Assessment 2018-2019 Final Report.

³⁷ Rwanda Biomedical Center, Rwanda Population-based HIV Impact Assessment 2018-2019

26. The COVID-19 pandemic has adversely affected lives and livelihoods in Rwanda since 2020, disrupting international trade. Containment measures to prevent the spread of COVID-19 reduced economic activities at all levels and led to school closures. Exports and tourism were the hardest hit, with a spill-over to other sectors of the economy.
27. For 68 percent of urban households and 24 percent of rural households, COVID-19 was reported as the main shock that affected households in the last 12 months prior to the April 2021 CFSVA assessment³⁸. In more than 95 percent of the cases, this situation caused a reduction or a loss of income, in particular in urban areas; among women³⁹ and for refugees unable to travel outside refugee camps in search of livelihood opportunities. In addition, according to the UN's 2021 Rwanda Common Country Assessment⁴⁰, learning loss generated by COVID -19 may reduce students' productivity in the long run by 10 to 30 percent.

Migration and refugees

28. According to UNHCR, Rwanda hosts around 150,501 refugees and asylum seekers fleeing repression, inter-ethnic conflicts, armed attacks and natural disasters⁴¹ in the DRC and Burundi. Of these, 24.4 percent are women between 18 to 59 years of age, and 15 percent are children under 5. Around 90 percent of refugees live in five camps spread out across the country (Mahama, Kiziba, Kigeme, Nyabiheke and Mugombwa camps) and an estimated 10 percent reside in urban areas outside of camps⁴². Current violence in the eastern part of DRC could possibly lead to new refugee influxes and security risks.
29. The Congolese refugee crisis that started in 1996 is very protracted⁴³. Livelihood opportunities for camp-based refugees are minimal due to the lack of land for cultivation and livestock rearing. Despite this constraint, the Government supports livelihood strategies to enable refugees to become self-reliant, be integrated in national systems and leverage their independence from humanitarian assistance through its "Strategic Plan for Refugee Inclusion 2019 - 2024". In August 2020, the UN began facilitating the voluntary repatriation of Burundian refugees, and by October 2022, over 30,000 refugees have returned to their country of origin.

International development assistance

30. During 2019 and 2020, Rwanda received USD 1,208.73 and 1,685.32 million net for official development assistance (ODA) (see [Figure 2](#)). The proportion of net ODA out of total Gross National Income (GNI) increased from 12 percent in 2018 to 16.1 percent in 2020⁴⁴. Energy, education and social infrastructure were the top three sectors being awarded ODA between 2019 and 2020 (see [Figure 5](#)). [Figure 3](#) displays the top five ODA funding sources between 2018 and 2021 (average annual contributions).
31. In 2019 and 2020, humanitarian resources were mainly directed to assistance to refugees (61.8 percent) and protection (18.7 percent). Five main humanitarian donors are listed in [Figure 4](#) below. OCHA sources report low contribution levels for humanitarian assistance in 2020 and 2021 (2 and 12 percent respectively, against response plans and appeals) (see [Figure 6](#)).

³⁸ WFP. 2021. Rwanda 2021. Comprehensive Food Security and Vulnerability Analysis.

³⁹ According to the World Bank, the employment to population ratio during the Covid-19 pandemic decreased from 48.3 to 43 percent through the lockdown period, with larger decreases among female workers (6.2 percent female compared to 4 percent male workers). <https://documents1.worldbank.org/curated/en/593761612554686869/pdf/Rwanda-Economic-Update-Protect-and-Promote-Human-Capital-in-a-post-COVID-19-World.pdf>

⁴⁰ UN Rwanda, Common Country Analysis 2021 <https://erc.undp.org/evaluation/documents/download/19640>

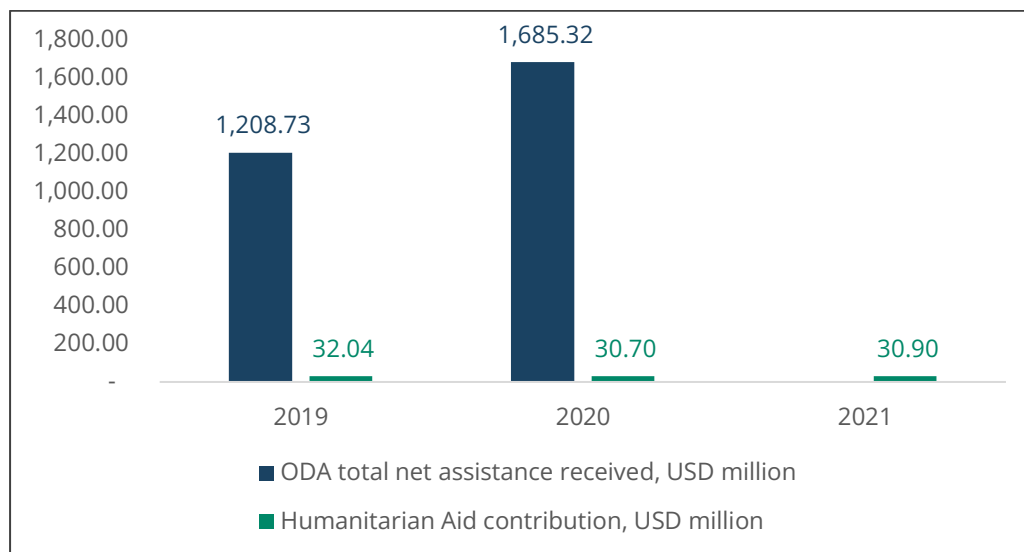
⁴¹ Natural disasters in DRC included a volcano eruption in Goma; and Ebola outbreaks.

⁴² UNHCR Data Portal. Country - Rwanda ([unhcr.org](https://data.unhcr.org/)) (accessed in August 2022)

⁴³ UNHCR Rwanda country page <https://www.unhcr.org/rw/who-we-help/refugees>

⁴⁴ Workbook: OECD DAC Aid at a glance by recipient_new (tableau.com). 2021 data not available at 10 September 2022.

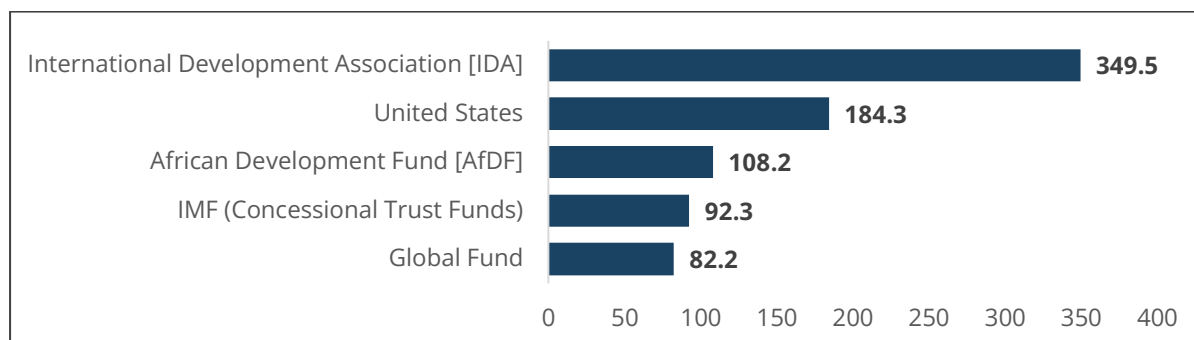
Figure 2: International assistance to Rwanda (2019-2021), USD million



Source: Organisation for Economic Contribution and Development (OECD), United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)-FTS (Date of Extraction: 27.07.2022)

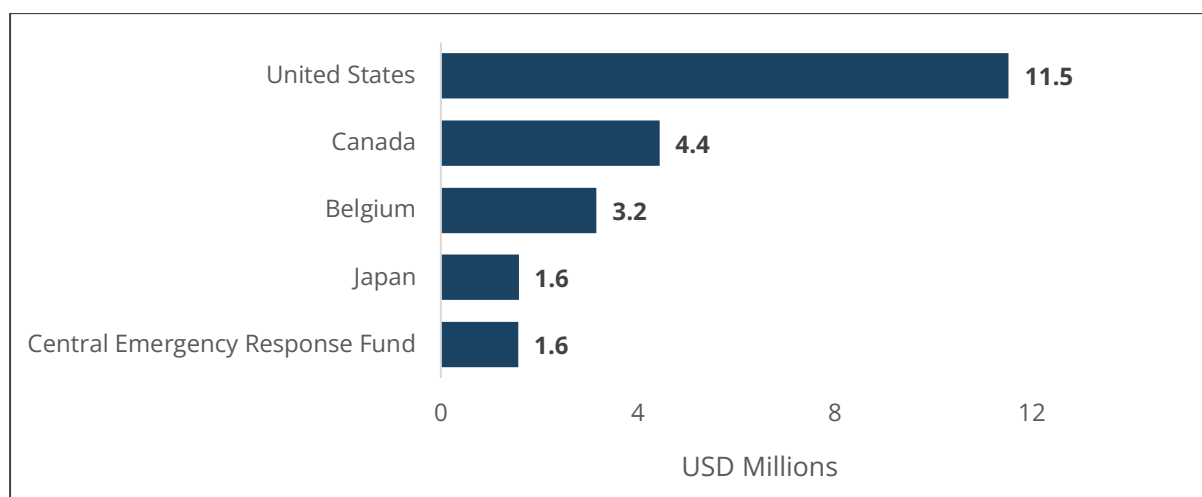
Note: Contributions reported to UN OCHA's Financial Tracking System (FTS) might be lower than those received by WFP for a given country, given the voluntary reporting nature of the FTS, different geographical scopes or activities, among others.

Figure 3: Top five donors of gross official development assistance for Rwanda, (2018-2020 yearly average), USD million



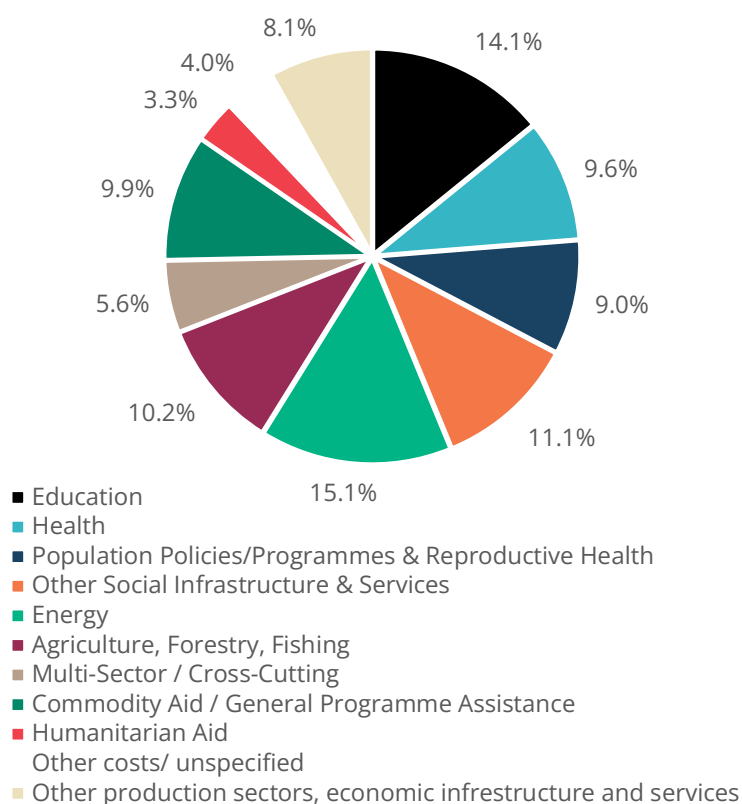
Source: OECD website (Date of Extraction: 27.07.2022)

Figure 4: Top five donors of humanitarian assistance for Rwanda (2018-2021 yearly average), USD million



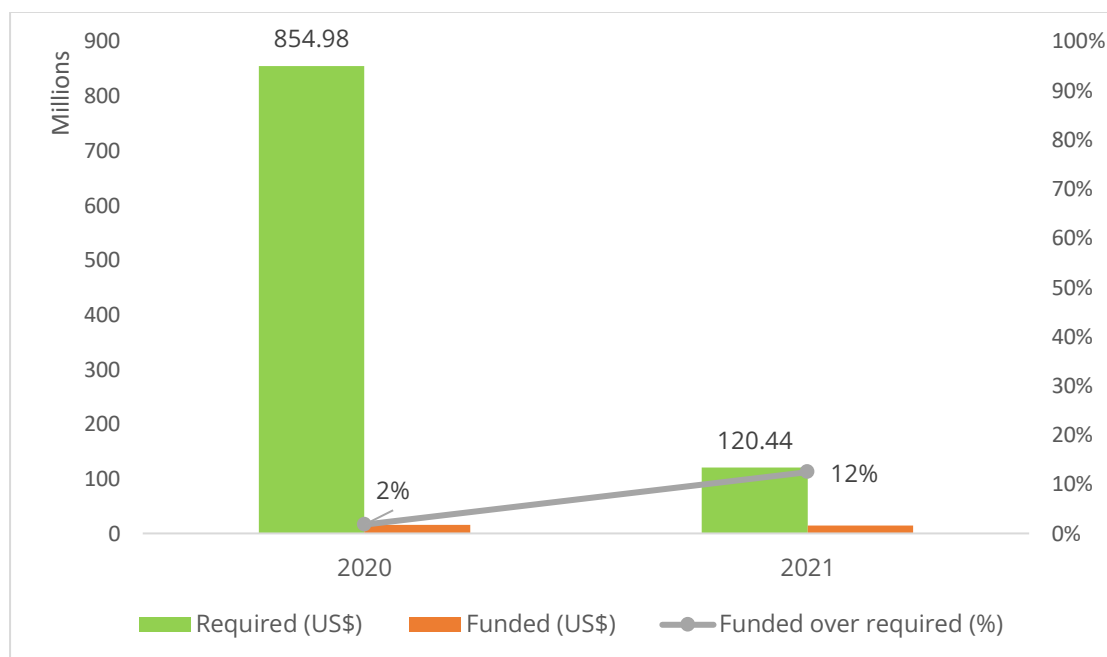
Source: UN-OCHA website (Date of Extraction: 28.07.2022)

Figure 5: Rwanda Bilateral ODA, share by sector, years average (2019-2020)



Source : OECD website- Aid at a glance, summary chart (extracted in August 2022)

Figure 6: Rwanda- Funding against response plans and appeals (2020 and 2021) (sub-component of total Humanitarian Assistance), in percent and USD million



Source: OCHA FTS website (Date of Extraction: 27.07.2022). No information reported on 2018 and 2019.

United Nations Collaboration

32. Rwanda has been part of the UN “Delivering as One” pilot countries and continues to operate under a unified UN country team. The United Nations Strategic Development Cooperation Framework (UNSDCF) for Rwanda lasts from 2018 to mid-2024 and leverages the expertise, capacity and resources of the United Nations to support the Government’s priorities. A strategic review of the UNSDCF was conducted in 2021 and among its recommendations it advised the UN to pay critical attention where progress towards SDG targets is stagnating, i.e. in particular under SDG 1: No Poverty, SDG 2: Zero Hunger and SDG 4: Education quality.
33. The UNSDCF is aligned with the three pillars of the NST1 (see paragraph 10 above) and aims to contribute to the achievement of six outcomes through the delivery of twenty-five outputs at an estimated cost of US\$ 631 million for both development and humanitarian assistance. As of December 2021, some 85 percent of resources to fund the budget had been mobilized (see [Table 2](#)).

Table 2: UNSDCF 2018 - 2024 Common Budgetary Framework (Humanitarian, Development and Peace) (December 2021)

UNSDCF Strategic Results Area	Total Budget	Mobilised	To be Mobilised
Economic Transformation	131,492,669	64,473,105	67,019,564
Social Transformation	443,937,384	262,663,675	181,273,709
Transformational Governance	55,661,074	41,351,666	14,309,408
Total	631,091,127	368,488,446	262,602,681

Source: [Mid-Term Evaluation of the Rwanda UNDP \(2013-2018\) and its contribution to the UN Reform Process](#)

34. WFP has committed to contribute to four expected outcomes under the Economic and Social Transformation pillars of the UNSDCF. WFP’s activities under the UNSDCF will require contributions worth USD 163,250,000, equalling 62 percent of the UNSDCF’s total budget.
35. Activities of UN agencies in Rwanda also contribute to the achievement of the regional 10-year UN Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes region, approved in October 2020⁴⁵.

2. Reasons for the evaluation

2.1. RATIONALE

36. CSP evaluations are part of a wide body of evidence expected to inform the design of a CSPs and constitute an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations and subsequently feed into the design of the new CSP.

2.2. OBJECTIVES

37. This evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Rwanda; and 2) provide accountability for results to WFP stakeholders.

⁴⁵ https://ungreatlakes.unmissions.org/sites/default/files/s_2020_1168_e.pdf

2.3. STAKEHOLDER ANALYSIS

38. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning.
39. Internally, key evaluation stakeholders comprise the CO in Rwanda, the regional bureau in Nairobi (RBN), headquarters divisions and the WFP Executive Board. A selection of WFP staff – agreed upon with CO and RBN– will be part of an Internal Reference Group (IRG) to share inputs on learning needs and intended uses of the evaluation results. Annex 12 presents the IRG’s suggested composition.
40. Externally, WFP interacts with its beneficiaries; within the GoR with a number of entities such as the Ministry of Finance and Economic Planning, the Ministry in charge of Emergency Management and other authorities; civil society institutions, in particular national and international NGOs that function as WFP’s cooperating partners such as World Vision International; Adventist Development and Relief Agency; and Gardens for Health International; It also partners with international multilateral development actors, such as UN sister agencies including UNCDF and international financial institutions; donors, like the US Government, the Republic of Korea and the European Commission, amongst others; the academia and private sector entities such as the Rockefeller Foundation. Other stakeholders have been included in the preliminary stakeholder analysis in Annex 4. As appropriate, OEV and the evaluation team will inform them of the evaluation and identify their interests will seek their views on WFP’s strategy and performance; and will communicate and discuss evaluation results.
41. The CSPE will seek to engage with WFP beneficiaries receiving entitlements and participating in complementary activities, household members, local government staff, cooperating partners etc. to learn directly from their experiences. Special attention will be given in hearing the voices of women and girls, and marginalised population groups including refugees and people with disabilities amongst others.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

42. WFP has been present in Rwanda since 1975 and its support has focused on emergency and recovery activities in response to refugee and returnee movements as well as to droughts and floods (Emergency Operations - EMOPs and a Protracted Relief and Recovery Operation - PRRO); whilst under a 2013-2018 Country Programme it assisted for the strengthening of the government's capacity in food security and nutrition (vulnerability analysis, disaster risk reduction, home grown school feeding, and smallholder farmer support) and modelled innovations mainly for the prevention of chronic malnutrition, community resilience and productive asset creation.
43. WFP's CSP for Rwanda 2019-2023⁴⁶ and its pertaining Country Plan Budget (CPB) were approved by WFP's Executive Board in November 2018 to start implementation on January 1st, 2019.
44. The CSP was designed in coordination with national ministries and institutions and was also informed by several evaluations and studies⁴⁷; and built on recommendations of the independent "Country Strategic Review of Food and Nutrition Security (2018)", commissioned by the Ministry of Gender and Family Promotion (and supported by WFP).
45. The Country Strategic Review and evaluations highlighted the appropriateness of many of the approaches used in the past. They also pointed at the need to increase WFP's focus on capacity strengthening and strengthen its engagement in national social protection systems and sustainable school meals programmes; and recommended to improve self-reliance for refugees and to apply an increased focus on mainstreaming nutrition and gender components in refugee assistance. A qualitative study on Cash Based Interventions and Gender Equality and Women's Empowerment (GEWE)⁴⁸ concluded that cash-based transfers (CBT) had the most effective economic outcomes and provided suggestions around decision making and conflict resolution in the context of gender and CBT. Furthermore, a 2018 midterm evaluation of Home-Grown School Feeding identified gaps regarding institutional capacities to plan, manage and scale up certain aspects of the programme. Finally, the evaluation of the United Nations Development Assistance Plan (UNDAP) 2013-2018 pointed at the need for the strengthening of the humanitarian-development nexus.
46. The CSP document proposes several shifts in the approach of WFP's interventions in Rwanda:
 - An increased focus on capacity and systems strengthening to support Government-led safety nets; and a gradual hand-over of the direct implementation of the school meal and asset creation programmes;
 - Support government for the move from status-based to needs-based targeting in its refugee programmes; and for enhanced programming towards refugee's self-reliance and socio-economic inclusion in host-communities;
 - Build on partnerships with the private sector and stakeholders in key value chains to better integrate smallholder farmers into national systems; and
 - The adoption (by WFP and partners) of an integrated, nutrition-sensitive and gender transformative approach in all interventions.

⁴⁶ After BR 3 extended to mid 2024.

⁴⁷ At the time of CSP design, evidence from the following evaluations was available: Annual Synthesis of Operation Evaluations (2016-2017), Operation Evaluations Series - Regional Synthesis 2013-2017 - East and Central Africa Region, Evaluation of USDA's Local and Regional Food Aid Procurement Program (Rwanda 2017-2019), WFP's USDA McGovern-Dole International Food for Education and Child Nutrition Program's Support in Rwanda 2016-2020 (midline and endline).

⁴⁸ Ibid.

47. The CSP was designed to contribute primarily to 4 of the 8 Strategic Results of WFP's Strategic Plan 2017-2021, in support of the achievement of SDGs 2 and 17. CSP activities were formulated to contribute for the achievement of 4 expected Strategic Outcomes (SOs) (see Table 3 and -for output details- the CSP's Line of Sight in Annex 7) aligned with the Rwanda's Vision 2020, Vision 2050 and the 2017 NST. A fifth Strategic Outcome (SO5) was added in 2019 following the outbreak of EVD in the DRC, with the aim to support the humanitarian community with supply chain services.

Table 3: Rwanda CSP (2019-2024), Overview of Strategic Outcomes, Focus Areas and Activities (after Budget Revision 3)

Strategic Outcomes	Activities
<p>SO 1: Refugees, returnees and other crisis affected populations in Rwanda have access to adequate and nutritious food at all times.</p> <p>Focus Area: Crisis Response</p>	<p>Activity 1: Provide food and nutrition assistance and basic livelihood support to refugees and returnees; service provision to the Government and humanitarian agencies.</p> <p>Activity 5: Provide food or cash, nutrition support and other assistance to populations affected by crises, including through service provision to the Government and partner agencies.</p>
<p>SO 2: Vulnerable populations in food-insecure communities and areas have improved access to adequate and nutritious food all year.</p> <p>Focus Area: Resilience</p>	<p>Activity 2: Support national food security and nutrition-sensitive social protection programmes.</p>
<p>SO 3: Children under 5, adolescents, and PNW/Gs in Rwanda have improved access to nutritious foods and services to meet their nutritional needs all year.</p> <p>Focus Area: Root causes</p>	<p>Activity 3: Provide nutrition related capacity strengthening to national programmes</p>
<p>SO 4: Smallholder farmers, especially women, have increased marketable surplus and access to agricultural markets through efficient supply chains by 2030.</p> <p>Focus Area: Root causes</p>	<p>Activity 4: Provide support (e.g. agricultural market), education, and capacity strengthening for smallholder farmers and value chain actors.</p>
<p>SO 5: The Government of Rwanda and the humanitarian community is provided with adequate, timely, cost-efficient and agile supply chain services and expertise necessary to effectively respond to emergency crisis.</p> <p>Focus Area: Crisis Response</p>	<p>Activity 6: Deliver supply chain services and expertise to partners</p>

Source: OEV, based on WFP's SPA Plus platform- , [Revised line of Sight](#)

48. Since the launch of the CSP in 2019, three budget revisions (BR) have increased planned numbers of beneficiaries, financial requirements and extended the CSP's duration (see Table 4; and for further details paragraph 60) in response to the changing context and the need for modified programmatic approaches:

Table 4: CSP Rwanda budget revisions 1, 2 and 3: rationale and elements of revision

BR Number	Month/year	Rationale	Elements of revision
1	August 2019	To support host populations affected by climate-related shocks, natural disasters, EVD and other diseases.	<i>Added: activity 5</i> , to provide assistance to the Rwandese population under SO 1 and a <i>new SO 5 (and related activity 6)</i> , to provide supply chain services to the Government and the humanitarian community.
2	September 2020	Numbers of target population increased; modification of capacity of strengthening in school feeding and nutrition	<i>Increased:</i> Refugee and school feeding beneficiary numbers; <i>Modified:</i> coverage, duration and technical approaches of school feeding interventions; <i>Decreased:</i> requirements for nutrition-related capacity strengthening interventions
3	October 2022	Alignment with timing of the National Strategy for Transformation and new UNSDCF; Programmatic modifications in alignment with GoR procedures; Need to absorb MasterCard Foundation contributions.	<i>Modified:</i> CSP duration-now extended up to June 2024. Programmatic adjustments in the refugee school feeding programme; addition of two outputs to nutrition interventions (SO3); <i>Decreased:</i> number of beneficiaries under SO1(refugees) and (SO2) school feeding; <i>Scale-up:</i> activity 4 (including two additional national officers); <i>Increased:</i> CSP duration- 6 months extension to June 2024.

Source: OEV based on Budget Revision 1,2 and 3

49. Overall, CSP activities combine modalities of direct assistance (SO 1 and 2), capacity strengthening/technical assistance (all SOs) and service delivery (SO5).

50. The CSP documents commits to substantial progress towards GEWE both under direct assistance and capacity development activities. The CSP document's gender with age marker (GAM) was defined at 4.

51. An extensive mid-term review of the CSP was undertaken in 2022,

Beneficiaries and transfers

52. WFP under its CSP in Rwanda originally planned to reach 450,241 beneficiaries⁴⁹, of which 60 percent or 271,091 beneficiaries under SO1; and the remaining 40 percent or 179,150 beneficiaries under SO2. With BR1, an additional 20 thousand beneficiaries were planned for. Following BR2, WFP increased its target with 35 percent for a total of 636,731 beneficiaries. of which a slightly higher share of 66 percent would be assisted under SO1 (refugee assistance) (see Table 5). BR3 approved in October 2022 proposed an increase of 53,890 beneficiaries corresponding to the extension of the duration of the CSP (see Table 5).

⁴⁹ Without application of a beneficiary overlap correction.

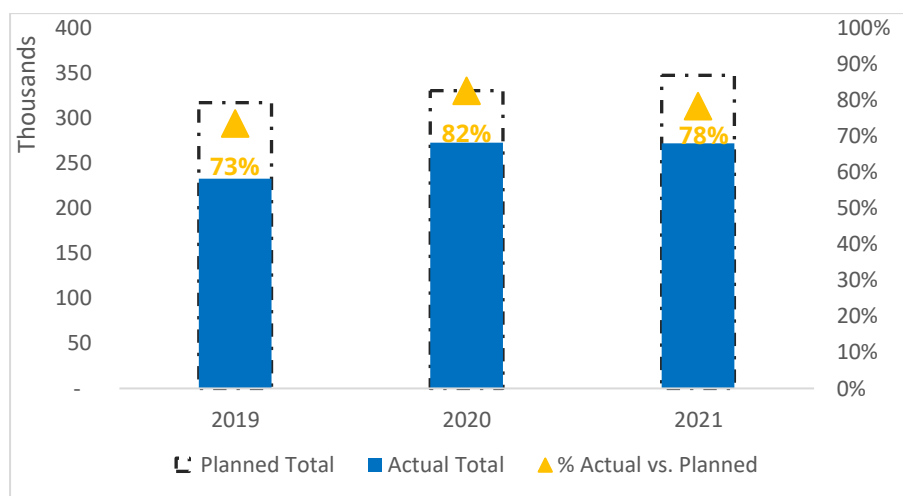
Table 5: Rwanda Planned Beneficiaries CSP 2019-2024, after BR3

TL	Burkina Faso CSPE (2018-2022)	deputy TL	Aurelie LARMOYER	N
	C.A.R. CSPE (2018-2021)			

Source: CSP Rwanda, Budget Revision 3

53. As per CO monitoring data, since 2019, WFP Rwanda has assisted an average of 260 thousand beneficiaries per year (51 percent female, 49 percent male), reaching between 73 and 82 percent of original plans (see [Figure 7](#))⁵⁰. Looking at yearly averages (2019, 2020 and 2021), almost half of beneficiaries (47 percent) were children between 5 and 11 years of age, followed by adults under 60 years of age (27 percent) and children between 12 and 17 years of age (11 per cent) (see [Figure 8](#)).

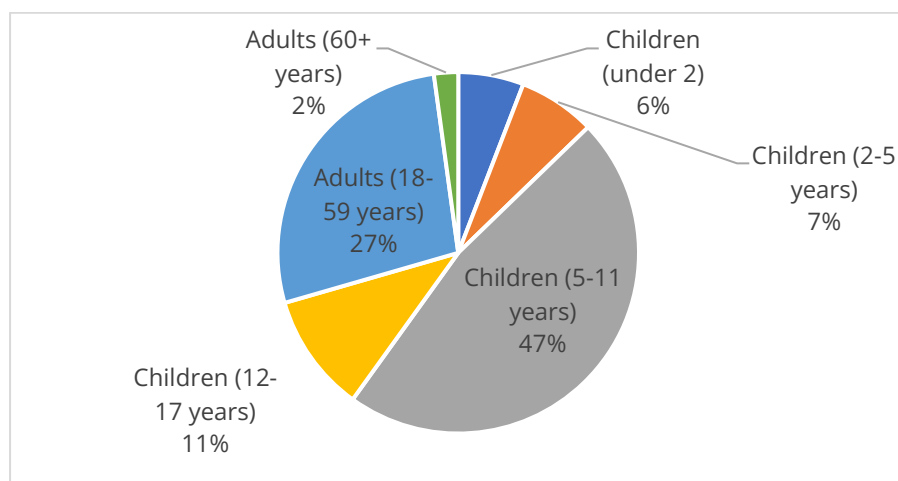
Figure 7: Planned and actual beneficiaries (in thousands and as % of reached beneficiaries), by year (2019-2021)



Source: COMET, CM-R001. Data extracted on 7 August 2022.

⁵⁰ Since the start of the CSP, WFP has distributed around 16 thousand metric tons (MT) of food and a value of USD 33 million under the modality of CBTs. Cumulatively, targets were met for 50 percent of the total planned volume of food transfers and for 58 percent of the total planned CBT value. Achievement rates varied significantly across the years (see Annex 8, figure 18).

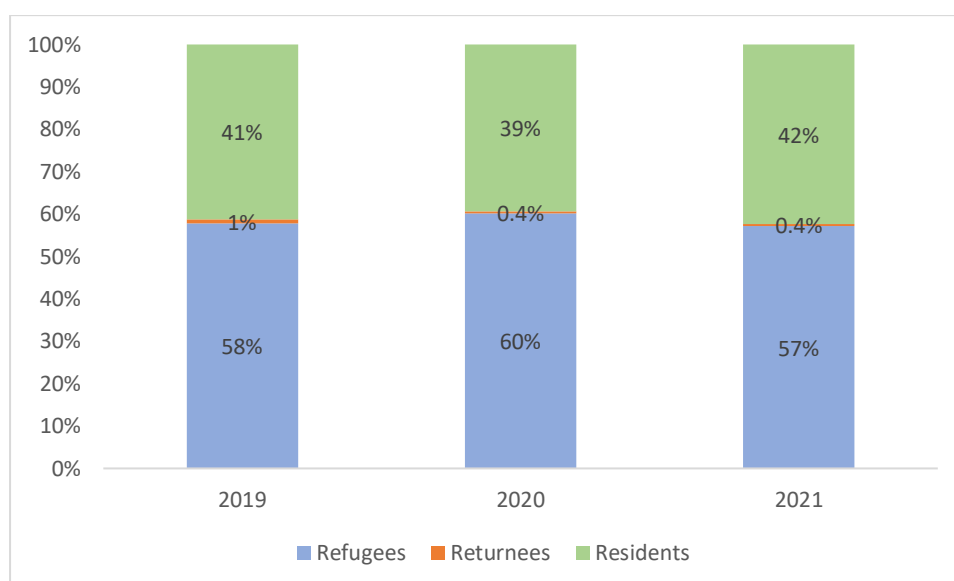
Figure 8: Assisted beneficiaries by age (average share computed over 2019, 2020 and 2021)



Source: COMET, CM-R001. Data extracted on 7 August 2022.

54. Across the three years, the largest share of assisted beneficiaries held a refugee status, averaging 58 percent out of the total; followed by residents (41 percent) and returnees (only 1 percent) (see [Figure 9](#)). A more detailed breakdown of beneficiaries under the CSP has been included in Annex 8.

Figure 9: Beneficiaries reached by residence status (2019-2021) (%)



Source: COMET, CM-R001. Data extracted on 7 August 2022.

55. The original budget of the CSP was based on an overall Needs Based Plan (NBP) of USD 218,351,810. In August 2019, under BR1, the budget was marginally revised upwards by USD 20 thousand. Under BR2 and BR3, the NBP changed more significantly with an increase of budgetary requirements of a total of 60 million USD. Overall, since the beginning of the CSP, the NBP has increased by 27 percent, with activity 3 accounting for 38 percent of the growth, followed by activity 1 (22 percent) and activity 4 (15 percent) (see [Table 6](#)).

56. As of October 2022, Rwanda CSP is 48 percent funded, with a total of USD 134,514,957 allocated contributions against a NBP of USD 278,285,038. Resilience Building is the focus area with the highest

level of resourcing (66 percent of budgetary needs), followed by Crisis Response (42 percent) and Root Causes (38 percent).

57. Analysis of the relative weight of each strategic outcome compared to total allocated resources, indicates that out of the CSP's 5 strategic outcomes, SO1 carries the heaviest weight, as it accounts for 47 percent of the total of allocated resources. This SO is followed by SO 2 (26 percent); SO 4 (8 percent); and lastly, SOs 3 and 5 (2 and 0.1 percent respectively) (see [Table 6](#) and [figure 10](#) below).

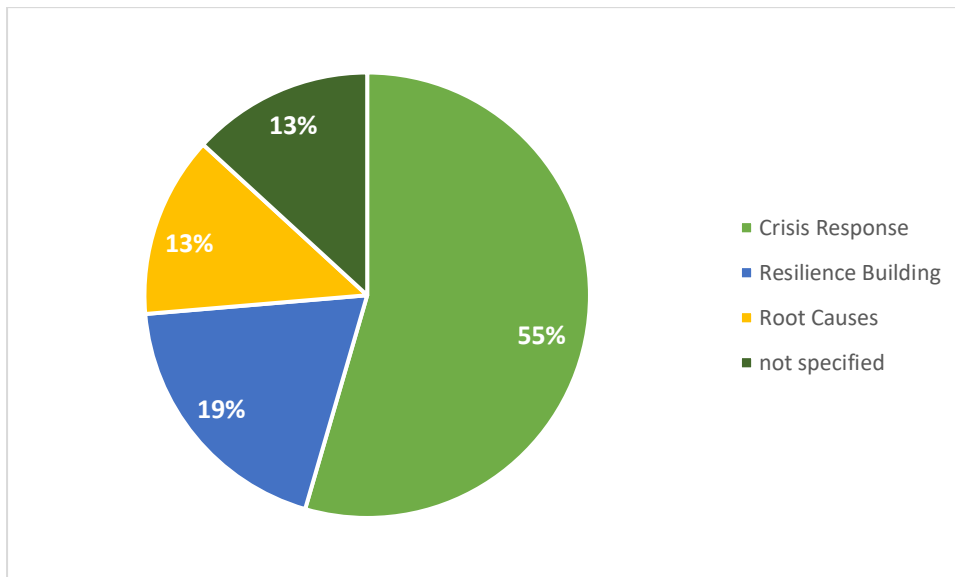
Table 6: Rwanda CSP (2019-2024), Cumulative financial Overview

Focus Area	SO	Activity	Original NBP	% on total	NBP as per latest BR	% on total	Allocated resources	% on total	% NBP funded
Crisis Response	SO1	1	129,047,489	59%	142,411,255	51%	63,110,744	47%	44%
	SO1	5	-	0%	8,070,756	3%	150,000	0%	2%
	Subtotal SO1		129,047,489	59%	150,482,011	54%	63,260,744	47%	42%
Resilience Building	SO2	2	30,299,018	14%	53,325,254	19%	35,042,510	26%	66%
Root Causes	SO3	3	13,658,327	6%	12,484,505	4%	3,195,167	2%	26%
	SO4	4	15,006,515	7%	24,152,876	9%	10,717,711	8%	44%
Crisis Response	SO5	6	-	0%	1,169,233	0.4%	155,032	0%	13%
Non-SO specific ⁵¹		n.a.	-	0%		0%	2,241,963	2%	n.a.
Total Operational Costs			188,011,349	86%	241,613,879	87%	110,980,106	85%	46%
Direct Support Costs		n.a.	17,013,825	8%	19,762,989	7%	12,732,809	9%	64%
Indirect Support Costs		n.a.	13,326,636	6%	16,908,170	6%	7,169,021	5%	42%
Grand Total			218,351,810	100%	278,285,038	100%	134,514,957	100%	48%

Source: [EV_CPB_Resource Overview](#) report, data as at 8 August 2022

⁵¹ This category aggregates contributions/resources that have not been allocated to the Strategic Outcome Level.

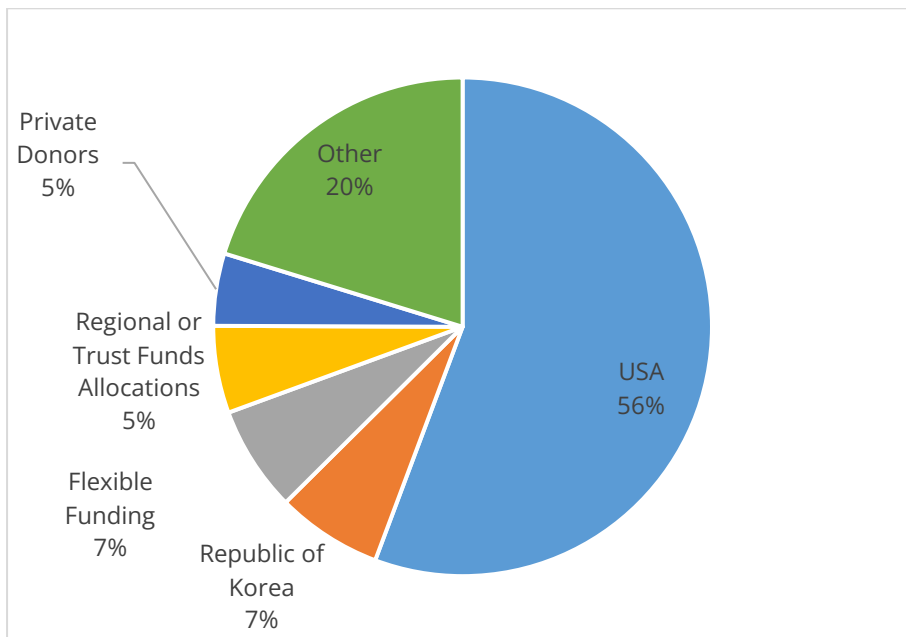
Figure 10: Rwanda CPB (2019-2024): breakdown of needs-based plan by focus area (as share of total)



Source: [EV_CPB_Resource_Overview](#) report, data extracted on 7 August 2022

58. The United States Government⁵² at August 2022 was by far the CSP's biggest donor, having contributed 56 percent out of the total amount of resources received, followed by Republic of Korea (7 percent), multilateral funds (7 percent), trust fund allocations and private donors (5 percent each) (see [Figure 11](#)). Donor's earmarking of close to 80 percent of contributions (USD 102 million) limited flexibility in terms of fund allocation. Earmarking happened mainly at activity level (81 percent out of total earmarked contributions - see [Figure 12](#)).

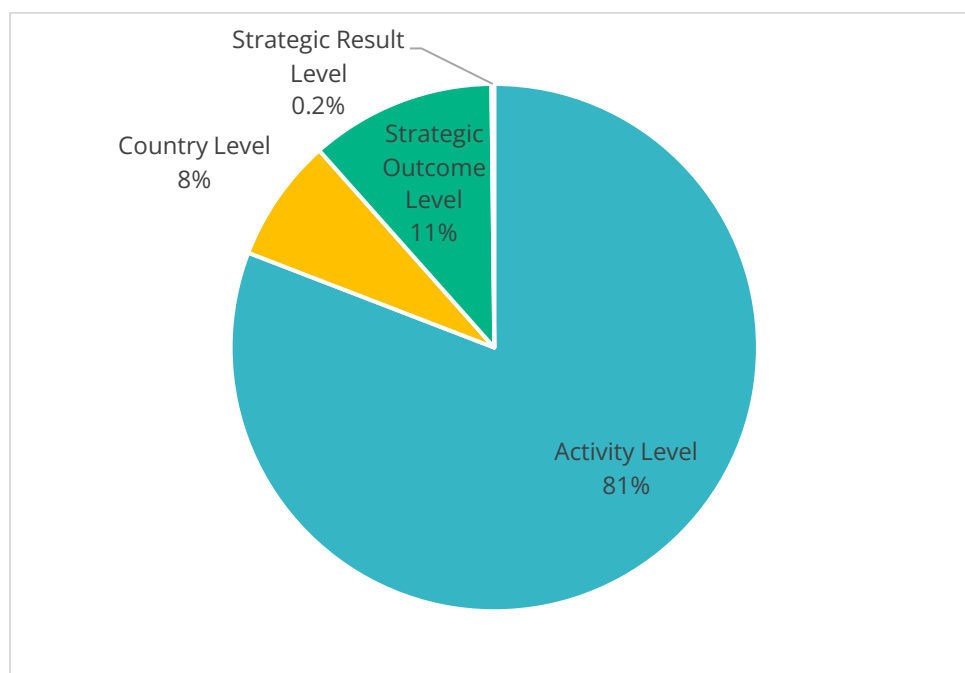
Figure 11: Rwanda CSP (2019-2024) top 5 Donors



Source: FACTORY, Resource Situation Report, data extracted on 7 August 2022.

⁵² United States Agency for International Development (USAID) and United States Department of Agriculture (USDA)

Figure 12: Rwanda CPB (2019-2024): directed multilateral contributions by earmarking level



Source: WFP FACTory, Distribution Contribution and Forecast Stats published on 7 August 2022

59. WFP Rwanda’s CO in Kigali is supported by three suboffices in Huye, Kirehe and Karongi (see map in [Annex 1](#)). As of August 2022, WFP in Rwanda has 158 staff, of which 37 percent are female and 63 percent male. Ten percent of staff is international and 90 percent national⁵³. Forty-four percent of staff is employed on short term contracts.

3.2. SCOPE OF THE EVALUATION

60. The evaluation will cover all of WFP activities (including cross-cutting results) for the period 1st January 1st, 2019 - May 1st, 2023⁵⁴. Within this timeframe, the evaluation will look at how the CSP builds on or departs from the previous activities⁵⁵ and assess if the envisaged strategic shift has taken place. The unit of analysis is the country strategic plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP Executive Board (EB), as well as any subsequent approved budget revisions.

61. Connected to this, the evaluation will focus on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the CO’s partnership strategy, particularly as relates to relations with the national government, the international community and with cooperating partners.

62. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the COVID-19 crisis and how the crisis has affected other planned interventions.

⁵³ [WFP dashboard- Rwanda](#)- data extracted on 30th of August 2022

⁵⁴ Core WFP data (programmatic, financial, supply chain) related to interventions in 2023 as they might become available during the evaluation’s reporting phase, will need to be absorbed in the final report. Details will be determined in the inception phase and based on the approval of possible budget revisions during the year (2023).

⁵⁵ Rwanda Common Country Programme (2013-18), Protracted Relief and Recovery Operation 200744; and various Emergency Operations.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

63. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team during the inception phase is expected to tailor sub-questions to the CSP and country context (including COVID-19). Sub-questions and lines of inquiry will be laid out in an evaluation matrix (see Annex 10) in the inception report.

EQ1 – To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?	
1.1	To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?
1.2	To what extent is the CSP aligned to national policies and plans and to the SDGs?
1.3	To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?
1.4	To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?
1.5	To what extent has WFP’s strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs – in particular in response to the COVID-19 pandemic?
EQ2 – What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes and the UNSDCF in Rwanda?	
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations (AAP), gender, equity and inclusion, environment, climate change and other issues as relevant)?
2.3	To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?
2.4	To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?
EQ3 – To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?

3.2	To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 - What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	
4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?
4.2	To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?
4.3	How did the partnerships and collaborations with other actors influence performance and results?
4.4	To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

64. The evaluation will adopt United Nations Evaluation Group (UNEG) and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage. Moreover, it will give attention to assessing adherence to humanitarian principles; and to the attention that has been paid to protection issues and to AAP.
65. During the inception phase, the evaluation team in consultation with OEV will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the CSP; and to the expressed interest of the CO. As for the latter, the CO has provisionally indicated interest to acquire evidence in the following two areas:
- a. Relevance, opportunities and gaps of the current CSP in relation to a possible shift towards a nutrition-sensitive food systems approach under the new CSP.
 - b. Social protection, with a focus on efforts for integrated/inter-sectoral social protection systems inside GoR and with partners.
66. Finally, when defining lines of inquiry, the evaluation team will need to factor in available evidence from other evaluations already undertaken, so as to avoid redundancies in terms of data collection and analysis (see paragraphs 86 and 87 under 4.3 'evaluability assessment').

4.2. EVALUATION APPROACH AND METHODOLOGY

67. WFP has been assuming the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plans (2017-2021; 2022-2026), with a focus on supporting countries to end hunger (SDG 2).
68. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple actors. From this perspective, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging. While attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of delivery.
69. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach: a methodological design in which data collection and analysis is informed by combining a

deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This would eventually lead to capturing unintended outcomes, negative or positive. In line with this approach, data may be collected through primary and secondary sources with different techniques including: desk review, semi-structured or open-ended interviews, surveys⁵⁶, focus groups and direct observation. Systematic data triangulation should be carried out to validate findings and avoid bias .

70. During the inception phase, the evaluation team will be expected to develop and present a detailed methodological design. The design will be informed by a thorough evaluability assessment, based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.
71. The aforementioned evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the tailored evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, the context of Rwanda. The selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.
72. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:
 - The quality of the gender analysis that was undertaken before the CSP was designed
 - Whether the results of the gender analysis were properly integrated into the CSP implementation.
73. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply OEV's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the gender marker levels for the country office. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations and/or a technical annex.
74. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability to affected populations (AAP) in relation to WFP activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

4.3. EVALUABILITY ASSESSMENT

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring

75. Several issues could have Implications for the conduct of the CSP evaluation. Common evaluability challenges may relate to:
 - the composite of Indicators not comprehensively measuring envisaged results as per the (reconstructed) theory of change

⁵⁶WFP in Rwanda has established a sms-based remote data collection system, which might be given access to for additional data collection, by the evaluation team, among a relatively large sample of vulnerable households.

- The absence of baselines and/or limited availability of monitoring data
 - The security situation of the country and its implications for the coverage of field visits during the main mission
 - The time frame covered by the evaluation. CSPEs are meant to be final evaluations of a five-year or a three-year programme cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.
76. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV.
77. At this stage the following challenges and opportunities in relation to data availability have been identified:

Evaluability in relation to the availability of credible monitoring data and analysis and evaluative evidence

78. During implementation, the CSP's logical framework suffered four revisions, leading to a double and triple number of outcome and output indicators respectively⁵⁷. Baseline and target values for the newer indicators do not cover the initial phase of the CSP.
79. WFP reporting on outcome indicators presents significant gaps (see Table 10 in [Annex 5](#)) in 2019, 2020 and 2021 Annual Country Reports (ACR). For around two-third of the outcome indicators baseline and follow-up measurements were reported in the first ACR (2019). The reporting rate on those and new indicators did increase over time, but slight outcome reporting gaps prevailed also in later years (see Table 10 in [Annex 5](#)). End-CSP targets as per WFP guidelines should have been set for each indicator at the outset of the CSP, however, target values in Rwanda's CSP were established gradually and only by 2021 covered an ample 90 percent of indicators.
80. The CO has set targets and reported on the vast majority of the CSP's cross-cutting indicators (gender, AAP, protection, environment) in the available ACRs, while the panorama looks less favourable in relation to output reporting. ACRs show that actual output values were available for only around a third of the output indicators in the three reporting years.
81. The evaluation team will have to verify data quality and assess whether performance data from one year to the other relate to same/similar programme interventions and cohorts, before embarking on a trend analysis.
82. Aside data collection and reporting on performance indicators, WFP has conducted various assessments, studies and reviews in the course of the CSP. In 2019, WFP and collaborating agencies conducted a 5 year review of the Joint Programme on Rural Women's Economic Empowerment that provides valuable lessons learnt and recommendations. In addition, in 2019, WFP and UNHCR published the 'Fill the Nutrient Gap' study that includes multiple statistics, analysis and a set of recommendations. Furthermore, various assessments were conducted to understand food security and nutrition support needs both among refugees and the population at large (e.g. the 2019 and 2021 Joint Assessment Missions; and the 2018 and 2021 Comprehensive Food Security and Vulnerability Analysis); whilst others measured environmental and social impact of WFP's interventions. Finally, to note that also in 2022, a Mid Term Review (MTR) of the CSP has provided analysis and recommendations at both strategic and operational levels, covering all CSP activities. MTR recommendations relate to implementation of the current CSP and to the design of the next.
83. Aside the before mentioned evidence, the CSP-evaluation can also build on a number of WFP evaluations commissioned both prior to CSP design (see paragraph 44 and pertaining footnote) as well as during CSP implementation. As for the latter, WFP commissioned evaluations have regarded:

⁵⁷ Comparisons regard the logical framework of the CSP document approved in November 2018 and the latest logframe version mid 2020

Evaluation on Aflatoxin Reduction in the Rwanda Maize Value Chain	WFP Decentralized Evaluation Covering pilot interventions in 2021
Mc Govern Dole contributions, mainly comprising Home Grown School Feeding interventions ⁵⁸	WFP Decentralized Evaluation <ul style="list-style-type: none"> • Mid-Term and End-Line exercises, published in 2021 and 2022
Impact evaluations: <ul style="list-style-type: none"> • Resilience • Cash Based Transfers on Food Security and Gender Equality 	<ul style="list-style-type: none"> • WFP Impact Evaluations Baseline Reports, published in 2022)
Master Card Foundation contribution for Strengthening Food Systems to Empower Smallholder Farmers and Young People (2022-27)	WFP Decentralized Evaluation A baseline report is expected to become available in March 2023
United Nations Joint Programme on Social Protection	WFP Decentralized Evaluation <ul style="list-style-type: none"> • September, 2022

Evaluability in relation to the availability of national data

84. In 2020, the World Bank assessed Rwanda's national statistical capacity with a score of 73.3 out of 100 at the forefront (with South Africa) of African countries ⁵⁹.
85. Preliminary results from the August 2022 'Population and Housing Census' will likely be available at the time of the evaluation. Other recent statistics are available from:
- Rwanda Demographic and Health Survey 2019/20
 - Rwanda Voluntary National Review 2019⁶⁰
 - Rwanda Integrated Household Living Conditions Survey (EICV) 2019/20
 - Comprehensive Food Security and Vulnerability Analysis 2019 and 2021
 - National School Feeding Programme Survey, June 2022
86. The evaluability assessment to be conducted as part of the inception phase of the evaluation should also determine whether GEWE, equity and wider inclusion issues can be evaluated or not; and identify measures needed to address the evaluability of GEWE, equity and wider inclusion issues in the design, data quality and context. Specifically, the evaluability assessment requires to identify whether the CSP has an adequate set of quantitative and qualitative indicators including GEWE (and information on their progress) to enable the assessment of GEWE, and options to address GEWE-related evaluability challenges during the evaluation process.

⁵⁸ The report of the evaluation has been published under the following URL:
https://www.wfp.org/publications?f%5B0%5D=publication_type%3A2146&f%5B1%5D=topics%3A2247

⁵⁹ World Bank website

⁶⁰ A second VNR is scheduled to be submitted in July 2023

4.4. ETHICAL CONSIDERATIONS

87. Evaluations must conform to WFP and UNEG ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
88. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the Rwanda CSP, nor have any other potential or perceived conflicts of interest. Proposals should indicate any potential conflict of interest and propose an adequate mitigation strategy. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

4.5. QUALITY ASSURANCE

89. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
90. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP evaluation quality assurance system prior to submission of the deliverables to OEV.
91. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by OEV. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

92. The evaluation is structured in five phases summarized in [Table 7](#) below. The evaluation team will be involved in phases 2 to 5. Annex 3 presents a more detailed timeline. The CO has been consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 7: Summary Timeline- key evaluation milestones

Main phases	Timeline	Tasks and deliverables
1. Preparation	14 November 2022 20 December 2022	Final ToR Evaluation team and/or firm selection & contract
2. Inception	23-24 January 2023 30 January - 3 February 2023 14 April 2023	Headquarters (HQ) briefing Inception mission in CO Inception report approval
3. Data collection	30 April - 19 May 2023	Evaluation mission and exit debriefing
4. Reporting	20 May - 23 June 2023 26 June-28 September 2023 30-31 August 2023 3 November 2023 4 November 2023-5 January 2024	Report drafting Commenting process Stakeholder workshop Final evaluation report Summary evaluation report editing
5. Dissemination	6 January-June 2024 4 November 2023 onwards	Management response preparation Executive Board presentation Wider dissemination

5.2. EVALUATION TEAM COMPOSITION

93. The CSPE will be conducted by a gender balanced team of up to 5 members, among whom at least 2 are regional or national consultants. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (English and Kinyarwanda at minimum; and preferably French as well) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities.

Table 8: Summary of evaluation team and areas of expertise required

Role	Expertise
Team Leadership	<ul style="list-style-type: none"> • Team leadership, coordination, planning and management including strong problem-solving skills • Proven track record of evaluation of food assistance activities in the context of development and humanitarian interventions and through a variety of activities in similar country context • Solid understanding of key players within and outside the UN System; experience of evaluating country programmes of multilateral organizations • Fluency in English with excellent report writing skills. • Strong analytical, synthesis and presentation skills; and ability to deliver on time • Acquainted with the current global dialogue on food system strengthening in low and middle-income countries; and ideally with specialization in one or more of the below SO-relevant technical areas. • Understanding of crosscutting areas such as gender; AAP; disability and inclusion; and environment. • Relevant knowledge and experience in Rwanda or similar country settings in Africa. • Prior experience in WFP evaluations would be considered an asset
Team members	<ul style="list-style-type: none"> • Ideally with experience in evaluations in the humanitarian and development context. • Strong technical expertise in terms of direct assistance, country capacity strengthening and policy dimensions of the below indicated thematic areas.
Thematic Areas:	
Food Systems	<ul style="list-style-type: none"> • Strategic and operational knowledge and experience on food system functioning, value chain development. Knowledge on food systems withing the Rwandese context would be an asset. • Acquainted with the current global dialogue on food system strengthening in low and middle-income countries. • Knowledge on the agricultural leg of food systems, including the provision of services to smallholder farmers (skill-transfer, access to financial services and value chain coordination) • Strengthening of capacities on (post) harvest handling and market access; • Experience with the design, implementation and monitoring of national capacity strengthening activities related to food security and nutrition. • Experience with private sector engagement in relation to food systems.
Social protection (general)	<ul style="list-style-type: none"> • Knowledge on sectorial and intersectorial social protection schemes (policy and programming) and means of strengthening them. • Knowledge and experience related to the integration of food security and nutrition programming in national social protection systems.

Role	Expertise
Refugee programming	<ul style="list-style-type: none"> • Social protection schemes for refugee/migrant support; • Programme design, implementation for the immediate and protracted support of refugees, migrants and host populations, with emphasis on livelihood programming in the context of refugee camps; • Partnership and resource mobilization in relation to refugee support • Strong familiarity with the humanitarian, development and peace nexus
Home-grown school feeding	<ul style="list-style-type: none"> • Nutrition- and gender sensitive home-grown school feeding programmes; • Policy engagement, technical assistance and capacity strengthening related to home grown school feeding and the integration of smallholder farmers in social protection programmes.
Climate change adaptation and resilience	<ul style="list-style-type: none"> • Strong technical expertise in resilience, climate change adaptation, sustainable agricultural practices, climate sensitive social protection and their intersection with food security.
Nutrition	<ul style="list-style-type: none"> • Policy engagement, technical assistance and capacity strengthening for nutrition specific and nutrition sensitive social protection, including school feeding; • Food fortification; • Nutrition and food security for HIV/Aids infected persons; • Experience related to community-based approaches for the reduction of (food insecurity and) malnutrition, such as behavioural change communication (SBCC), nutrition-sensitive trainings and other community-based/local solutions.
Other areas for which expertise would be an asset	<ul style="list-style-type: none"> • GEDSI-AAP, private sector engagement, transition and hand-over strategies; evidence generation/VAM and knowledge management; humanitarian supply chain service provision. • Having been exposed to harmonized UN programming and delivery.
Research Assistance	<ul style="list-style-type: none"> • Relevant understanding of evaluation and research. With ability in qualitative and quantitative (minimally advanced MS Excel) research support; processing, visualization and analysis of M&E, financial and supply chain data; data cleaning and analysis; writing and presentation skills, proofreading, and note taking. Familiarity with WFP data and with data visualization would be an asset.

5.3. ROLES AND RESPONSIBILITIES

94. This evaluation is managed by the WFP Office of Evaluation. Jacqueline Flentge has been appointed as evaluation manager (EM). The EM has not worked on issues associated with the subject of evaluation. She is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Lia Carboni, Evaluation Analyst OEV, will provide inputs to prepare the ToR, support WFP-level data collection and analysis, organization of briefings and meetings, and the review and finalization of all evaluation deliverables. Aurelie Larmoyer, Senior Evaluation Officer, will provide second-level quality assurance. The Director of Evaluation will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in June 2024.

95. An IRG composed of selected WFP stakeholders at CO, RB and headquarters levels will be expected to review draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The CO will facilitate the evaluation team's contacts with stakeholders in Rwanda; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Veronica Rammala has been nominated the WFP CO focal point and will assist in communicating with the evaluation manager and CSPE team, setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. SECURITY CONSIDERATIONS

96. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP CO registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

5.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the evaluation policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

97. All evaluation products will be produced in English and made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication and knowledge management plan (see Annex 9) will be refined by the evaluation manager in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in June 2024. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the various means of communication.

5.6. THE PROPOSAL

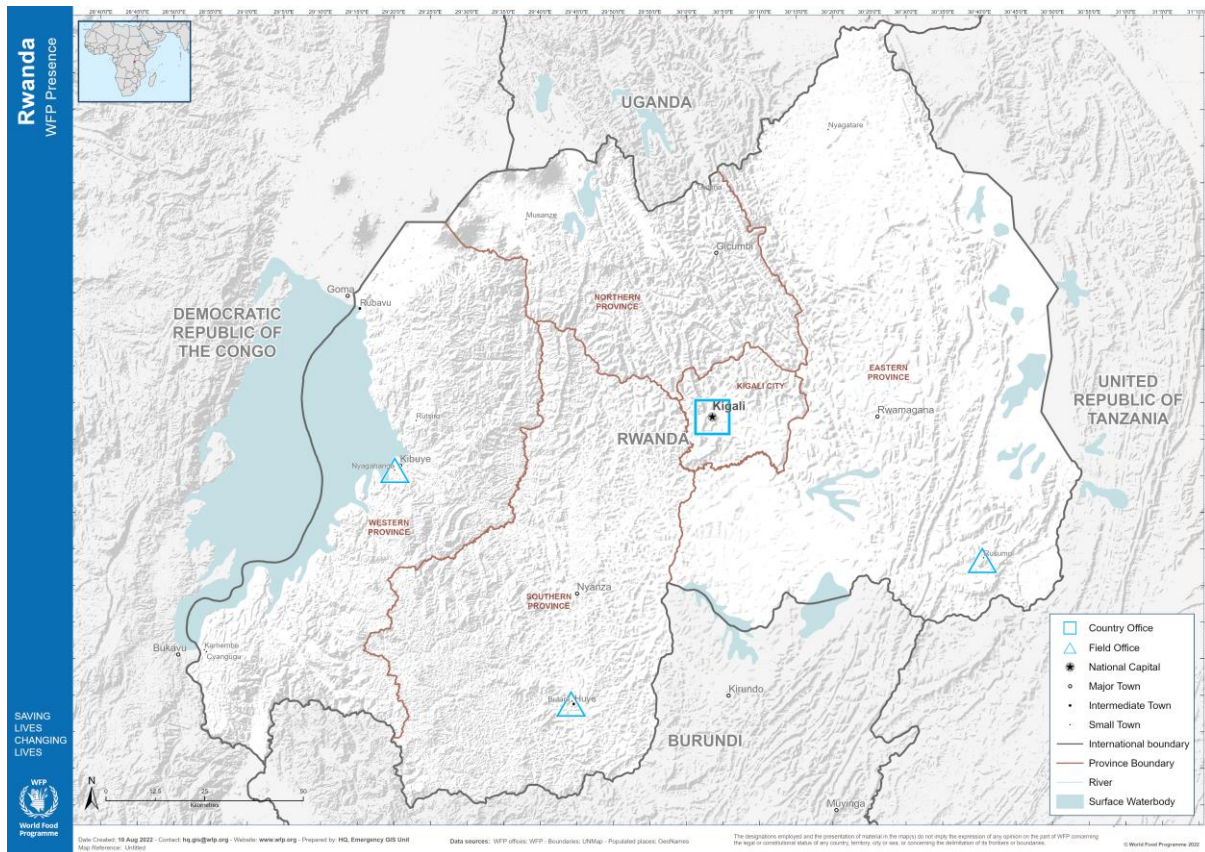
98. The evaluation will be financed through the country portfolio budget.

99. With the lifting of COVID-19 pandemic related travel restrictions in most parts of the world, including in Rwanda, the inception and data collection missions will be undertaken by the evaluation team in-person in the country. Likewise, the learning workshop will be undertaken in Kigali, with physical presence of the evaluation team leader. Technical and financial offers for this evaluation should build on this scenario.

100. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

Annexes

Annex 1: Rwanda, Map with WFP Offices in 2022



Source: WFP GIS unit, August 2022

Annex 2: Rwanda Fact Sheet

	Parameter/(source)	2015	2020-21	Data source	Link
General					
1	Human Development Index (1)	0.515 (163th out of 188)	0.534 (165 th out of 191)	Human Development Reports	https://hdr.undp.org/reports-and-publications
2	Total number of people of concern (refugees, asylum seekers, others of concern) (2)	135,553	150,501	World Bank	https://data.worldbank.org/country/rwanda?view=chart
Demography					
7	Population total (millions) (2)	11.36	13.3 (2021)	World Bank	https://data.worldbank.org/country/rwanda?view=chart
8	Population, female (% of total population) (2)	51	51 (2021)	World Bank	https://data.worldbank.org/country/rwanda?view=chart
9	Percentage of urban population (1)	17	17.6 (2021)	HDI Report	https://hdr.undp.org/reports-and-publications
10	Total population by age (0-14) (millions) (6)	4,614,870	5,210,241	World Bank	https://data.worldbank.org/country/rwanda?view=chart
11	Total population by age (5-9) (% total population) (6)	13.5(% of female population) 13.9 (% of male population)	12.5(% of female population) 13.1 (% of male population)	World Bank	https://data.worldbank.org/country/rwanda?view=chart
12	Total population by age (15-64) (millions) (6)	6,448,493	7,640,483	World Bank	https://data.worldbank.org/country/rwanda?view=chart

14	Adolescent birth rate (births per 1,000 women ages 15-19)	33.6 (2020-2015)	39.1 (2015-2020)	Human Development Reports	https://hdr.undp.org/reports-and-publications
Economy					
15	GDP per capita (current USD) (2)	751.11	833.8 (2021)	World Bank	https://data.worldbank.org/country/rwanda?view=chart
16	Income inequality: Gini coefficient (1)	50.8 (2005-2013)	No data	Human Development Reports	https://hdr.undp.org/reports-and-publications
17	Foreign direct investment net inflows (% of GDP) (2)	1.90	0.98 (2020)	World Bank	https://data.worldbank.org/country/rwanda?view=chart
18	Net official development assistance received (% of GNI) (4)	13	11.9	UN DATA	https://data.un.org/default.aspx
19	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	1.9	2.7	SDG country profile	https://country-profiles.unstatshub.org/rwa#goal-17
20	Agriculture, forestry, and fishing, value added (% of GDP) (2)	23.9	24.1	World Bank	https://data.worldbank.org/country/rwanda?view=chart
Poverty					
22	Population vulnerable to multidimensional poverty (%) (1)	17.9	25.7	Human Development Reports	https://hdr.undp.org/reports-and-publications
23	Population in severe multidimensional poverty (%) (1)	34.6	22.2	Human Development Reports	https://hdr.undp.org/reports-and-publications
Health					

21	Maternal mortality ratio (%) (lifetime risk of maternal death: 1 in 100,000 live births) (2)	275	248	World Bank	https://data.worldbank.org/country/rwanda?view=chart
22	Healthy life expectancy at birth (2)	67	69	World Bank	https://data.worldbank.org/country/rwanda?view=chart
23	Prevalence of HIV, total (% of population ages 15-49) (2)	2.9	2.5	World Bank	https://data.worldbank.org/country/rwanda?view=chart
Gender					
28	Gender Inequality Index (1)	0.538 (122 nd out of 188)	0.402 (92 nd out of 162)	Human Development Reports	https://hdr.undp.org/reports-and-publications
29	Proportion of seats held by women in national parliaments (%) (2)	64	61	World Bank	https://data.worldbank.org/country/rwanda?view=chart
30	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	84.3	84.1 (2019)	World Bank	https://data.worldbank.org/country/rwanda?view=chart
31	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	76.6	70.9	World Bank	https://data.worldbank.org/country/rwanda?view=chart
Nutrition					
32	Prevalence of moderate or severe food insecurity in the total population (%) (7)	No data	No data	No data	No data
33	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (3)	1.7 (2017)	1.1	SOFI	https://www.fao.org/3/cc0639en/cc0639en.pdf
34	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3)	40.5 (2012)	32.6	SOFI	https://www.fao.org/3/cc0639en/cc0639en.pdf

35	Weight-for-age (Overweight – moderate and severe), prevalence for < 5 (%) (3)	5.7	5.2	SOFI	https://www.fao.org/3/cc0639en/cc0639en.pdf
36	Mortality rate, under-5 (per 1,000 live births) (2)	47.7	40.5	World Bank	https://data.worldbank.org/country/rwanda?view=chart
Education					
37	Adult literacy rate (% ages 15 and older) (1)	65.9	73.2 (2018)	Human Development Reports	https://hdr.undp.org/reports-and-publications
38	Population with at least some secondary education (% ages 25 and older) (1)	8.4	13.3	Human Development Reports	https://hdr.undp.org/reports-and-publications
40	Adjusted primary school enrolment, net percent of primary school-age children, 2017 (2)	98.8	95.2	World Bank	https://data.worldbank.org/country/rwanda?view=chart
41	Secondary school enrolment, net percent of secondary school-age children, 2017 (2)	No data	No data	World Bank	https://data.worldbank.org/country/rwanda?view=chart

Source: (1) UNDP Human Development Report – 2015 and 2018; (2) World Bank. WDI; (3) UNICEF SOW; (4) OECD/DAC; (5) UNHCR; (6) UN stats; (7) The State of Food Security and Nutrition report – 2019; (8) WHO; (9) UN DATA and SDG Country Profile; (10) UNFPA

Annex 3: Timeline

Phase 1 – Preparation		Who	When
	Draft ToR cleared by OEV and circulated for comments to CO and to LTA firms	DoE	21 Oct 2022
	Comments on draft ToR received	CO	3 Nov 2022
	Proposal deadline based on the draft ToR	LTA	20 Nov 2022
	Final revised ToR sent to WFP stakeholders	EM	14 Nov 2022
	LTA proposal review	EM	20-30 Nov 2022

	Evaluation team and form selection and contracting of evaluation team/firm	EM	20 Dec 2022
Phase 2 – Inception			
	HQ & RB inception briefing	EM/RA & Team	23-24 Jan 2023
	Inception briefings in Rwanda	EM/RA + TL / (team)	30 Jan-3 Feb 2023
	Submit draft inception report (IR)	TL	17 Feb 2023
	OEV quality assurance and feedback	EM/RA/ QA2	3 March 2023
	Submit revised IR	TL	15 March 2023
	Quick forth and backs EM/QA2-ET	EM/RA/ QA2 and TL	16- 19 March
	IR DoE Clearance	DoE	26 March 2023
	Share draft IR with CO with deadline of 4 April	EM	27 March 2023
	consolidate WFP comments and share with Team	EM/RA	5 April 2023
	Review and submit revised IR for review and clearance	TL	10-610 April 2023
	Quick forth and backs EM/QA2-ET	EM/RA/ QA2 and TL	11-13 April 2023
	Review and provide clearance to IR	QA2	114 April 2023
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM/Co mms	17 April 2023
Phase 3 – Data collection, including fieldwork			
	In country / remote data collection	Team	30 April-19 May 2023
	Exit debrief (ppt)	TL	19 May 2023
	Preliminary findings debrief	Team	5 June 2023
Phase 4 – Reporting			
Draft 0	Submit high quality draft ER 0 to OEV (after the company's quality check)	TL	23 June 2023

	OEV quality feedback sent to TL	EM/RA	7 July 2023
Draft 1	Submit revised draft ER 1 to OEV	TL	21 July 2023
	OEV quality feedback on ER D1 sent to TL	EM/RA/ QA2	28 July 2023
	Submit revised draft ER 1 to OEV	TL	4 August 2023
	OEV quality feed-back DoE	DoE	11 August 2023
	Submit revised draft to OEV for clearance DoE	TL	15 August 2023
	OEV shares draft ER 1 with IRG	EM/IRG	21 August 2023
	IRG reviews/comments on draft ER 1	IRG	27 Aug 2023
	Consolidate WFP comments and share with Team	EM/RA	28 Aug 2023
	Learning workshop (Kigali)	IRG/TL/ EM	30-31 Aug 2023
Draft 2	Submit revised draft ER to OEV based on workshop outcomes and WFP's comments, with team's responses on the matrix of comments (D2)	ET	7 Sep 2023
	Review D2	EM/RA/ QA2	12 Sep 2023
Draft 3	Submit final draft ER 3 to OEV	TL	17 Sep 2023
	Review D3	EM/RA/ QA2	21 Sep 2023
	Seek final approval by DoE	DoE	28 Sep 2023
SER	Draft summary evaluation report	EM/RA	11 Oct 2023
	SER review	QA2	18 Oct 2023
	DoE review	DoE	25 Oct 2023
	DoE clearance	DoE	2 Nov 2023
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DoE	3 Nov 2023
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	5 Jan 2024

	Tail end actions, OEV websites posting, EB round table etc.	EM	20 Nov 2023 - June 2024
	Presentation and discussion of SER at EB Round Table	DoE & EM	May 2024
	Presentation of Summary Evaluation Report to the EB	DoE	June 2024
	Presentation of management response to the EB	RD RBN	June 2024

Annex 4: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation	Who
Internal (WFP) stakeholders			
Country office	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the data collection phase, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	Senior Management, Head of Programme and Programme Officers, Supply Chain Officers, Partnership Officers, M&E/VAM Officers, Finance Officers and other(s).
WFP Senior Management and Regional Bureau (RBN)	WFP Senior Management and the RB in Nairobi (RBN) have an interest in learning from the evaluation results because of the strategic and technical importance of Rwanda in the WFP corporate and regional plans and strategies.	RBN staff will be key informants and interviewed during the inception and data collection phase. They will provide comments on the Evaluation Report and will participate in the debriefing at the end of the data collection phase. RBN staff will have the opportunity to comment on SER and management responses to the CSPE.	Senior RB Management, Head of Programme; Programme and Policy Advisors, Supply Chain Advisor, Partnership Advisor, Regional Monitoring Advisor, Regional VAM advisor, and other RB staff; WFP's regional innovations accelerator.
WFP Divisions	WFP technical units such as programme and policy, livelihood and resilience, capacity strengthening, nutrition, gender, vulnerability analysis, performance monitoring and reporting, gender, safety nets and social protection, partnerships, supply chain, and governance have an interest in lessons relevant to their mandates.	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial virtual briefings with the evaluation team) with interest in improved reporting on results. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	Evaluation focal points in HQ Divisions of programme and policy, livelihood and resilience, capacity strengthening, nutrition, gender, vulnerability analysis, performance monitoring and reporting, gender, safety nets and social protection, partnerships, supply chain; and WFP's Innovation and Knowledge Accelerator (based in Munich).
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from Rwanda's evolving context and about WFP roles, strategy and performance.	Presentation of the evaluation results at the June 2024 session to inform Board members about the performance and results of WFP activities in Rwanda.	EB Members.

External stakeholders			
<p>Beneficiaries</p> <p>Vulnerable poor households. Out of these, varieties in gender, type and age groups are of interest.</p>	<p>As the ultimate recipients of food/ cash and other types of assistance, such as capacity development, beneficiaries have a stake in determining whether WFP's assistance is relevant, appropriate and effective.</p>	<p>They will be interviewed and consulted during the data collection phase as feasible. Special arrangements may have to be made to meet children. Towards/at the end of the evaluation process, evaluation results will be presented at local level.</p>	<p>Refugees, migrants and returnees; vulnerable households affected by food insecurity and malnutrition; vulnerable household affected by the Covid-19 pandemic; parent teacher associations, farmer associations and smallholder farmers, pregnant women, households with children under 2; Voluntary Saving and Lending Associations; households composed of unaccompanied minors under 18, senior citizens, persons with disabilities, people with severe illnesses or HIV, single-headed households, community leaders.</p>
<p>Government at central level</p>	<p>In Rwanda the evaluation is expected to enhance collaboration and synergies among national institutions and WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.</p>	<p>They will be interviewed and consulted during the inception mission and the data collection phase. Interviews will cover policy and technical issues. They will be invited to participate in a stakeholder workshop where preliminary evaluation results will be presented and where they can comment.</p>	<p>Political and technical staff of the Ministry of Finance and Economic Planning; Ministry of Emergency Management/ Ministry of Disaster Management and Refugees; Ministry of Education; Ministry of Agriculture and Animal Resources; Rwanda Agriculture Board; Rwanda Standards Board; Ministry of Health; National Child Development Agency; Ministry of Gender and Family Promotion; Ministry of Trade and Industry; Ministry of Local Government/Local Administrative Entities Development Agency; Customs offices; National Institute of Statistics Rwanda; Social Protection Sector Working Group and its Sub-Committee for Social Security and Short-Term Assistance.</p>
<p>Government at decentralized level</p> <p>Provincial governments and Municipal authorities governing WFP activity sites; technical staff of government entities mentioned above (national level).</p>	<p>In Rwanda the evaluation is expected to enhance collaboration and synergies among national institutions and WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.</p>	<p>They will be interviewed during the data collection phase, at field level. Interviews will cover mostly technical and operational issues and they might be involved in the feedback sessions.</p>	<p>Staff of provincial and local authorities, teachers, health clinic staff, staff of agricultural extension services; Nyamagabe District and Water and Sanitation Corporation.</p>

<p>UN country team and other international multilateral organizations and partnerships</p>	<p>UN agencies and other partners in Rwanda have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination</p> <p>UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. This includes the various coordination mechanisms such as for protection, food security, nutrition etc.</p> <p>The CSPE can be used as an input to improve collaboration, co-ordination and increase synergies within the UN system and its partners.</p>	<p>The evaluation team will seek key informant interviews with the UN and other partner agencies involved in nutrition and national capacity development.</p> <p>The CO will keep UN partners, other international organizations informed of the evaluation's progress</p>	<p>UN Resident Coordinator; representatives and technical staff of offices in Rwanda of UNDP, UNHCR, IOM, WHO, UNICEF, FAO, IFAD, UNFPA, UNEP, ILO, UN Women; UNAIDS; UN SUN; UN Capital Development Fund (UNCDF); World Bank and the United Nations Economic Commission for Africa.</p>
<p>Cooperating Partners and civil society</p>	<p>WFP's cooperating and coordinating partners in implementing CSP activities</p>	<p>The evaluation team will seek key informant interviews with the cooperating partner agencies involved in CSPE implementation; as well as organizations with whom WFP is not partnering but that also aim to enhance food security and nutrition through direct assistance and/or through national capacity development.</p>	<p>Senior managers and field staff of World Vision; Adventist Development and Relief Agency; American Refugee Committee;; African Humanitarian Action; Rwanda Biomedical Centre; Gardens for Health International; Rwanda Youth in Agribusiness Forum; Vanguard Economics; Hinga Weze project; Rwanda Men's Resource Centre</p>
<p>Private partners and public/private partnerships</p>	<p>WFP partners in the commercial and private sectors</p>	<p>Interviews with focal points. Some might be invited to participate in a stakeholder workshop where preliminary evaluation results will be presented, and where they can comment</p>	<p>Staff from Africa Improved Foods Rwanda; Equity Bank; International Finance Corporation; Farm-to-Market Alliance; Boston Consultancy Group; MINIMEX; Institute of Cooperatives, Entrepreneurship, and Micro-finance; Maize Value Chain Platform; Impact Hub Kigali; recipients of IGNITE food systems challenge awards; transport and storage service providers and possible others.</p>

Academia	WFP partners for research and education activities	Interviews with a focal point in academic organizations. They might be invited to participate in a stakeholder workshop where preliminary evaluation results will be presented, and where they can comment.	Technical staff involved in WFP activities.
Donors	WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.	Involvement in interviews. They will invited to participate in a stakeholder workshop where preliminary evaluation results will be presented, and where they can comment.	Senior management of USAID & USDA, Republic of Korea, Japan, European Commission, UK, Belgium, BMZ, Canada, ECHO, EU INTPA, DEVCO, France, GFFO, KOICA, MasterCard, New Zealand, NORAD, Rockefeller Foundation, Sweden, Switzerland, UN Common Funds and Agencies, UN CERF.

Annex 5: Evaluability assessment

Table 9: Rwanda CSP (2019-2023) logframe analysis

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 (05/04/2018)	Total nr. of indicators	18	6	37
v 2.0 (12/04/2019)	New indicators	13	3	41
	Discontinued indicators			
	Total nr. of indicators	31	9	78
v 3.0 (29/05/2019)	New indicators	2		18
	Discontinued indicators			
	Total nr. of indicators	33	9	96
v 4.0 (11/06/2020)	New indicators	1		8
	Discontinued indicators	1		
	Total nr. of indicators	33	9	104
Total nr. of indicators that appear across all versions of the logframe:		17	6	37

Source: COMET report CM-L010 (Date of Extraction: 18.07.2022)

Table 10: Analysis of results reporting in Rwanda Annual Country Reports (2019-2022)

Outcome indicators		2019	2020	2021
Total number of indicators in applicable logframe		33	33	33
Baselines	Nr. of indicators with any baselines reported	20	25	29
Year-end targets	Nr. of indicators with any year-end targets reported	19	20	30
CSP-end targets	Nr. of indicators with any CSP-end targets reported	16	15	29
Follow-up	Nr. of indicators with any follow-up values reported	20	16	28
Cross-cutting indicators				
Total number of indicators in applicable logframe		9	9	9
Baselines	Nr. of indicators with any baselines reported	8	7	9
Year-end targets	Nr. of indicators with any year-end targets reported	0	7	9
CSP-end targets	Nr. of indicators with any CSP-end targets reported	8	7	9
Follow-up	Nr. of indicators with any follow-up values reported	8	7	9
Output indicators				
Total number of indicators in applicable logframe		96	104	104

Targets	Nr. of indicators with any targets reported	39	33	38
Actual values	Nr. of indicators with any actual values reported	38	33	36

Source: COMET reports CM-L010, CM-R008 (Date of Extraction: 18.07.2022), ACR Rwanda 2019, 2020, 2021

Annex 6: WFP Rwanda presence in years pre-Country Strategic Plan

		2017	2018
Rwanda natural and man-made disasters, outbreak of conflict		Refugee influxes due to conflict and political tension in neighbouring Democratic Republic Congo and Burundi	1 August 2018: the Ministry of Health of the DRC notified WHO of an outbreak of Ebola Virus Disease in North Kivu Province
WFP interventions	COMMON COUNTRY PROGRAMME RWANDA 2013–2018 (CCP 200539)	Activities: Food Assistance for Assets, Food Purchases, Capacity Development, Nutrition, Home Grown School Feeding	Activities: School Meal, Malnutrition prevention, Institutional capacity strengthening, Smallholders agricultural market support, Asset creation and livelihoods support
		Total requirement: USD 44 million Total contributions received: USD 28.5 million Funding: 65%	
	Food and Safety Net Assistance to Refugee Camp Residents and Returning Rwandan Refugees, 2015-2018 (PRRO 200744)	Activities: General Distribution in refugee camps and transit centres, Treatment of Moderate Acute Malnutrition in children 6-59 months, School Meals and Early Childhood Development, Prevention of chronic malnutrition in children 6-23 months and pregnant and lactating women, Prevention of malnutrition among ART and TB-DOT clients	Activities: Unconditional resource transfers to support access to food, School meals, Nutrition treatment/prevention activities,
		Total requirement: USD 119,4 million Total contributions received: USD 78,7 million Funding: 65.9%	
	IR-RWCO Ebola Outbreak Preparedness 2018 (EMOP 201133)	Total requirement: USD 298,136 Funding: information not available	Urgent preparedness measures for the potential spread of the Ebola Virus Disease (EVD)
Outputs at country office level	Food distributed (MT)	19,407	13,312
	Cash distributed (USD)	5,393,725 (cash)	7,984,405 (cash)
	Actual beneficiaries (number)	319,957 (Male 154,487; female: 165,470)	277,169 (Male 131,119; female: 146,050)

Source: SPRs 2017 and 2018

Annex 7: Rwanda CSP Line of Sight

RWANDA CSP LINE OF SIGHT (2019 -2024)

WFP SR / SDG	SR1 / SDG 2.1 Access to food	SR1 / SDG 2.1 Access to food	SR2 / SDG 2.2 End Malnutrition	SR3 / SDG 2.3 Smallholder Productivity & Incomes	SR8 / SDG 17.16 Global partnerships
FOCUS	CRISIS RESPONSE	RESILIENCE BUILDING	ROOT CAUSES	ROOT CAUSES	CRISIS RESPONSE
WFP Strategic Outcomes	Strategic Outcome 1: Refugees, returnees and other crisis affected populations in Rwanda have access to adequate and nutritious food at all times.	Strategic Outcome 2: Vulnerable populations in food-insecure communities and areas have improved access to adequate and nutritious food all year.	Strategic Outcome 3: Children under 5, adolescents, and PNW/Gs in Rwanda have improved access to nutritious foods and services to meet their nutritional needs all year.	Strategic Outcome 4: Smallholder farmers, especially women, have increased marketable surplus and access to agricultural markets through efficient supply chains by 2030.	Strategic Outcome 5: The Government of Rwanda and the humanitarian community is provided with adequate, timely, cost-efficient and agile supply chain services and expertise necessary to effectively respond to emergency crisis
	USD 173,366,958	USD 61,437,755	USD 14,368,203	USD 27,860,951	USD 1,251,171
Country Outputs	1.1 Refugees and returnees (Tier 1) receive unconditional cash and food transfers to meet their basic food and nutrition needs. A1: Unconditional resources transferred 1.2 Moderate acute malnourished refugee children 6-59 months and PNW/Gs (Tier 1) receive specialized nutritious foods and nutrition counselling to improve their nutrition status. B: Nutritious food provided 1.3 Refugee children aged 6-23 months and PNW/Gs and HIV/TB patients (Tier 1) receive specialized nutritious foods that prevent malnutrition. B: Nutritious food provided 1.4 Targeted beneficiaries (Tier 1) receive nutrition-sensitive messaging and advocacy to improve their nutrition status. E: Advocacy and education provided 1.5 Targeted refugee pre-school and schoolchildren (Tier 1) receive a nutritious meal every day that they attend school, which contributes to their basic food and nutrition needs. A2: Conditional resources transferred 1.6 Refugees' (Tier 3) self-reliance is improved by an enabled environment providing better opportunities for livelihoods and economic inclusion. C: Capacity development & technical support provided 1.7 Targeted food insecure Rwandan populations (Tier 1) affected by shocks and/or other crises, receive nutritious food or cash-based transfers in order to meet their basic food and nutrition needs. A1: Unconditional resources transfers. 1.8 Government of Rwanda and partner agencies benefit from WFP services to provide timely assistance to populations in need of assistance. H: Shared services and platforms.	2.1 Government's technical capacity for food and nutrition security analysis and the formulation of evidence-based policy and programme is strengthened (Tier 3). C: Capacity development & technical support provided 2.2 Vulnerable and food-insecure people in shock prone areas, especially persons with disabilities and members of households headed by women (tier 3) 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 & technical support provided 2.3 Food-insecure people in vulnerable communities (Tier 1) benefit from improved assets and skills to increase their resilience to climate-related shocks. D: Assets created 2.4 Government and local responders benefit from strengthened emergency preparedness and response mechanisms (Tier 3). C: Capacity development & technical support provided 2.5 Pre-school and schoolchildren (Tier 1) in targeted areas receive a daily nutritious meal that contributes to their basic food and nutrition needs and increases attendance and retention. A2: Conditional resources transferred 2.6 Pre-school and schoolchildren (Tier 3) in targeted areas benefit from the Government's improved capacity to provide a nationally owned nutrition-sensitive school meals programme. C: Capacity development & technical support provided	3.1 Rwandans (Tier 3) benefit from strengthened private sector capacity and enhanced collaboration with Government to contribute to improved diets and nutrition. C: Capacity development & technical support provided 3.2 Women and men caregivers, PNW/Gs, school-aged children and adolescents (Tier 1) receive nutrition and HIV-related social behaviour change communication and advocacy to promote good nutrition and HIV practices and help to prevent malnutrition and HIV infection. E: Advocacy and education provided & C: Capacity Development & Technical support provided 3.3 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 (Tier 3). C: Capacity Development & Technical support provided 3.4 The Government is supported in developing national food and nutrition security and HIV policies and strategies and coordinating and advocating for FNS programmes (Tier 3). C: Capacity Development & Technical support provided	4.1 Smallholder farmers (Tier 1), especially women, have improved access to equipment, technical support, and financial services, allowing them to increase their marketable surplus. F: Purchases from smallholders completed 4.2 Farmer organizations (Tier 2) 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. C: Capacity development & technical support provided 4.3 Food value chain actors, including public and private buyers, are supported and coordinated in order to increase the participation of smallholder farmers (Tier 3). C: Capacity development & technical support provided 4.4 Smallholder farmers (Tier 1) receive social and behaviour change communication and information in order to promote production, purchase, and consumption of nutrient-rich foods. E: Advocacy and education provided 4.5 Consumers in Rwanda benefit from more efficient national supply chain and retail systems in order to improve their FNS (Tier 3). C: Capacity development & technical support provided	5.1 People affected by crises benefit from WFP services to humanitarian agencies and government enabling timely delivery of lifesaving food and non-food items. H: shared services and platforms provided. 5.2 Sustained local market development with minimized disruption through maximizing the utilization of local suppliers and service providers by WFP during emergency response C: Capacity development & technical support provided. 5.3 People affected by crises benefit from enhanced capacity among government and humanitarian actors including improved logistics preparedness in order to deliver timely humanitarian assistance. C: Capacity development & technical support provided.
Country Activities	1. Provide food and nutrition assistance and basic livelihood support to refugees and returnees including through provision of WFP services to the Government of Rwanda and humanitarian agencies. (Category 1: Unconditional resources transfers; Modality: CBT, food, capacity strengthening, service delivery 5. Provide food or cash, nutrition support and other assistance to local Rwandan populations affected by crises, including through provision of WFP services to the Government of Rwanda and partner agencies. (Category 1: unconditional resource transfers; Modality: CBT, food, capacity strengthening, service delivery)	2. Support the design, implementation, and scale up of national food security and nutrition-sensitive social protection programmes. (Category 9: institutional capacity strengthening; Modality: CBT, food, capacity strengthening.)	3. Provide capacity strengthening support to national programmes that improve the nutrition status of targeted populations. (Category 9: Institutional capacity strengthening, Modality: capacity strengthening)	4. Provide support, education, and capacity strengthening services for smallholder farmers and value chain actors. (Category 7: Smallholder agricultural market support; Modality: capacity strengthening)	6. Deliver supply chain services and expertise to enable all partners to provide timely assistance to affected population. (Category 10: Service provision and platforms activities; Modality: capacity strengthening, Service delivery)
Total CSP Value:					USD 278,285,038

Source: WFP SPA website, Budget Revision 3

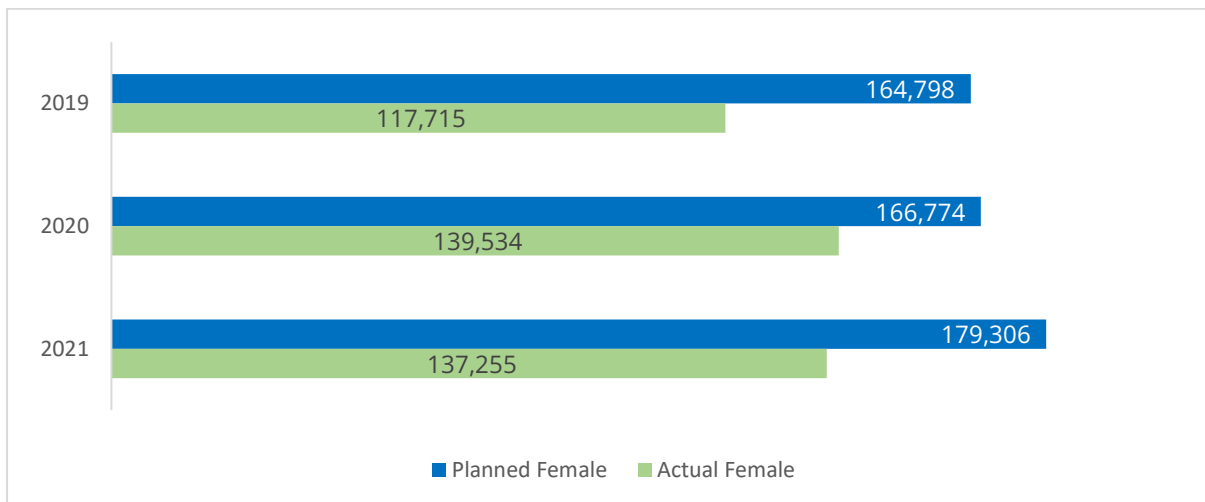
Annex 8: Key information on beneficiaries and transfers

Table 11: Actual versus planned beneficiaries by year (2019-2021), strategic outcome, activity category and gender

Year	SO	Activity	Gender	Planned Beneficiaries	Actual Beneficiaries	% actual vs. planned
2019	01	Act 1	Female	150,482	141,749	94%
			Male	141,042	122,117	87%
	01	Act 5	Female	10,941	-	0%
			Male	10,140	-	0%
			Subtotal SO	312,605	263,866	45%
	02	Act 2	Female	53,805	39,813	74%
Male			52,845	41,438	78%	
		Subtotal SO	106,650	81,251	76%	
2020	01	Act 1	Female	133,808	119,124	89%
			Male	128,714	103,373	80%
	01	Act 5	Female	23,421	10,402	44%
			Male	16,849	5,852	35%
			Subtotal SO	302,792	238,751	62%
	02	Act 2	Female	60,105	77,875	130%
Male			59,045	80,769	137%	
		Subtotal SO	119,150	158,644	133%	
2021	01	Act 1	Female	119,616	110,482	92%
			Male	113,214	95,816	85%
	01	Act 5	Female	13,020	-	0%
			Male	10,999	-	0%
			Subtotal SO	256,849	206,298	44%
	02	Act 2	Female	77,652	52,244	67%
Male			75,784	53,501	71%	
		Subtotal SO	153,436	105,745	69%	
04	Act 4	Female	221	696	315%	
		Male	239	547	229%	
		Subtotal SO	460	1,243	272%	

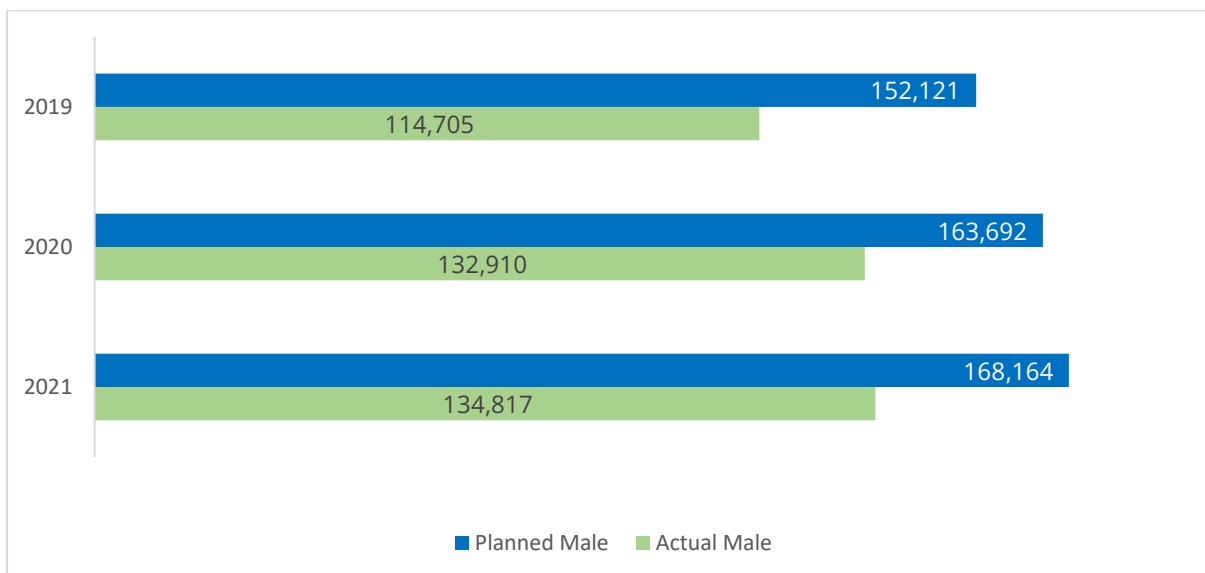
Source: COMET report CM-R020, data extracted on 9 August 2022

Figure 13: Actual versus planned female beneficiaries in Rwanda, (2019-2021)



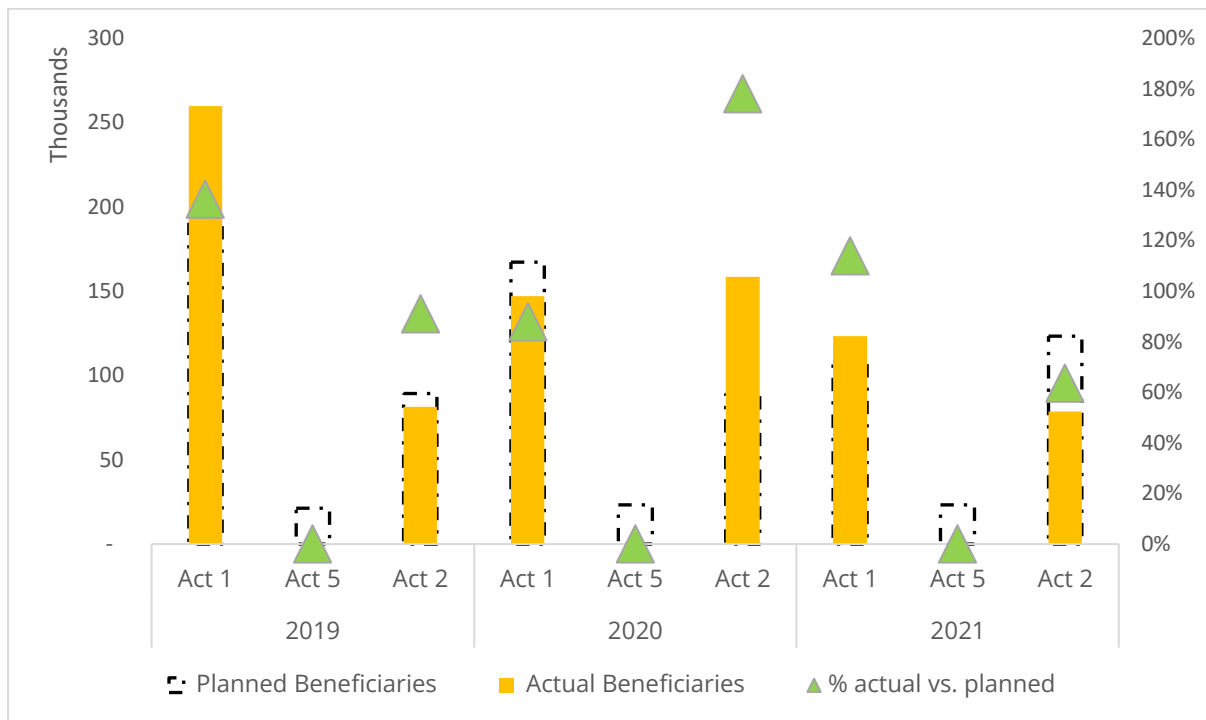
Source: COMET report CM-R001b, data extracted on 9 August 2022

Figure 14: Actual versus planned male beneficiaries in Rwanda, (2019-2021)



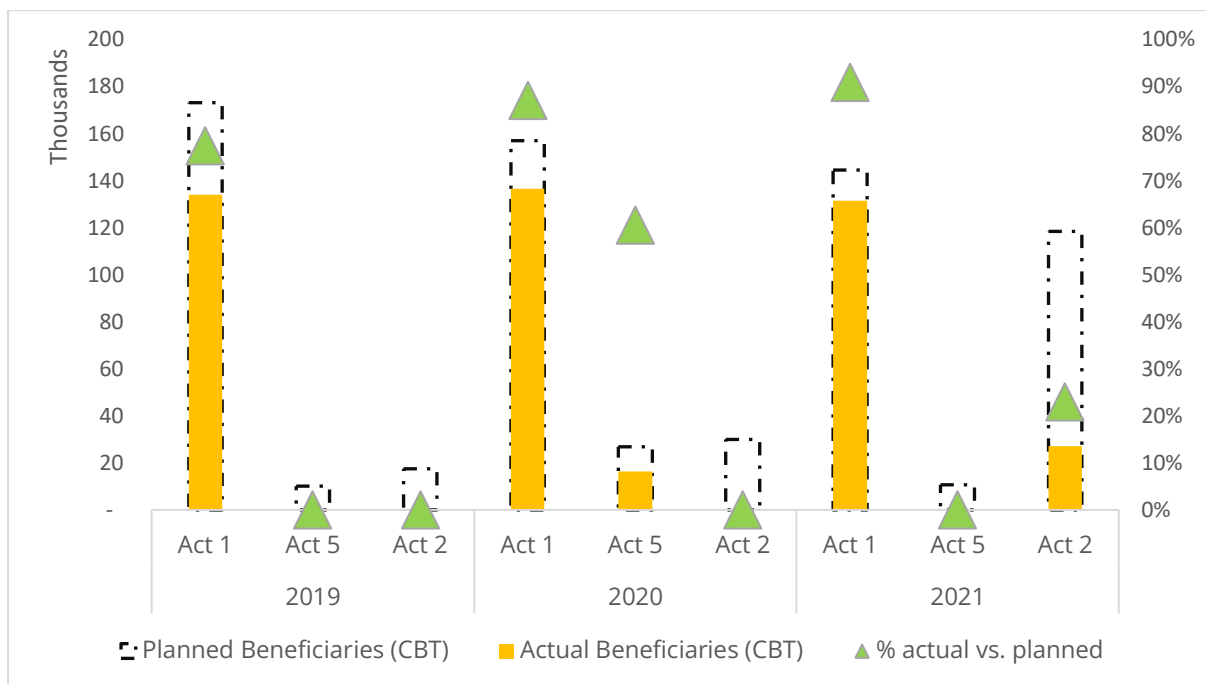
Source: COMET report CM-R001b, data extracted on 9 August 2022

Figure 15: Planned and Actual Food Beneficiaries by Activity and Year (Thousands and %)



Source: COMET report CM-R020, data extracted on 9 August 2022

Figure 16: Planned and Actual Food Beneficiaries by Activity and Year (Thousands and %)



Source: COMET report CM-R002b, data extracted on 9 August 2022

Table 12: Planned and Actual Food and CBT Beneficiaries by SO and Year

Year	SO	FOOD			CBT		% actual vs planned
		Planned Beneficiaries	Actual Beneficiaries	% actual vs planned	Planned Beneficiaries	Actual Beneficiaries	
2019	01	211,657	259,722	123%	183,124	134,116	73%
	02	89,150	81,251	91%	17,500	-	0%
2020	01	190,499	147,000	77%	183,793	152,843	83%
	02	89,150	158,644	178%	30,000	-	0%
2021	01	131,670	123,252	94%	155,179	131,310	85%
	02	123,396	78,528	64%	118,396	27,176	23%

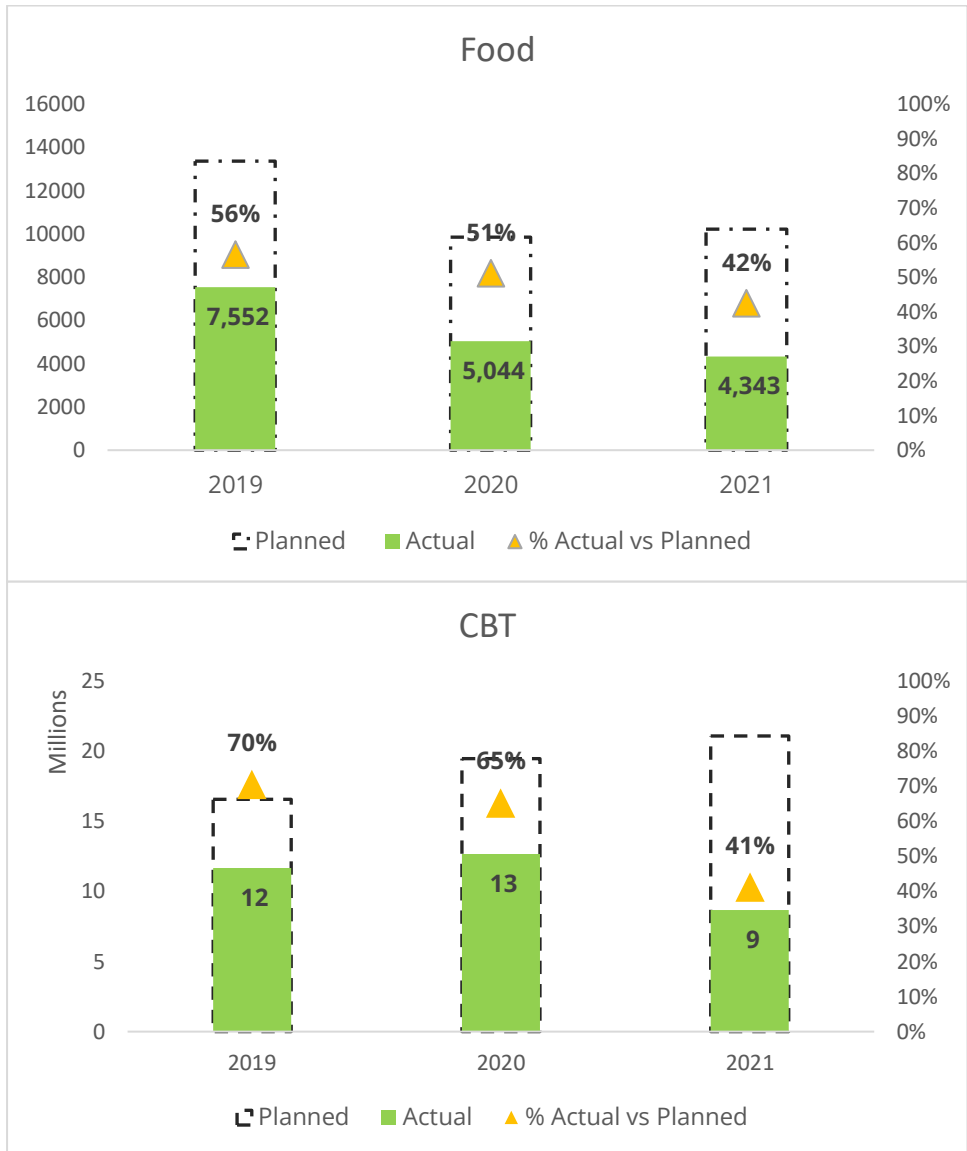
Source: COMET report CM-R020, data extracted on 9 August 2022

Table 13: Actual beneficiaries by Residence Status and Year

Residence status	2019		2020		2021	
	Number of beneficiaries	%	Number of beneficiaries	%	Number of beneficiaries	%
Resident	96,043	41%	107,290	39%	115,326	42%
Refugees	134,167	58%	164,045	60%	155,635	57%
Returnees	2,209	1%	1,109	1%	1,111	1%

Source: COMET report CM-R001b, data extracted on 9 August 2022

Figure 17: Planned vs. actual food and CBT distributions in Rwanda (2019-2022), in metric tonnes and million USD



Source: WFP COMET, CM R014, data extracted on 3 August 2022

Annex 9: Communication and Knowledge Management plan

Phase Evaluation stage	What Communication product	Which Target audience	How & where Channels	Who Creator lead	Who Creator support	When Publication draft	When Publication deadline
Preparation	Comms in ToR	<ul style="list-style-type: none"> • Evaluation team • CO communication 	<ul style="list-style-type: none"> • Email 	EM/ CM	CO communications		25 August-15 September 2022
Preparation	Summary and ToR	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email • WFPgo; WFP.org 	EM			5 November 2022
Inception	Initial communications and briefings	<ul style="list-style-type: none"> • Evaluation team • WFP country/regional office 	<ul style="list-style-type: none"> • Email and in meetings 	EM			9-20 January 2022
Inception	Inception report	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo 	EM			7 April 2023

Data collection and analysis	Exit debrief	<ul style="list-style-type: none"> • CO staff & stakeholders • (possibly) non-WFP stakeholders (TBD) 	<ul style="list-style-type: none"> • PPT, meeting support 	EM/ET			28 April 2023
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Workshop, meeting • Piggyback on any CSP formulation workshop 	EM/ET	CM		3 and 4 August 2023
Dissemination	Story pitch for local media	<ul style="list-style-type: none"> • WFP country/regional office • CAM/media • Affected populations 	<ul style="list-style-type: none"> • E-mail with content to be channelled through to local media 	CM	CAM/CO	20 November 2023	30 November 2023
Dissemination	Evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Cooperating partners/civil society/beneficiaries /peers/networks 	<ul style="list-style-type: none"> • Email • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation network platforms (UNEG, ALNAP) • Newsflash • Field level feed-back sessions 	EM	CM		November 2023 onwards
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • EB website (for SERs and MRs) 	EM/EB	CM		June 2024

Dissemination	Management response	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society/peers/networks 	<ul style="list-style-type: none"> • Web (WFP.org, WFPgo) • KM channels 	EB	EM		June 2024 onwards
Dissemination	ED memorandum	<ul style="list-style-type: none"> • ED/WFP management 	<ul style="list-style-type: none"> • Email 	EM	DE		November 2023
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	March 2024	April 2024
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	March 2024	April 2024
Dissemination	Report communication	<ul style="list-style-type: none"> • Oversight and Policy Committee (OPC) • Division Directors, country offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> • Email 	EM	DE	October 2023	November 2023
Dissemination	Newsflash	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email 	CM	EM	May 2024	June 2024
Dissemination	Brief	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward, Rwanda Evaluation Society) 	EM	CM	May 2024	June 2024

Dissemination	Presentations, piggybacking on relevant meetings	<ul style="list-style-type: none"> • WFP technical staff/programmers /practitioners • WFP country/regional office/local stakeholders • WFP staff • UNCT 	Presentation	EM	Presenting to UNCT with agencies that also had done evaluations in 2022	October 2023	November 2023
Dissemination	Info sessions/brown bags	<ul style="list-style-type: none"> • WFP evaluation 	Presentation	EM			November 2023 onwards
Dissemination	Targeted 1-page briefs	<ul style="list-style-type: none"> • WFP Technical staff/programmers /practitioners • WFP governance/management • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Presentations • Email • WFP webpages 	EM/CM		November 2023	December 2023
Dissemination	Lessons learned feature	<ul style="list-style-type: none"> • WFP evaluation function 	<ul style="list-style-type: none"> • E-mail and in meetings 	EM			June 2024 onwards
Dissemination	Infographics & data visualisation	<ul style="list-style-type: none"> • Donors/countries • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	CM	EM	May 2024	June 2024
Dissemination	Social media Twitter campaign	<ul style="list-style-type: none"> • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Social media (Twitter) 	CM	CAM	May 2024	June 2024
Dissemination	Video presentation	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	EM/CM		May 2024	June – December 2024

		<ul style="list-style-type: none"> • CAM/media • General public 	<ul style="list-style-type: none"> • Newsletter • Presentation 				
Dissemination	Blog	<ul style="list-style-type: none"> • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) • Newsletter 	EM	CM	May 2024	June-December 2024
Dissemination	Press release/news story for regional/country office	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • Donors/countries • General public • CAM/media 	<ul style="list-style-type: none"> • Web and social media channels (WFP.org, WFPgo, Twitter) • Local media channels 	CM	CAM/CO	April 2023 July 2023 and May 2023	April 2023 August 2023 and June 2024
Dissemination	Poster/public announcement/cartoon/radio/drama/video – in relevant local languages	<ul style="list-style-type: none"> • Affected populations • WFP country/regional office/local stakeholders • Donors/countries • General public • CAM/media 	<ul style="list-style-type: none"> • Web and social media channels (WFP.org, WFPgo, Twitter) • Local media channels 	EM/CM	CO	October 2023	November 2023
Follow up	1 year later video/feature	<ul style="list-style-type: none"> • Affected populations • WFP country/regional office/local stakeholders • Donors/countries • WFP technical staff/programmers /practitioners • General public • CAM/media 	<ul style="list-style-type: none"> • Web and social media channels (WFP.org, WFPgo, Twitter) • Local media channels • EvalForward 	EM/CM		Dec 2024	Jan 2025

Follow up	Review of MR	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP management 	<ul style="list-style-type: none"> • Internal channels 	CPPM	EM/CM		Nov 2023- Nov 2025
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Annex 10: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?					
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?					
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?					
1.3 To what extent is the CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
1.4 To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?					
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes and the UNSDCF in the country?					
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?					
2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?					
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.4 To what extent were alternative, more cost-effective measures considered?					
Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?					
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?					
4.3 How did the partnerships and collaborations with other actors influence performance and results?					
4.4 To what extent did the CO have appropriate Human Resources capacity to deliver on the CSP?					
4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?					

Annex 11: Approved WFP Country Strategic Plan Rwanda

The approved Country Strategic Plan of WFP's operations in Rwanda can be accessed [here](#) in www.wfp.org or by pasting-in (in browser) the following URL address:

https://docs.wfp.org/api/documents/53e2deb348c64401aeebda0cd5525df4/download/?_ga=2.77984660.1830730553.1661268077-574916939.1606144729

Annex 12: Terms of Reference for the Country Strategic Plan Evaluation's Internal Reference Group (IRG)

1. Background

The internal reference group (IRG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

2. Purpose and guiding principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

3. Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRG's main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Suggest key references and data sources in their area of expertise
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; and c) recommendations
- Participate in national stakeholder workshops to validate findings and discuss recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux.

The table below provides an overview of the proposed IRG composition for Rwanda CSPE, with RB and HQ members still to be confirmed in a later stage.

Country office	Regional bureau
<p>Core Members:</p> <ul style="list-style-type: none"> • Ahmareen KARIM, Deputy Country Director • Inka HIMANEN, Head of Programme • Veronica RAMMALA, Head of VAM and M&E (CSPE CO Focal Point) <p>Other members:</p> <ul style="list-style-type: none"> • Alfred TWAHIRWA, Strategic Outcome 1 Manager (Refugee Operations) • Tiina HONKANEN, Strategic Outcome 2 Manager (Resilience and Social Protection) • Damien NSENGIYUMVA, Nutrition Officer (Strategic Outcome 3 OIC (Nutrition)) • Ammar KAWASH, Strategic Outcome 4 Manager (Small-holder farmers) • Bosco MUYINDA, Head of Kirehe Field Office • Alain KABORE, Head of Supply Chain • Nadine UMUHIRE, Head of TEC • Edouard MASHYARINGA, Head of Budget & Programming • Abdirisak IBRAHIM, Head of Admin and Finance • Sarah COLBOURNE, Head of EPC • Sophie MACHIO, Head of HR • Colette NYINAWUMUNTU, Gender & Protection Officer 	<p>Core Members:</p> <ul style="list-style-type: none"> • Sibi Lawson-Marriot (Head of Food Systems/Climate Change/Gender/Resilience) • Susanna Sandstrom (Head of Social Protection and CBT) • Mutinta Hambayi (head of nutrition, school feeding and HIV) <p><i>Keep in copy: Regional Evaluation Officer and Deputy Regional Director</i></p>

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Annex 14: Acronyms

ACR	Annual Country Report
AAP	Accountability to Affected Population
BR	Budget Revision
CBT	Cash-based transfers
CO	Country Office
CSP	Country Strategic Plan
CSPE	Country Strategic Evaluation
CFSVA	Comprehensive Food Security Vulnerability Assessment
DHS	Demographic and Health Survey
DRC	Democratic Republic of the Congo
EAC	East African Community
EDPRS	Economic Development and Poverty Reduction Strategies
EMOP	Emergency Operation
EVD	Ebola Virus Disease
FAO	Food and Agriculture Organization
GEWE	Gender Equality and Women's Empowerment
GII	Gender Inequality Index
GDP	Gross Domestic Product
GNI	Gross National Income
GoR	Government of Rwanda
IRG	Internal Reference Group
LARS	Learning Achievement in Rwandan Schools
MT	Metric Tons
n.a.	not applicable
NBP	Needs Based Plan
NISR	National Institution of Statistics of Rwanda

NST	National Strategies for Transformation
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
PRRO	Protracted Relief and Recovery Operation
RWF	Rwandan Franc
SDG	Sustainable Development Goal
SO	Strategic Outcome
TOR	Terms of Reference
UN	United Nations
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees
UNSDCF	United Nations Strategic Development Cooperation Framework
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
USD	United States Dollar

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