



WFP EVALUATION

Evaluation of Rwanda WFP Country Strategic Plan 2019-2023

Centralized evaluation report – volume 2 Annexes
OEV/2022/016

September 2024



WFP
World Food
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Annex 1 Summary Terms of Reference¹

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's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders.

Subject and focus of the evaluation

Subject, focus and scope of the evaluation

WFP has been present in Rwanda since 1975. Its Country Strategic Plan (CSP) (2019-2024), subject of the evaluation, is being implemented with the purpose of achieving 5 Strategic Outcomes.

Under *Strategic Outcome 1*, WFP sustains its role in crisis response, which entails the continuation of direct assistance activities for refugees; as well as food or cash transfers for crisis-affected Rwandese populations. Under its *Strategic Outcome 2*, the CSP envisages an increasing focus on disaster mitigation and response; a gradual hand-over of school meal to national institutions; and supports through asset creation programmes.

The other strategic outcomes of the CSP reflect a shift in terms of WFP's focus on the provision of direct assistance to the delivery of capacity strengthening activities. As such, nutrition-related capacity strengthening has been planned for under Strategic Outcome 3; and activities to achieve increased marketable surplus and access to agricultural markets for vulnerable smallholder farmers are intended to contribute to Strategic Outcome 4.

Furthermore, Strategic Outcome 5 comprises the provision of supply chain services and expertise to the Government of Rwanda and the humanitarian community at large. Finally, the CSP lays out the adoption by WFP and partners of an integrated, nutrition-sensitive and gender transformative approach in all interventions.

The evaluation will cover the CSP from its start in January 2019 up to the tentative end of data collection towards end May 2023, factoring in three approved BR. WFP has planned to assist 690,627 direct beneficiaries under the CSP. The CSP by early August 2022 had received a total of USD 134,514,957, equalling 48 percent of the revised total budget of USD 278,285,038.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment, and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, sustainability as well as connectedness, and coverage.

Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

¹ This is a summary of the full Evaluation of Rwanda WFP Country Strategic Plan 2019-2024 Terms of reference, as provided by WFP OEV.

The evaluation report will be presented at WFP's Annual Executive Board session in June 2024.

Key evaluation questions

The evaluation will address the following four key questions:

QUESTION 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable? The evaluation will assess the extent to which the CSP was informed by existing evidence on hunger challenges, food security and nutrition issues to ensure its relevance at design stage; the extent to which the CSP is aligned to national policies and plans as well as the SDGs; and the extent to which the CSP is coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country. It will further assess the extent to which the CSP design is internally coherent and based on a clear theory of change and the extent to which WFP's strategic positioning has remained relevant throughout the implementation of the CSP considering the changing context, national capacities and needs.

QUESTION 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes and the UNSDCF in Rwanda? The evaluation will assess the extent to which WFP activities and outputs contributed to the expected outcomes of the CSP and to the UNSDCF and whether there were any positive or negative unintended outcomes. This will further include assessing the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other considerations). It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

QUESTION 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes? The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

QUESTION 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP? The evaluation will assess the extent to which the CSP led to: the mobilization of adequate, timely, predictable and flexible resources; to monitoring and reporting systems that are useful to track and demonstrate progress and inform management decisions; to the development of appropriate partnerships and collaboration with other actors; and how these factors affect results. Finally, the evaluation will assess whether the CO had appropriate Human Resources capacity to deliver the CSP and will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

Methodology and ethical considerations

The unit of analysis is the Country Strategic Plan, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from January 1st, 2019 until May 26th, 2023 to assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place. The evaluation's data collection phase, tentatively planned for 9-26 May 2023, will be preceded by an inception phase. A final evaluation report is scheduled to become available in September of the same year.

The evaluation will adopt a mixed methods approach using a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. 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 in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Rwanda CSPE (i.e. food systems, social protection, refugee programming, home grown school feeding, nutrition, gender and climate change).

OEV EVALUATION MANAGER: The evaluation will be managed by Jacqueline Flentge in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Michele Gerli, research analyst, will provide support to the evaluation team with collection and compilation of relevant WFP data and documentation not available in the public domain. Second level quality assurance will be provided by Aurelie Larmoyer, senior evaluation officer.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products. The Director of Evaluation will approve the final versions of all evaluation products.

STAKEHOLDERS: WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, cooperating partners and other UN agencies will be consulted during the evaluation process.

Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in June 2023 to inform the new CSP design process. A country stakeholder workshop will be held in September 2023, to promote ownership of the findings and preliminary recommendations by country stakeholders.

Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

Timing and key milestones

Inception Phase: February – April 2023

Data collection: 9-26 May 2023

Reports: June-September 2023

Stakeholder Workshop: September 2023

Executive Board: June 2024

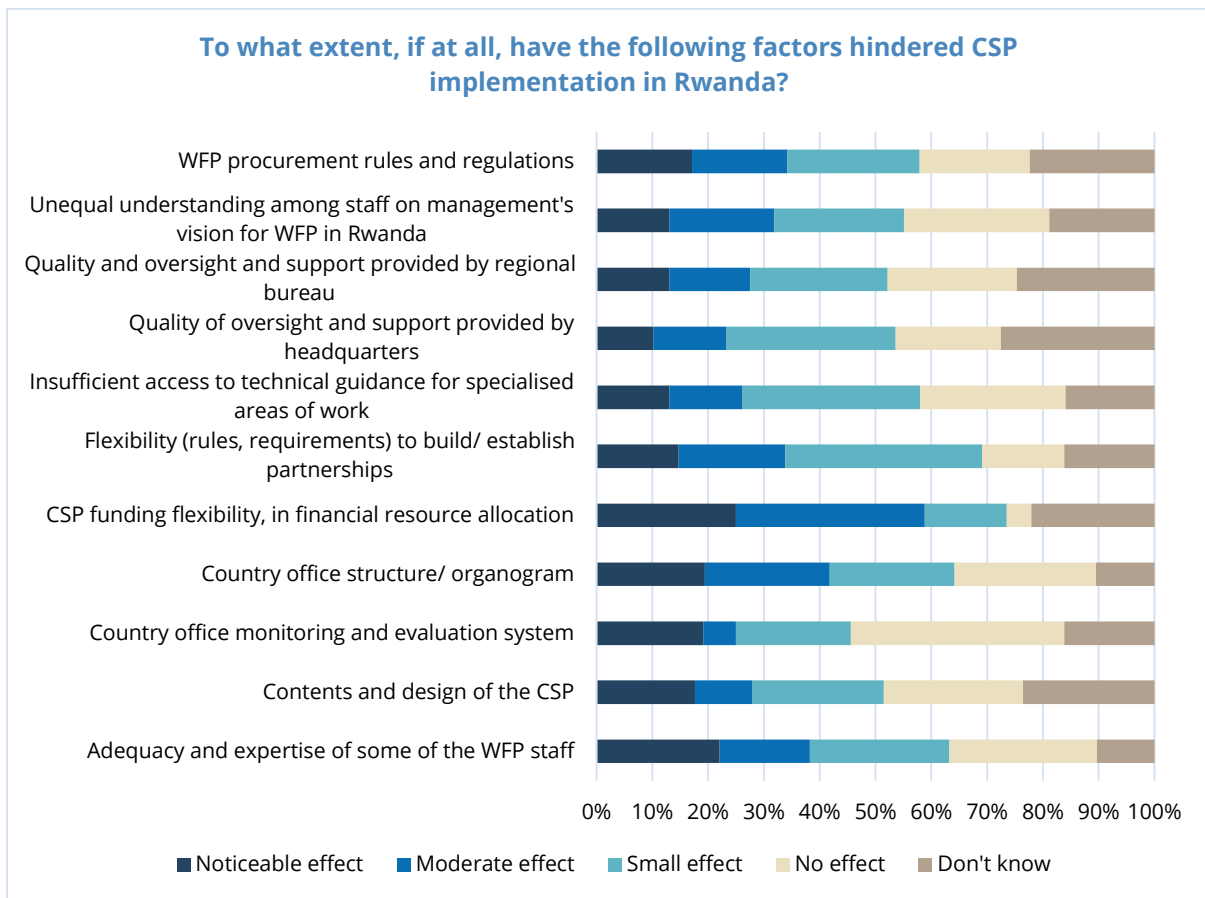
Annex 2 E-survey and mVAM data analysis

1. The purpose of the e-survey was to obtain internal and external stakeholders' perspectives on important areas of the evaluation. Survey questions were tailored to obtain the views from:
 - internal stakeholders (internal to WFP within Rwanda); and
 - WFP cooperating partners including government counterparts.
2. The survey included a set of core questions that were identical for all respondents, as well as a short selection of questions specific to each stakeholder group. The survey was launched in two phases. Phase one, for internal staff, was issued on 17 April 2023, and phase two, for government and other partners, was issued on 27 April 2023, to allow for preliminary answers prior to data collection in the field.

Internal stakeholders

3. There were 175 individuals working for Rwanda country office (RWCO) at the time of the survey (43 percent women, 57 percent men); surveys were emailed to 120 of these staff. A total of 71 responses were received by 27 April 2023, representing the views of 41 percent of staff or a 59 percent response rate. These responses were from: 54 percent women, 46 percent men, 65 percent based in Kigali, and 35 percent field-based.
4. When asked whether WFP had been able to adapt and respond to changes in the external context in Rwanda, half the replies considered that WFP had successfully adapted to changes in external circumstances, the other half thought that WFP had tried to adapt to external circumstances with some success but has also faced challenges. Those who thought that there were challenges to adaptation mostly worked in humanitarian aid, food security, or school feeding sectors.
5. Funding and resource mobilization was the most cited reason for barriers to adaptation. Several others felt that more work was needed in advocacy with government counterparts at the policy level.
6. When asked what internal factors that have hindered CSP implementation in Rwanda, staff felt that each of the options presented had hindered progress to a greater or lesser extent. Figure 1 below shows the relative importance respondents gave to each option. The two biggest factors were considered to be "CSP funding flexibility, in financial resource allocation" and "Flexibility (rules, requirements) to build/establish partnerships". A total of 74 percent and 69 percent of responses, respectively, considered these two factors to have had a negative impact on implementing the CSP.

Figure 1: Factors hindering CSP implementation



Source: Internal stakeholder e-survey, April 2023 (n=71).

7. In order for WFP to improve its implementation of the CSP in the future in Rwanda, open responses tended to fall into two categories: internal and external.

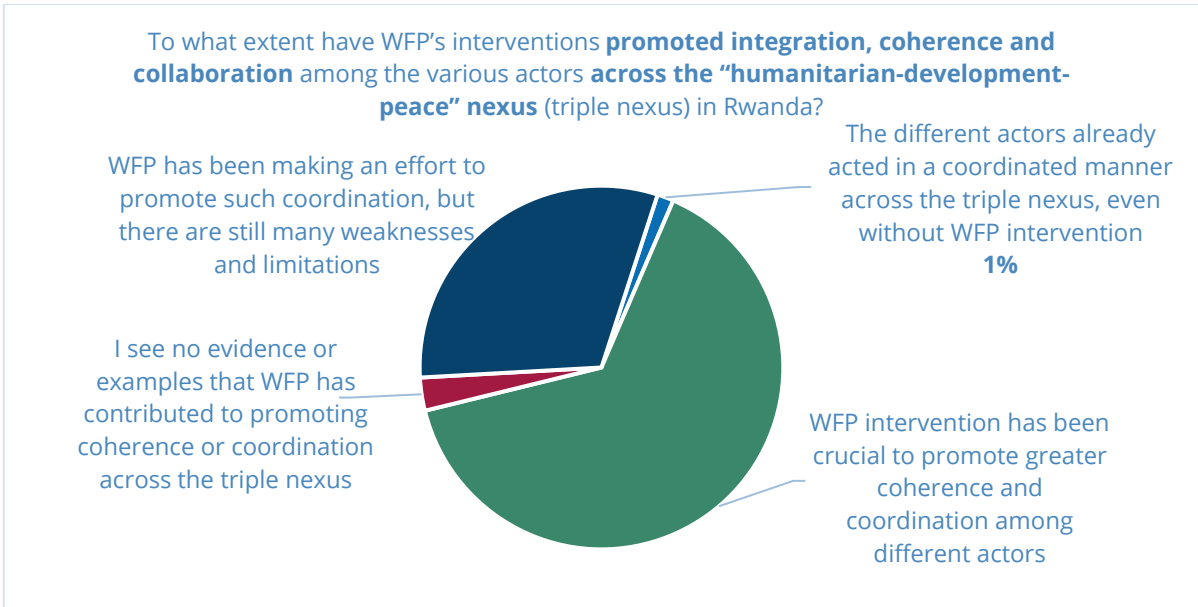
8. Externally staff considered that WFP should have a greater focus on resource mobilization, with a particular emphasis on flexible funding. Internally staff noted that a more balanced staffing structure was needed in terms of skills and experience; there should be more internal consultation in the CSP design; and greater investment made into training and development of existing staff to meet the needs of the CSP.

9. There was a specific question on how well WFP has aligned with the principle of 'UN as One'. The responses here were almost all positive, with the following themes identified:

- coordination with other United Nations agencies was highlighted as a strength, though some questioned whether the United Nations was then adequately aligned with the needs of the government;
- the joint programmes were noted as a success story;
- it was noted that United Nations coordination within Kigali was better than outside the capital, and some felt that the Rwanda country office could take a stronger lead in coordination; and
- several people commented that WFP often takes a leadership role in United Nations coordination and in joint programmes.

10. Regarding the extent to which WFP has promoted integration, coherence and collaboration among the various actors across the "humanitarian-development-peace" (HDP) nexus (triple nexus) in Rwanda, Figure 2 shows that 94 percent of respondents considered WFP to be actively working in this arena, and of these, 68 percent felt that WFP input had been crucial to the progress made. These positive responses came from staff across all sectors.

Figure 2 Promoting the humanitarian-development-peace nexus

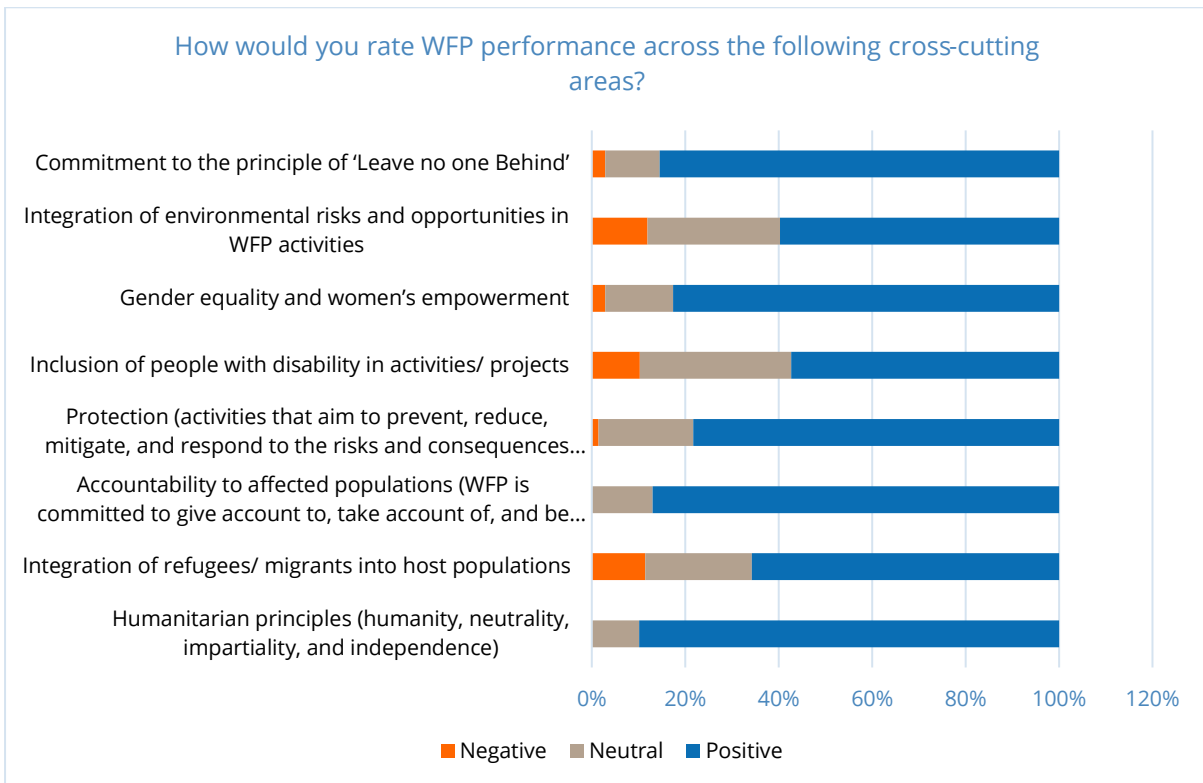


Source: Internal stakeholder e-survey, April 2023 (n=71).

11. In terms of improving WFP contribution to the humanitarian-development-peace nexus, common themes included focusing on the comparative advantage of WFP, and reinforcing partnerships with the government and other actors.

12. A question on WFP performance across the cross-cutting areas set out in Figure 3, elicited overwhelmingly positive responses. Figure 3 below shows how staff considered WFP performance in the various cross-cutting themes.

Figure 3 Cross-cutting themes



Source: Internal stakeholder e-survey, April 2023 (n=71).

13. Negative responses cover 'very poor', 'poor' and 'below average'. 'Average' or 'I don't know' were considered neutral responses. Answers of 'above average' and 'excellent' are recorded here as positive.

14. A total of 87 percent of staff considered WFP work on "accountability to affected populations (WFP is committed to give account of, to take account of, and be held to account by the people it assists)" was either above average or excellent. There were no negative responses. In total, 83 percent felt that the work on "gender equality and women's empowerment" was also above average or excellent while 90 percent reacted positively to WFP commitment to "humanitarian principles (humanity, neutrality, impartiality, and independence)".

15. In total 91 percent of the staff considered WFP to be aware of the context and emerging needs or opportunities in Rwanda over the next five years, with 81 percent believing that WFP is ready to respond. Emerging needs were identified as:

- greater influx of refugees from the Democratic Republic of the Congo (DRC);
- climate change;
- food price rises and food insecurity;
- focus on a greater transition to country capacity strengthening (CCS);
- a need for livelihood interventions; and
- the right calibre and skills of staff needed for government capacity building.

External stakeholders

16. There were significantly fewer responses to the survey from external stakeholders despite a 3.5 week response window and various reminders including personalized emails to partners. In total, 12 of 25 completed the survey, giving a response rate of 48 percent (50 percent women, 50 percent men). Of these responses, 33 percent were from a non-governmental organization (NGO) or development partner, 58 percent from national government and 8 percent from the United Nations.

17. Findings from such a low number of responses should be read with caution.

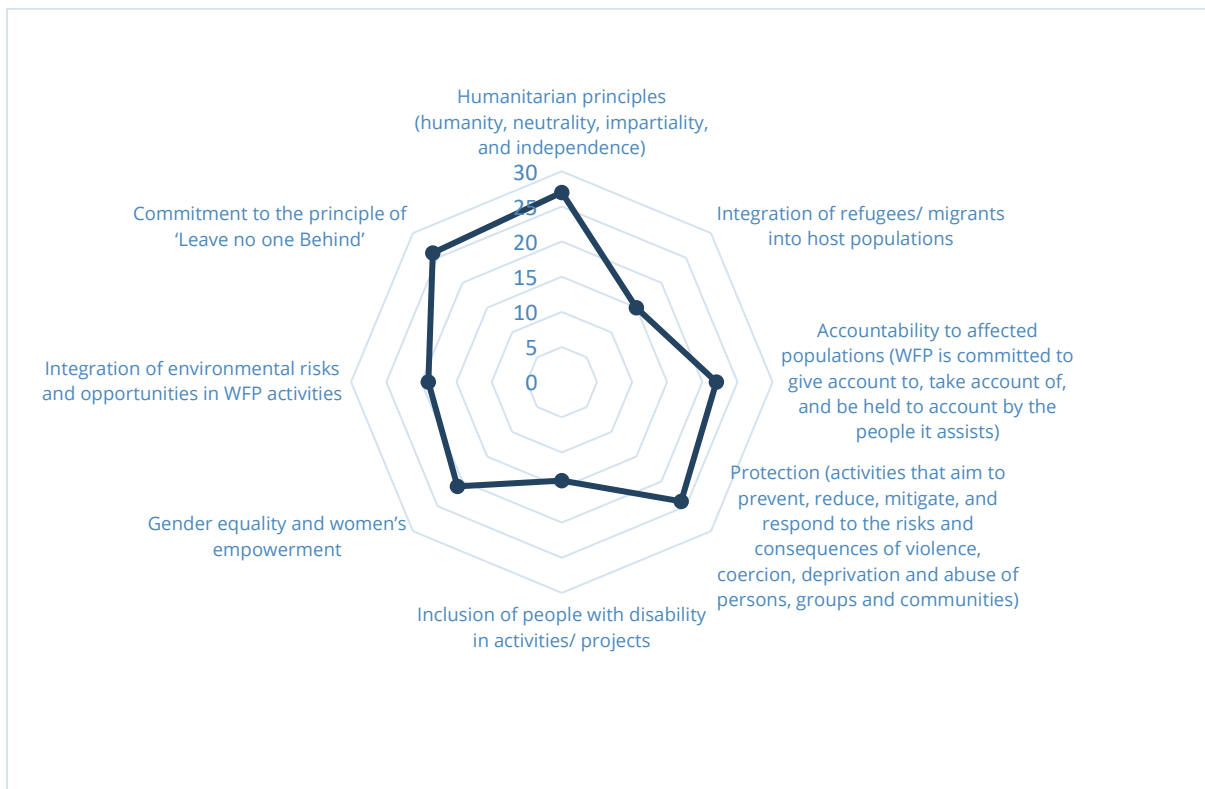
18. The following findings can be read from the survey:

- of those familiar with it, 88 percent claimed the training provided by WFP had a significant impact on their job and/or they applied the knowledge gained daily;
- to increase the impact of training, most responses centred around expansion including rolling out more training of trainers (ToT), sharing the training resources and scaling-up present activities;
- A total of 75 percent of respondents considered WFP to have had a significant impact on improving systems in Rwanda through their support;
- to increase the significance of their support to systems improvement WFP should continue to engage with all stakeholders and continue to align their efforts with the government;
- with regard to the extent that WFP interventions promoted integration, coherence and collaboration among the various actors across the triple nexus in Rwanda, 33 percent acknowledged the effort but many weaknesses and limitations remain, and 67 percent consider the work of WFP in this area to be crucial;
- suggestions to improve the WFP humanitarian-development-peace positioning included leveraging regional presence and coordination with relevant actors.

19. By applying a weighting to the responses to the question about the strength of WFP in various cross-cutting areas, the evaluation team identified the perception of relative strengths and weaknesses in these areas.² Figure 4 shows particular strength in protection, humanitarian principles, and the principle of 'leave no one behind'. WFP is perceived to be weaker in the inclusion of people with disabilities and the integration of refugees into host populations.

² Very poor multiplied by -4, poor -3, below average -2, average 1, above average 2, excellent 3. 'Don't know' responses are not included here.

Figure 4 Perception of relative strengths and weaknesses of cross-cutting themes

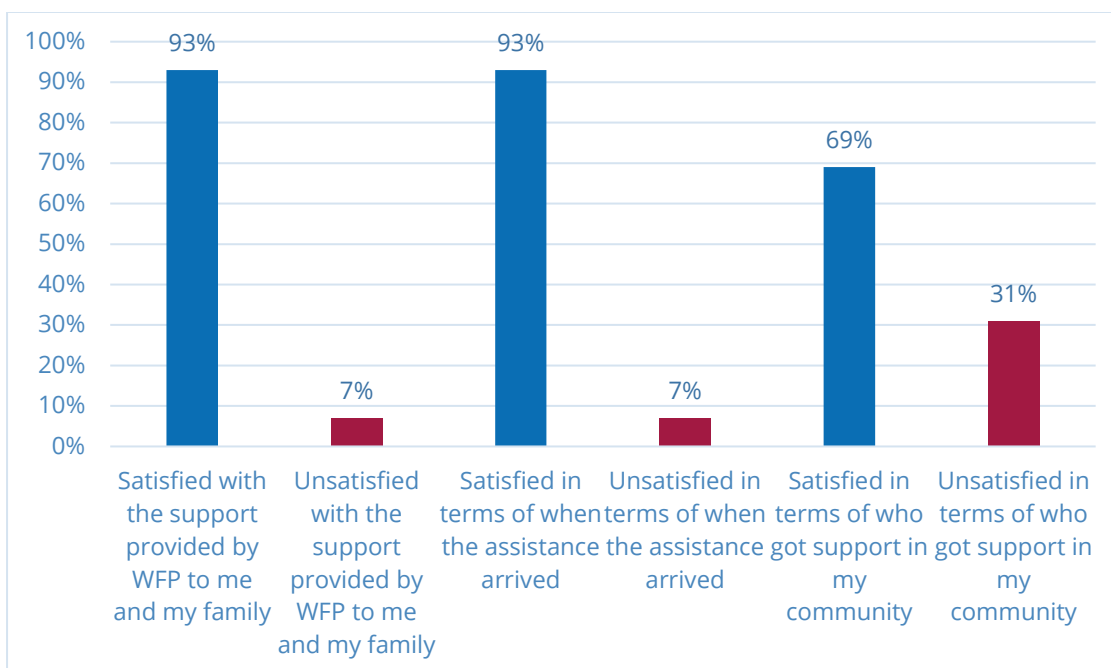


Source: Partner stakeholder e-survey, April-May 2023 (n=12).

mVAM survey: SO1 and SO4 beneficiaries

20. The mobile vulnerability analysis and mapping (mVAM) remote mobile data collection was conducted by enumerators trained by the country office between 26 April and 3 May 2023. A total of 870 people were surveyed using the WFP mVAM survey system. There were different questions for participants of SO1 and SO4.

Figure 5 SO1 satisfaction scores from mVAM survey



Source: mVAM survey April-May 2023 (n=417).

21. It was not possible to provide analysis of SO1 beneficiaries per camp as insufficient data were received for camps outside Mahama. The responses were therefore analysed collectively. In total 417 responses were recorded of which 67 percent were from women and 33 percent from men.

22. In total 93 percent of people surveyed were satisfied with WFP support and the timeliness of support while 31 percent were dissatisfied with who received support in the camp, which ties in with evidence collected from other sources – see Figure 5.

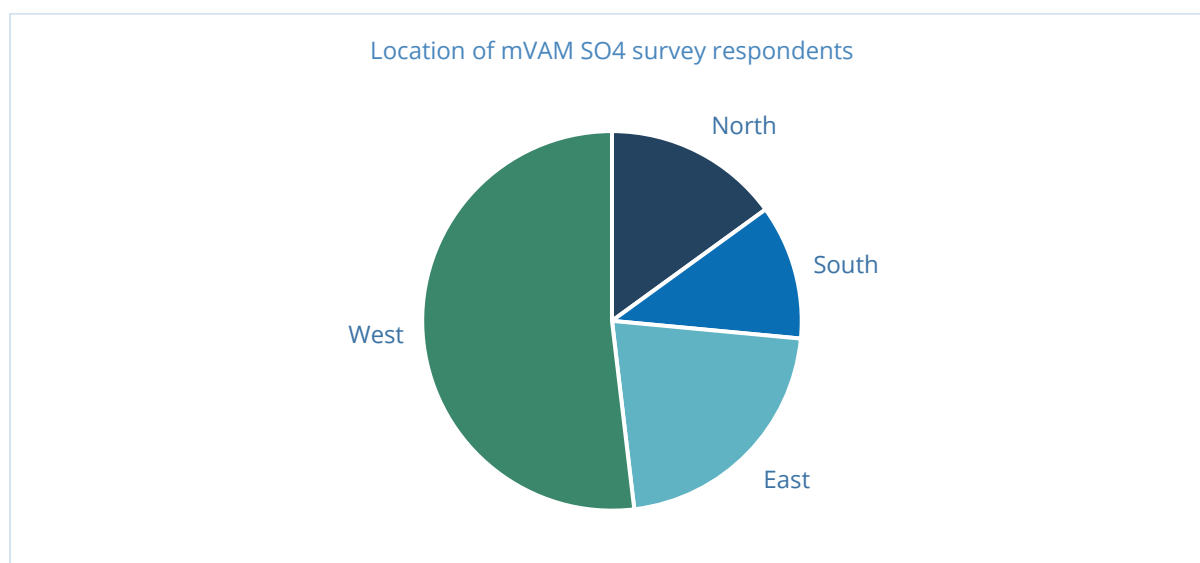
23. A total of 11 percent reported issues that needed solving, of these (more than one answer was possible):

- 49 percent related to a delay in entitlement;
- 29 percent had issues with unlinked cards; and
- 40 percent said they received an insufficient amount.

24. In total 38 percent of all issues were resolved by WFP, and these related to entitlement delay and/or unlinked cards.

25. The SO4 survey recorded 453 responses. Women represented 39 percent, 61 percent were from men, and 6 percent were from people who identified as having a disability.³ Four provinces were covered with over half coming from the Western Province, which could not be accessed for in-person data collection due to flooding, see Figure 6.

Figure 6 Location of mVAM survey respondents



Source: mVAM survey April-May 2023 (n=453).

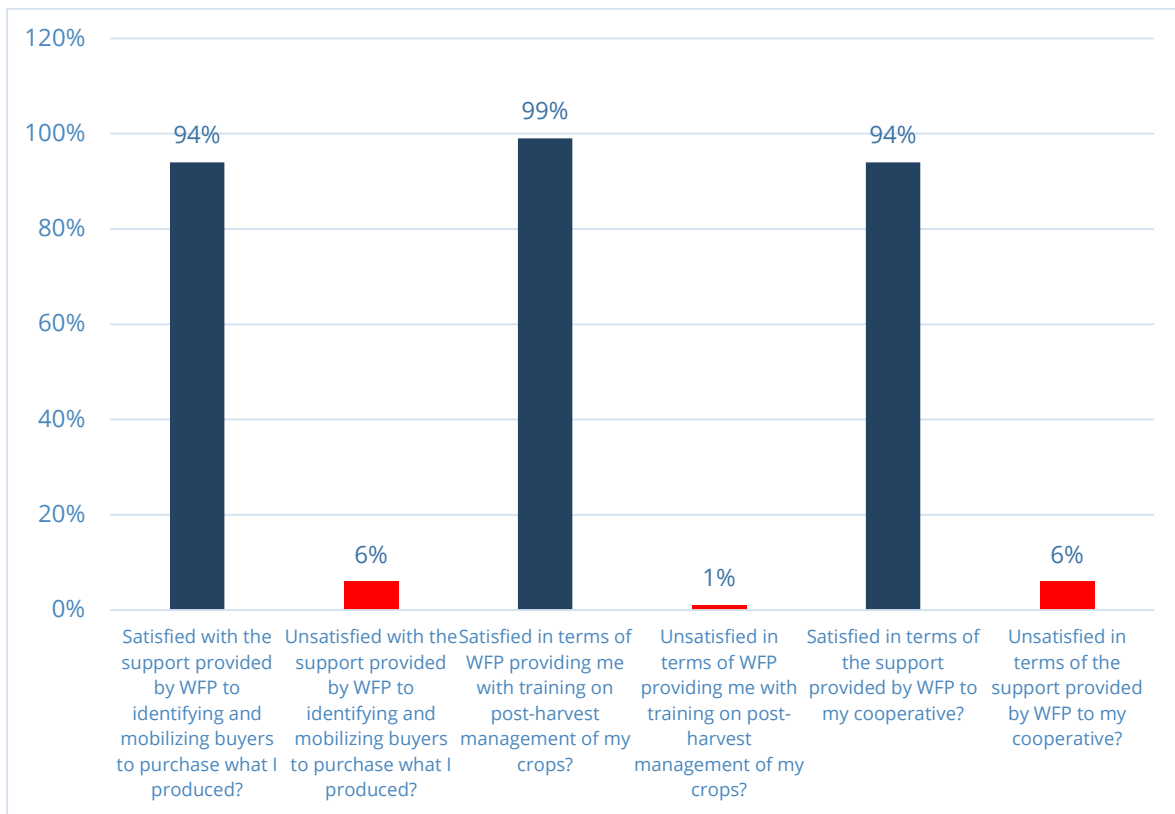
26. In total 94 to 99 percent of respondents were satisfied with various aspects of support provided by WFP including mobilizing buyers, training and cooperative support, see Figure 7.

27. A total of 15 percent of respondents were dissatisfied with support provided to women smallholders and 56 percent of people who were dissatisfied were men, see Figure 8.

28. Very few problems were identified (4 percent of respondents), the most common (84 percent) being the delay of preventative health and health services equipment. In total, 3 of the 19 issues were resolved, all of which related to the delay of preventative health and health services equipment. This issue came up in all provinces.

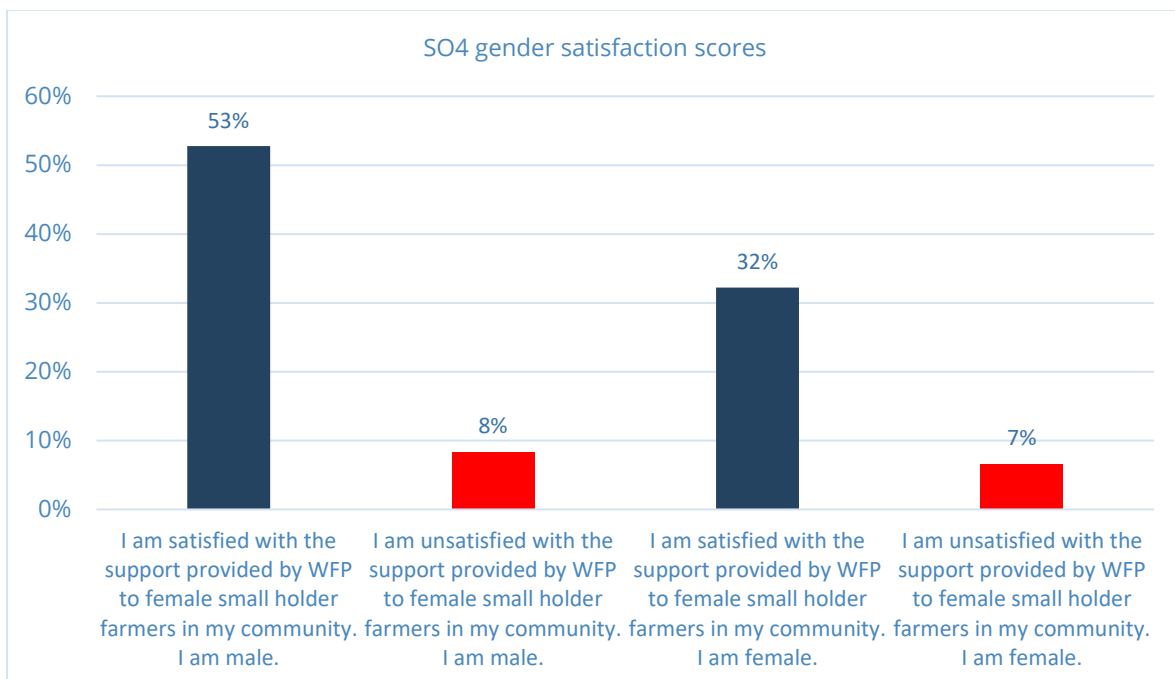
³ For reference, the National Institute of Statistics of Rwanda records 3.3 percent of the population living with a disability, and 2.4 percent amongst refugees (ohchr.org, 2019).

Figure 7 mVAM SO4 satisfaction scores



Source: mVAM survey April-May 2023 (n=453).

Figure 8 mVAM SO4 gender satisfaction scores



Source: mVAM survey April-May 2023 (n=453).

Annex 3 Evaluation timeline

Table 1 Detailed evaluation timeline

Phase 2 - Inception			
Team preparation, literature review prior to headquarters (HQ) briefing	Team	27–31 January 2023	
HQ & Nairobi regional bureau (RBN) inception briefing	EM & team	1–3 February 2023	
Inception briefings	EM + team leader (TL)	6–10 February 2023	
Submit draft inception report (IR)	TL	13 March 2023	
Office of Evaluation (OEV) quality assurance and feedback	EM	13–19 March 2023	
Submit revised IR	TL	23 March 2023	
IR review	EM	24 March 2023	
Submit revised IR	TL	27 March 2023	
IR clearance to share with country office (CO)	Director of Evaluation (DoE)/ Depute DoE	6 April 2023	
Submit revised IR	TL	11 April 2023	
Evaluation manager (EM) circulates draft IR to CO for comments	EM	14 April 2023, comments by 21 April 2023	
Submit revised IR	TL	24 April 2023	
IR review and clearance	EM	24–28 April 2023	
Seek final approval by quality assurance (QA)2	DoE/DDoE	28 April 2023	
EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet	EM	2 May 2023	
Phase 3 – Data collection, including fieldwork			
E-survey administration	Team	From 28 April 2023	
In country/remote data collection	Team	2 May–19 May 2023	
Exit debrief (ppt)	TL	19 May 2023	
Preliminary findings virtual debrief	Team	6 June 2023	
Phase 4 - Reporting			
Submit high quality draft ER to OEV (after the company's quality check)	TL	7 July 2023	
Draft 0	OEV quality feedback sent to TL	EM	13 July 2023
	Submit revised draft ER to OEV	TL	24 July 2023
Draft 1	OEV quality check	EM	26 July 2023
	Seek clearance prior to circulating the ER to Internal Reference Group (IRG)	DoE/DDoE	4 August 2023
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	7 – 25 August 2023
	Stakeholder workshop (in country)		4 and 5 September 2023
	Consolidate WFP comments and share with team	EM	Comments by 5 September 2023

Draft 2.2	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	11 September 2023
	Review D2	EM	13 September 2023
	Submit final draft ER to OEV	TL	18 September 2023
	Draft summary evaluation report	EM	11 October
	Seek summary evaluation report (SER) validation by TL	EM	18 October 2023
	Seek DoE/DDoE clearance to send SER	DoE/DDoE	25 October 2023
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DoE/DDoE	3 November 2023

Phase 5 - Executive Board (EB) and follow-up

Submit SER/recommendations to Corporate Planning and Performance Division (CPP) for management response + SER to EB Secretariat for editing and translation	EM	5 January 2024
Tail end actions, OEV websites posting, EB round table etc.	EM	May 2024
Presentation and discussion of SER at EB Round Table	DoE/DDoE & EM	May 2024
Presentation of summary evaluation report to the EB	DoE/DDoE	June 2024
Presentation of management response to the EB	D/CPP	June 2024

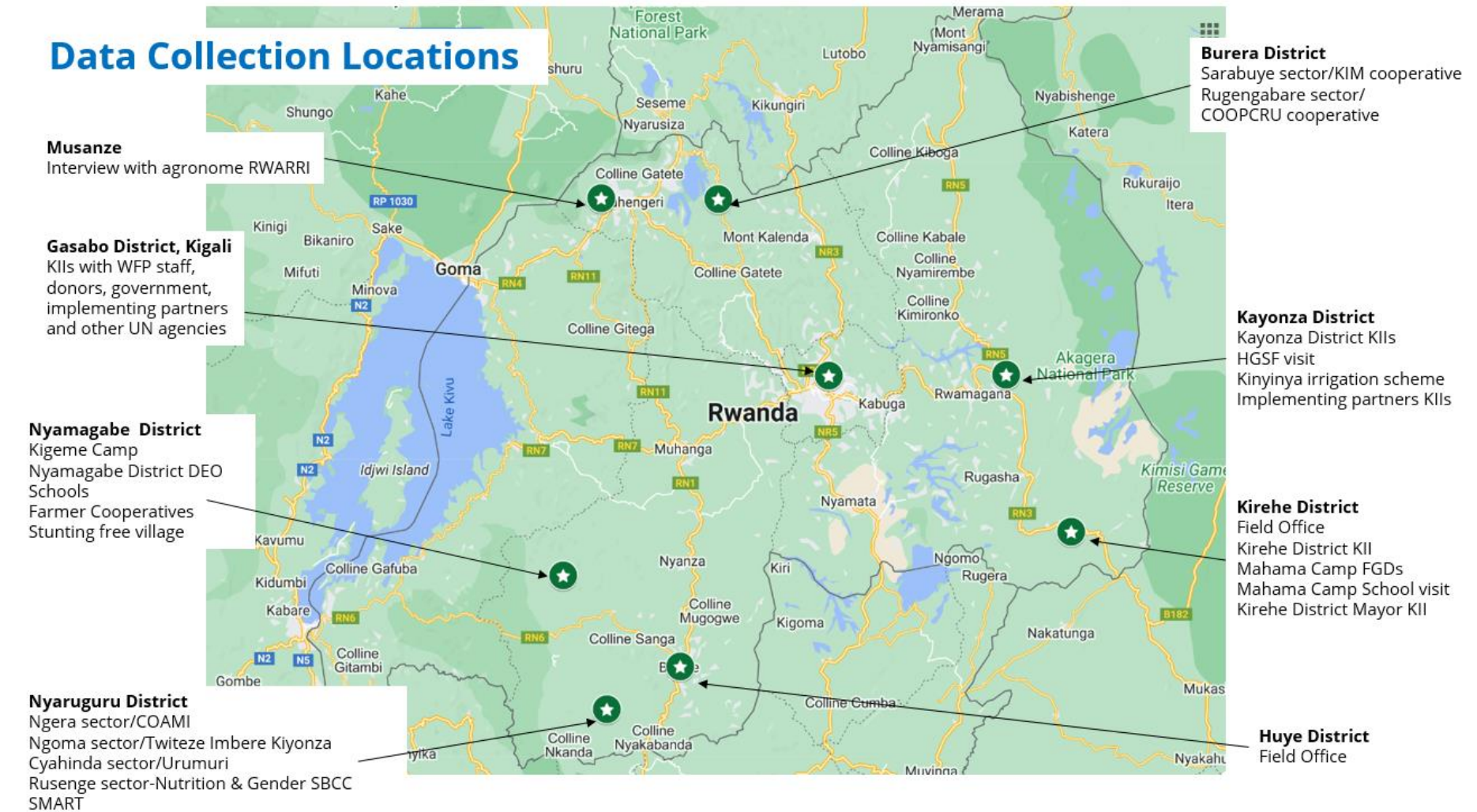
Annex 4 Fieldwork agenda

29. The data collection was conducted in-person from 2 to 19 May 2023 and involved five consultants. This was followed by a period of two weeks of remote interviews before the remote preliminary findings workshop on 6 June 2023. The calendar below shows the location of the interviews and site visits on various days, and the map also below indicates the type of activities and stakeholders that were consulted in each of the locations.

Table 2 Fieldwork timeline

	May														June																							
	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	
WFP internal interviews, Kigali		■													■	■	■	■	■																			
Kirhere, interview and site visits			■	■	■																																	
Huye, interview and site visits							■	■	■																													
Burera, interview and site visits								■	■																													
Other stakeholder interviews, Kigali											■	■			■	■	■	■																				
Remote interviews																					■	■	■	■	■			■	■	■	■	■						
Validation meetings											■	■						■																				
Preliminary findings presentation																																						■

Figure 9 Data collection location map



Source: Evaluation team.

Annex 5 Methodology

Methodological approach

30. The evaluation followed a **theory-based mixed methods approach** which combined quantitative and qualitative data collection. The methodology outlined below allowed the team to develop a strategic understanding of the CSP design (including how it drew on past experience) and its performance as reflected in the extent of achievement by WFP so far in implementation (including how WFP interacted with partners), as well as the prospects for further progress and for the future, particularly in view of formulating the new CSP.

31. The evaluation questions cover the relevance and continued relevance and alignment of the CSP; the results achieved in terms of contributions to the CSP's strategic outcomes (SOs); the efficiency with which WFP used resources in implementing the CSP; and the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP.

32. A number of tools guided the evaluation. The four evaluation questions from the terms of reference (ToR) were elaborated on in a **detailed evaluation matrix** that is presented in Annex 9. The full evaluation matrix has drawn on the information collected at the inception stage and the reading of the documentation to set out the specific lines of inquiry, indicators, sources of evidence, and data collection tools for each of the sub-questions. The evaluation matrix presents the four main evaluation questions (EQs) exactly as prescribed by the terms of reference. Minor changes were made to two evaluation sub-questions as follows:

- Evaluation sub-questions 1.3 and 1.4 from the terms of reference were merged into a single question focusing on internal and external coherence (new sub-EQ 1.3). The various detailed issues under those sub-questions have been converted into dimensions of analysis (that is, the theory of change (ToC), partnerships, comparative advantage etc.).
- A specific sub-question under EQ1 has been added focusing on the extent to which the country strategic plan addressed the needs of the most vulnerable people in the country to ensure that no one is left behind (New sub-question 1.4). This was added to ensure an explicit focus on the extent to which the needs of the most vulnerable were considered in the CSP design (that is, second part of EQ 1) and which was not in evidence in the initial list of questions but had been raised during the inception phase as an important issue for consideration.

33. No other changes were made to the evaluation sub-questions. Key strategic issues and areas that deserve particular interest and that were identified during inception have been reflected in the lines of inquiry shown in the evaluation matrix.

34. The evaluation adopts United Nations Evaluation Group (UNEG) and Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC) evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability, as well as connectedness and coverage.⁴ These were mapped against the evaluation sub-questions in Table 3 below. Additionally, the CSPE gave attention to assessing adherence to humanitarian principles; to protection, gender equality and women's empowerment (GEWE), persons with disabilities (PWD) inclusion and accountability to affected populations (AAP) issues – also mapped against the evaluation questions.

⁴ Available at [540455-revised-evaluation-criteria-dec-2019.pdf \(oecd.org\)](https://www.oecd.org/540455-revised-evaluation-criteria-dec-2019.pdf)

Table 3 Main evaluation questions and evaluation criteria

Evaluation question	Evaluation criteria
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?	Relevance , coherence
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?	Relevance
1.3 To what extent is the CSP internally and externally coherent?	Relevance, coherence
1.4 To what extent does the country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind?	Relevance, coherence, Coverage
1.5 To what extent has WFP 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?	Relevance
EQ 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes and the United Nations Strategic Development Cooperation Framework (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?	Effectiveness, coverage
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, ⁵ protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?	Effectiveness, coverage
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?	Prospective sustainability
2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?	Coherence, connectedness, sustainability
EQ 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?	Efficiency
3.2 To what extent do the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from CSP implementation?	Efficiency Coverage
3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?	Efficiency
3.4 To what extent were alternative, more cost-efficient measures considered?	Efficiency

⁵ WFP Rwanda's refugee programme and activities around it speak to one of the core humanitarian principles, "humanity". Therefore, this humanitarian principle will be the focus of the evaluation. It is not deemed feasible to assess the remaining principles through this evaluation.

EQ 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?	Effectiveness, efficiency
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?	Efficiency
4.3 How did partnerships and collaborations with other actors influence performance and results?	Connectedness, effectiveness coverage
4.4 To what extent did the country office have appropriate human resources capacity to deliver on the CSP?	Efficiency
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?	All criteria potentially covered

35. An explicit **theory of change** was drafted to enhance the evaluation team's understanding of the subject of the evaluation, and to ensure that underlying assumptions were clearly identified. The theory of change was validated by the country office prior to the inception report final approval. The evaluation team chose to construct the theory of change to reflect the CSP logic as designed at the start of the evaluation period, but reflecting also the major changes that took place as a result of the budget revisions (BRs) – in particular the addition of SO5. The theory of change drew from the CSP document and the CSP line of sight and was informed by interviews with persons who were involved in the early CSP design phase. This overarching theory of change does not go into detail for each activity but rather maps in a broad way the main components (activities to outputs, strategic outcomes and impact). It captures the interconnectedness between strategic outcomes and activities, where foreseen. The theory of change does not set out specific pathways nor use arrows due to the interconnected way in which the CSP and its components are expected to operate. An intermediate outcome level was included in the theory of change to make explicit how outputs are contributing to outcomes. A particular addition to the theory of change was a set of 'enablers' across the bottom of the theory of change, which reflect the factors that are assumed to make the different components of the theory of change work together to produce the anticipated outcomes and eventually impact. Some of the enablers have also been included in specific assumptions.⁶

36. The theory of change allowed the evaluation team to identify a set of 15 key **underlying assumptions**. In prioritizing the assumptions, the team has worked from the premise that it would be neither practical nor useful to try to test all the possible links and underlying assumptions. Instead, the inception interviews and review of documentation were used to identify those assumptions that are most critical and which from the perspective of the country office and external stakeholders it would be most useful to focus on. Assumptions were included in the lines of inquiry in the evaluation matrix to ensure they would receive attention during data collection. These assumptions were comprehensively tested during the evaluation exercise, and the extent of their validity reported upon in this report, based on the evidence collected.

37. **A case study approach was taken to two identified themes for further exploration**, namely WFP work in capacity strengthening and gender. The capacity strengthening case study used an organizational readiness lens. The approach for doing so was detailed in the inception report and the findings are presented in Annex 11 of this report. The approach to assessing WFPs work on gender was outlined in the inception report with findings and lessons learned presented in Annex 10 of this report. Both case studies drew on the range of evidence that the evaluation conducted.

38. **Approach to data collection.** The approach to data collection was informed by the following considerations:

⁶ The new WFP strategic plan (WFP. 2021. WFP Strategic Plan (2022–2025) WFP/EB.2/2021/4-A/1/Rev.2 12 November 2021) also includes enablers as an important component of the overall theory of change for the strategy.

- Phased approach to data collection and analysis. The evaluation drew on existing evaluations and data first and followed up with primary data collection to fill gaps. This inductive inquiry allowed secondary evidence to inform priorities and specific areas for pursuit during primary data collection. The survey of partners and WFP staff, together with an mVAM survey, prior to field data collection were also important in identifying themes for further perusal, although slippage took place and only preliminary results were available when the main field work started.
- **A participatory process** that ensures inclusion and enhances the formative dimensions of the evaluation. The evaluation favoured dialogue and learning so as to maximize its utility for the new CSP design. The two thematic case studies were a key element of this, as were the various moments of validation and feedback.
- **Validation and synthesis meetings with all strategic outcome teams following field work.** Following the field work, and while still in Rwanda, the team organized group meetings with each strategic outcome team to feedback impressions from the field and explore a number of issues with the teams for further understanding and preliminary validation.

39. **The selection of field sites** was guided by five main criteria: political and geographic diversity (that is selection of one or two districts per province and the city of Kigali); presence of a range of different WFP activities to see work across strategic outcomes and verify connections; inclusion of locations covered by previous evaluations to allow for qualitative comparison with previous findings; representation of districts with more and/or less successful experiences; and coverage of the full range of the WFP portfolio through the districts and locations selected. Communities and sites within districts were purposely selected with support from the WFP field office (FO) and the country office to reflect both remote and more urban communities, as well as areas where implementation has been easier and more challenging. Annex 6 shows the locations visited after changes were made following flooding and landslides in the Western Province.

Data collection methods

40. Table 4 explains the main data collection methods that were used.

Table 4 Main data collection methods

	Focus and purpose	Details
Document review	Informed a preliminary mapping of answers to evaluation sub-questions done ahead of the field work and enabled the identification of themes for further exploration during primary data collection. A phased approach was pursued with documentation review preceding primary data collection allowing for a focus on issues for which less evidence exists during field work and reduce the burden on key informants. This allowed for triangulation, validation and deeper inquiry.	Documentation review started during inception with further documents collected during the inception mission. All documents were stored in the e-library on Microsoft Teams. The team's research coordinator liaised with a WFP research analyst on new documents. For each SO an internal team matrix mapped preliminary answers to evaluation questions from the documentary evidence ahead of the field work.
Secondary quantitative data	Provided numeric evidence of CSP coverage (activities) and effects (outputs, outcomes). Covered: WFP data sources including CSP indicators), financial flows (grants and budget), pipeline, logistics operations, distribution reports, beneficiaries, CO human resources, complaints and feedback data, and CO key performance indicators (KPIs). National data sets including from vulnerability assessments.	Data analysis started at inception and continued during the data collection phase. A basic data set for each SO ahead of the field work ensured the team had access to quantitative data for the key areas of the portfolio ahead of data collection. Data was disaggregated and analysed by output and outcome, and gender (where possible).

	Focus and purpose	Details
Survey	<p>Obtained internal and external confidential stakeholders' perspectives on important areas of the evaluation. Allows the evaluation team (ET) to reach a larger number of respondents.</p> <p>Targeted three groups: internal stakeholders (WFP CO and FO staff); WFP cooperating partners including government counterparts; and mVAM beneficiaries (from SO1 and SO4).</p>	<p>A draft survey was prepared at inception, and was shared with the CO to ensure it was applicable to the work of the CO, and that the questions in the survey avoided reputational or culturally sensitive issues.</p> <p>The surveys were all designed for completion in less than 15 minutes. For the partner and WFP staff surveys, respondents had the option of spending more time on the survey and providing in-depth responses to open-ended questions. To enhance response rates the CO sent out a letter of introduction alerting participants to the survey. Follow up emails were also sent out, once the survey has been distributed, to encourage participants to take part.</p> <p>The internal stakeholder survey was launched on the 15 April to allow for preliminary answers prior to data collection in the field. The mVAM survey was conducted between 26 April and 3 May 2023. The external survey to WFP partners was launched on 27 April 2023, and submission of responses extended multiple times to enhance response rate.</p>
Group meetings and focus group discussions (FGD)	<p>Sought to collect additional in-depth insights from different groups of beneficiaries, as well as explanatory details.</p> <p>A priority means of generating deeper understanding of the reality of WFP interventions on the ground and to enhance the learning element of the evaluation.</p> <p>FGD used to collect primary data from: WFP technical teams; members of sector working groups at national level; cooperating partners at district level; government partners at district level; local structures and groups representing direct beneficiaries (cooperatives, SMC).</p> <p>Confirmatory meetings with SOs following the field work provided an opportunity for exchange on areas where evidence was particularly striking or additional understanding was needed.</p> <p>An exit debrief with the CO allowed for an update of field data collection and selected preliminary impressions.</p>	<p>FGD were guided by FGD guidelines.</p> <p>At direct beneficiary levels, groups were disaggregated by gender where possible. Participation of women and vulnerable groups, and the views of women leaders where these exist, were prioritized.</p> <p>Notes from FGD were systematically written up and added to the compendium of evidence.</p>
Key informant interviews (KII)	<p>Allowed for more in-depth data collection from individuals and covered HQ, regional, national, district and community/beneficiary level stakeholders.</p> <p>Started during inception and continued in the field phase and beyond with remote interviews.</p> <p>Coverage of men and women informants was pursued through careful selection of KII.</p> <p>Regional-level interviews were conducted remotely, including with</p>	<p>Priority interviewees were identified from the stakeholder mapping.</p> <p>Detailed checklist of questions for KIIs structured the interviews. Topics were carefully selected based on the findings from other evidence rather than all issues being covered in each KII.</p> <p>Interview notes were stored in the internal team database and compendium of interviews with high level messages searchable by theme.</p>

	Focus and purpose	Details
	individuals no longer in post to support institutional memory.	
Direct observation of project sites	Used for validation of information collected from informants during field work.	The evaluation team collected photographic evidence and took detailed notes where useful to supplement insights and for internal sharing among the team.

41. **Field data collection** took place over a period of three weeks with the full team in country for two weeks (five persons in total) and then a last week dedicated to finalizing interviews and validation which involved the team leader and two other consultants in country, with other team members joining remotely. A schedule for the field visits is presented in Annex 3.

42. Data collection in the field was structured so that the team travelled together to locations but split off in two sub-teams to cover different areas of the portfolio. This facilitated sharing of notes and findings as data was being collected and enhanced the quality of the data collection process allowing for additional issues to be identified and pursued as these arose. Translation was secured for both sub-teams.

43. Both teams visited the Eastern Province in week 1 focusing on Kirehe and Kayonza. In the second week, both teams visited Nyamagabe and Nyaruguru in the Western Province as the second team were unable to visit sites in the Western Province. A small team also visited Burera in the Northern Province towards the end of the second week. Work in camp settings, school feeding, farmer cooperatives, nutrition, food systems and capacity strengthening were seen in all locations. This combination offered the evaluation team the possibility of visiting a wide range of activities with different stakeholders and covering the main areas of the country. It also offered the opportunity to view some of the more established work from WFP, as well as more recent initiatives.

44. Country office and field office support to the organization of the field missions was critical including by providing advance support to communication with the key persons targeted and by the communication on requirements for the organization of the focus group discussion/group meetings. However, to ensure confidentiality and independence from WFP, WFP personnel were not present at interviews or group discussions.

Figure 10 Reconstructed theory of change

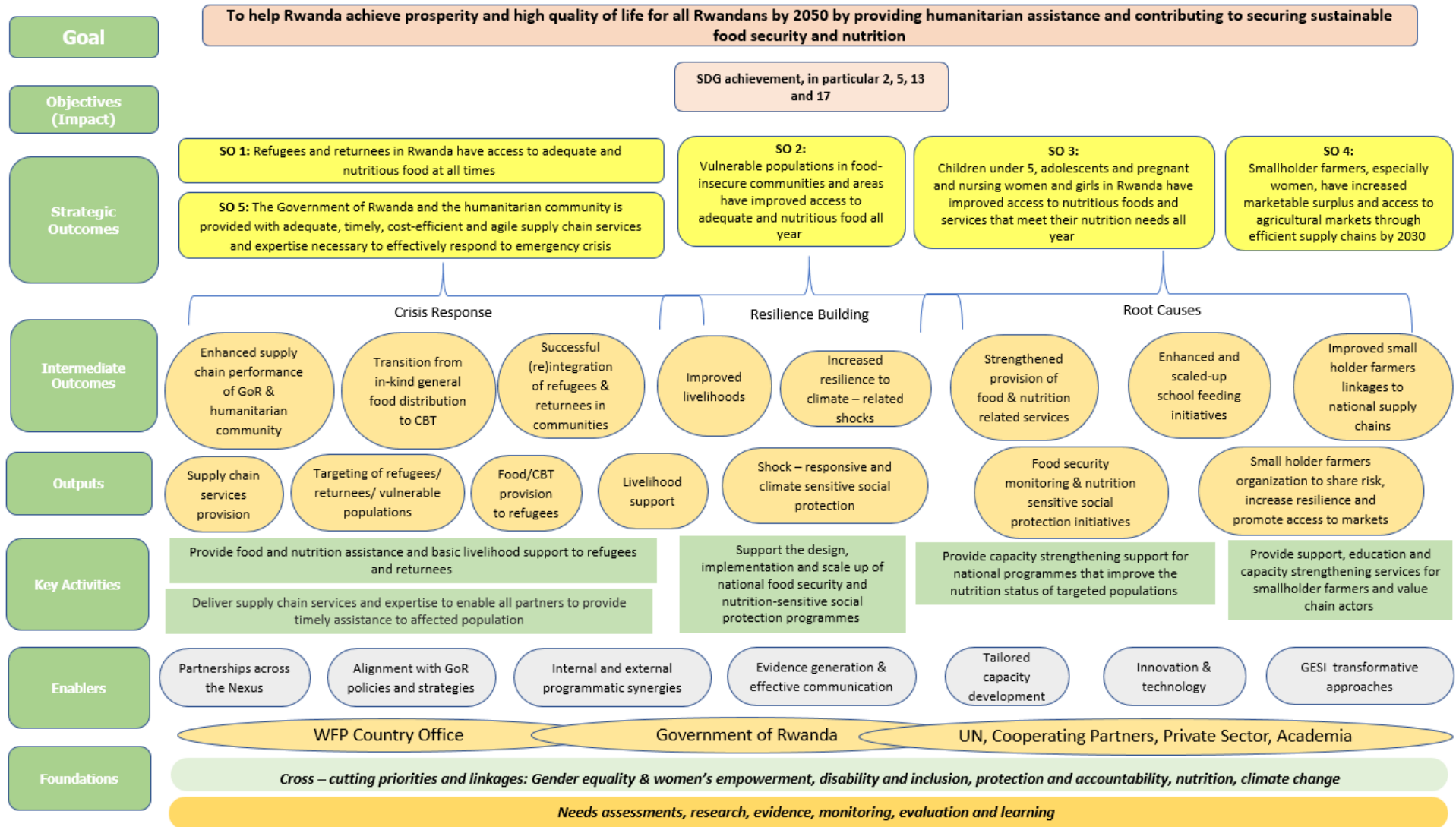


Table 5 Rwanda CSP – Assumptions and corresponding assessment of validity in light of evaluation findings

Level/assumptions	Evaluation assessment
From inputs to outputs	
1. Government and partners buy into the CSP and are committed to multisectoral collaboration to enhance food security in Rwanda.	Assumption supported. Government has provided important leadership and guidance in terms of priorities. Multisectoral collaboration is in evidence in many parts of WFP work, and has been supported by WFP, for example in the realm of school feeding.
2. Donor support is timely, predictable, flexible and sufficiently long term to favour a balanced implementation of key CSP activities, including funding for resilience and across the nexus.	Assumption partially supported. WFP has benefited from long-term support from its main donor, USAID, for school feeding, and this has favoured strong engagement and incremental progress. WFP work in SO4 has also been well funded, although not consistently. However, some parts of the portfolio have seen severe funding shortages affecting both implementation and the nature of the initiatives.
3. WFP leadership and staffing modalities and skills can be flexibly adjusted and upscaled to respond to CSP priorities and implementation needs in particular in upstream engagement, capacity strengthening and the root causes elements of the portfolio with attention to gender.	Assumption partially supported. WFP has made internal changes to upskill staff for new roles. WFP management has played a strong supportive role in advocacy and partnering for CSP implementation, breaking the ice for the more technical work. Additional expertise has been recruited through secondments to government ministries, among other ways. However, upstream engagement has remained insufficiently well resourced.
4. Sufficient demand for WFP provides retributed service provision to humanitarian community.	Assumption partially supported. Strong leadership by the Government has meant WFP services have been only minimally required.
5. WFP accurately identifies existing capacity needs and gaps and identifies appropriate priorities	Assumption partially supported. WFP has provided relevant and appreciated technical support and capacity strengthening. However, this has not been informed by an overarching CCS strategy or capacity mapping.
From outputs to outcomes	
6. Government of Rwanda allocates sufficient staff and financial resources to leverage WFP capacity strengthening initiatives and staff turnover does not negatively impact on success.	Assumption mostly supported. The Government of Rwanda's staff have been engaged and committed to country capacity strengthening (CCS). However staff turnover has in some instances affected retention of skills. WFP and government efforts on the training of trainers partially address this.
7. Government, United Nations, donors and other organizations work together to synergize expertise in favour of coherence of priorities, approaches, efficiency in implementation and work across the nexus.	Assumption partially supported. WFP has been part of a number of joint programmes (JPs) with other United Nations agencies, but their track record on coherence is mixed. Work across the nexus has been more internally driven, through programme integration, than through partnerships externally.
8. Government of Rwanda translates learning from WFP programmes and enhanced capacity into multisectoral coordination and implementation that prioritizes and addresses the needs of vulnerable populations.	Assumption supported. The Government has scaled up successful pilots and is keen for partners to engage in such experiences.
9. Strengthening policy frameworks and improving capacities will have direct effects on increased resilience and improved access to nutritious foods.	Evidence lacking to assess this assumption. WFP has engaged in policy work that seeks to advance benefits for vulnerable populations. However, the link between much of this work and direct benefits for beneficiaries is difficult to establish.

Level/assumptions	Evaluation assessment
<p>10. The transition to cash-based transfers (CBTs) directly favours enhanced access to cost-efficient, dignified assistance and nutritious food for refugees, returnees, and crisis-affected populations.</p>	<p>Assumption partially supported. Transition to CBT has provided greater dignity for refugees. However, price increases and funding cuts have reduced the anticipated benefits for beneficiaries.</p>
<p>11. A market-led approach (focusing on improved marketable surplus and better linkages with private sector aggregators and buyers) will ensure that smallholder farmers, including those that pertain to vulnerable groups, access agriculture markets and are able to improve their income and food security.</p>	<p>Assumption partially supported. Significant benefits have accrued to smallholder farmers (SHF) under the market led approach, however, the most vulnerable SHF likely had challenges accessing cooperatives and the benefits these offered.</p>
<p>12. Rigorous and effective monitoring evaluation and learning (MEL) systems inform adjustments to programming in ways that enhance the relevance, effectiveness and efficiency of WFP efforts and provide clear insights into its choices around priorities and positioning.</p>	<p>Assumption partially supported. MEL has only provided a partial picture of WFP performance. Various areas highlighted in the CSP for rigorous monitoring have not been adequately assessed due to weaknesses in WFP MEL systems.</p>
<p>13. Dedicated strategic outcomes facilitate visibility, reporting and resource mobilization.</p>	<p>Assumption partially supported. Dedicated strategic outcomes have enhanced visibility but resource mobilization has been affected by the overall challenging context (limited funding available) and by weaknesses in resource mobilization strategies and staffing.</p>
<p>From outcomes to impact</p>	
<p>14. Government demonstrates interest, commitment and leadership for the takeover of programmes.</p>	<p>Assumption supported and demonstrated by the Government taking over the school feeding programme.</p>
<p>15. WFP includes adequate exit strategies and handover plans.</p>	<p>Assumption not supported. Generally, WFP programmes have lacked exit and handover strategies, with the exception of school feeding where this has been a deliberate part of the design.</p>

Annex 6 2018 & 2021 Comprehensive Food Security & Vulnerability Analysis findings and recommendations

Table 6 2018 CFSVA summary of recommendations and selected corresponding areas of CSP priority

CSP activities and their alignment with CSFVA recommendations	
CFSVA recommendation	Adoption of recommendations into CSP activities
<p>CFSVA recommendation: Improve and diversify food production</p> <ul style="list-style-type: none"> Invest in programmes that enhance the sustainability of crop production (SO4) Develop off-season and seasonal livelihoods (SO1, SO4) Expand the range of priority crops (SO4) Scale up animal protein, milk consumptions and egg production programmes to poorest households (SO4) Promote access to nutrient-rich food to children aged 6-59 months (SO3) Strengthen programmes addressing micronutrient deficiencies (SO3) Support post-harvest management (SO4) 	<ul style="list-style-type: none"> SO1 includes a Joint Ministry of Emergency Management (MINEMA), the Gisagara district, Food and Agriculture Organization (FAO), United Nations High Commissioner for Refugees (UNHCR) and WFP refugee and host community livelihoods activities SO3 works to reduce chronic malnutrition through the provision of technical support and capacity strengthening to the Nation Early Childhood Development Programme and the Ministry of Health SO4 includes technical support to increase crop quality, reduce losses through improved post-harvest handling/storage, and improve access to high-value markets
<p>CFSVA recommendation: Mitigate risk and improve household resilience</p> <ul style="list-style-type: none"> Develop mechanisms to mitigate the effect of shocks (e.g. social protection) (SO1, SO2, SO5) Support the introduction of an early warning system (SO2) Facilitate access to improved seeds and agricultural credit and insurance schemes (SO4) <p>Develop a Nutrition and Food Security Emergency Plan⁷</p> <ul style="list-style-type: none"> Promote a business-oriented mindset among rural households (SO4) Promote value addition innovations (SO4) 	<ul style="list-style-type: none"> SO1 under Activity 5 provides food assistance and CBT to people affected by shocks and other crises SO2 focuses on capacities and systems for building resilience to natural and human-caused shocks (includes strengthened national capacities in vulnerability analysis, emergency preparedness and response, shock-responsive social protection, resilient livelihoods and school feeding). Home-grown school feeding (HGSF) promotes linkages between farmers and schools SO4 works with farmer organizations with the provision of seeds, access to credit, training on value-added commodities, and access to markets

⁷ Government of Rwanda MINEMA 2022 National Disaster Preparedness Plan for Food Security and Nutrition Sector in Rwanda, May 2022.

CSP activities and their alignment with CSFVA recommendations

CFSVA recommendation	Adoption of recommendations into CSP activities
<ul style="list-style-type: none"> Promote farmer-school linkages through HGSF and expand access to school feeding (SO2) 	<ul style="list-style-type: none"> SO5 is designed to enable the Government (among others) to respond to emergencies WFP is a key stakeholder in the Nutrition and Food Security Emergency Plan
CFSVA recommendation: Facilitate access to structured markets	
<ul style="list-style-type: none"> Monitor food prices (SO1, SO4) Optimize and expand market infrastructure (SO4) Increase market integration of smallholder farmers (SO4) 	<ul style="list-style-type: none"> Food price and market surveys carried out under SO1 and SO4. CBT promotes the use of local traders SO4 work with farmer cooperatives includes support on market integration
CFSVA recommendation: Improve food consumption and nutrition through behaviour change	
<ul style="list-style-type: none"> Support the expansion, and facilitate the gradual handover, of school feeding (SO2) Strengthen District Food and Nutrition Steering Committees and the District Plan to Eliminate Malnutrition (SO3) Support the roll-out of social and behaviour change communication (SBCC) activities to promote animal protein sources and nutrient-rich foods particularly for children and women of reproductive age (SO3) Establish national dietary guidelines (SO3) Develop SBCC materials on dietary diversification, sanitation and hygiene, and gender empowerment Invest in agricultural extension agents (SO4) Integrate nutrition and hygiene into all relevant agricultural, education and community programmes (SO2, SO3) Mobilize kitchen gardens in schools (SO2) Enhance supplementary feeding targeting children aged 6-23 months (SO1, SO2) Conduct training on maternal and infant nutrition, management of acute malnutrition and communicable diseases (SO1, SO2, SO3) 	<ul style="list-style-type: none"> Work under SO2 includes support and capacity strengthening on school feeding and HGSF. Kitchen gardens are established in schools Nutritional SBCC activities under the umbrella of SO3 are included in SO1, SO2 and SO4. Supplementary feeding for pre-school children is conducted under SO1 and SO2 SO3 anticipates support of national strategies, policies and guidelines on nutrition SO4 provides capacity strengthening interventions to smallholder farmers and value-chain actors
CFSVA recommendation: Improve targeting and assistance for the most vulnerable through integrated safety nets	
<ul style="list-style-type: none"> Align social protection, agricultural and health priorities (SO1, SO2, SO3, SO4) Ensure income opportunities for poor households are sustained during the off-season (SO1) 	<ul style="list-style-type: none"> Improve social safety nets for people living with HIV (PLHIV) under SO3 Joint programming with UNHCR, World Health Organization (WHO), FAO, United Nations Women and United Nations Children's Fund (UNICEF) under all SOs

CSP activities and their alignment with CSFVA recommendations

CFSVA recommendation

- Organize poor and landless households into groups to work on communal plots
- Ensure vulnerable households (including those headed by women) have equitable access to extension services (SO1, SO2, SO4)
- Ensure programmes targeting women include time-saving technologies (SO4)
- Respond to the needs of extremely poor households and communities exposed to natural disasters (SO1, SO2)
- Improve screening for children at risk of malnutrition (SO3)

CFSVA recommendation: Improve targeting and assistance for the most vulnerable through integrated safety nets

- Carry out seasonal food availability assessment (SO1, SO4)

Adoption of recommendations into CSP activities

- All SOs include indicators to record participation and protection of women and households headed by women
- Methodologies adopted in the Joint Programme Rural Women's Economic Empowerment (JPRWEE) programme (SO4) ensure women's needs (including time) are taken into consideration
- Cash and food distributions, plus mVAM surveys, ensure the poorest households are supported during natural disasters (SO1 and SO2). This includes capacity strengthening activities and support of MINEMA
- Child score card (SO3)

- Regular market assessments are conducted through SO1 and SO4

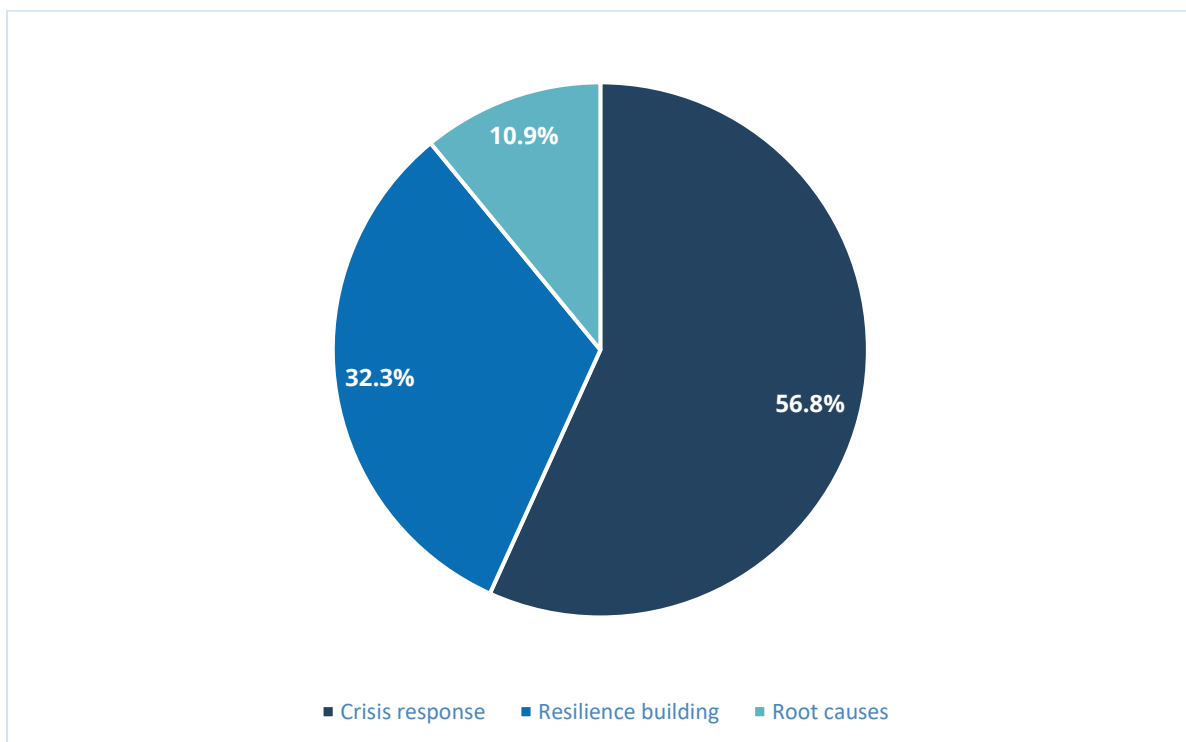
Annex 7 Financial data analysis

CSP funding

45. The original budget of the country strategic plan was based on an overall needs-based plan (NBP) of USD 218,351,810. In August 2019, under budget revision (BR) 1, the overall budget increased by 7,747,669, reaching a total of 226,099,479. Under BR2 and BR3 the needs-based plan changed more significantly with an increase of budgetary requirements of a total of USD 60 million.

46. Since the beginning of the CSP, the needs-based plan has increased by 27.4 percent, with Activity 2 accounting for 38.4 percent of the growth, followed by Activity 1 (22.3 percent) and Activity 4 (15.3 percent). Crisis response (with 56.8 percent of funding) represents the largest area of engagement within the CSP, having received the highest level of resourcing. This is followed by resilience building (with 32.3 percent of funding) and root causes (10.9 percent) (see Figure 9).

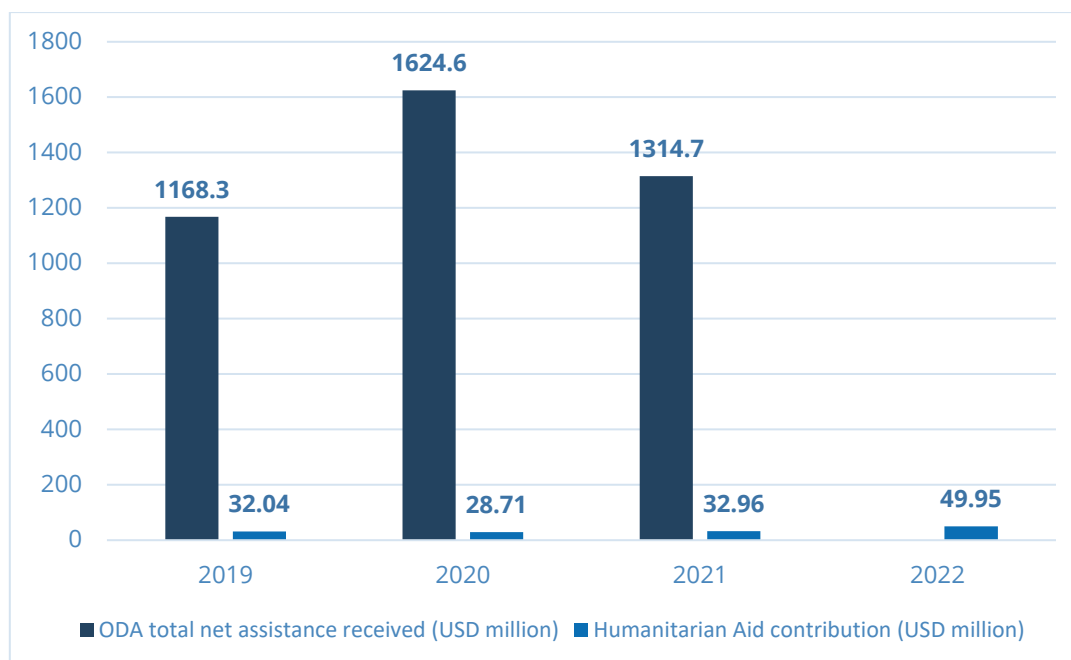
Figure 9 Rwanda CPB (2019-2024): breakdown of allocated resource by focus area (as share of total)



Source: Budget Revision 03.

Country funding context

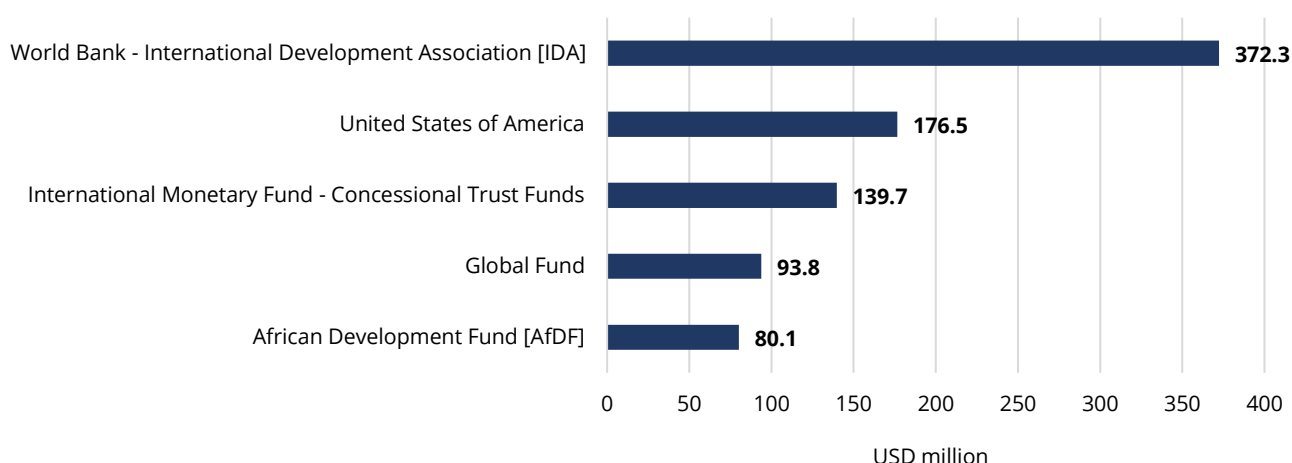
Figure 10 International assistance to Rwanda (2019-2022), USD million



Source: OECD (Date of extraction: 20.02.2023) and UN-OCHA-FTS (Date of extraction: 22.06.2023) ODA not yet available for 2022.

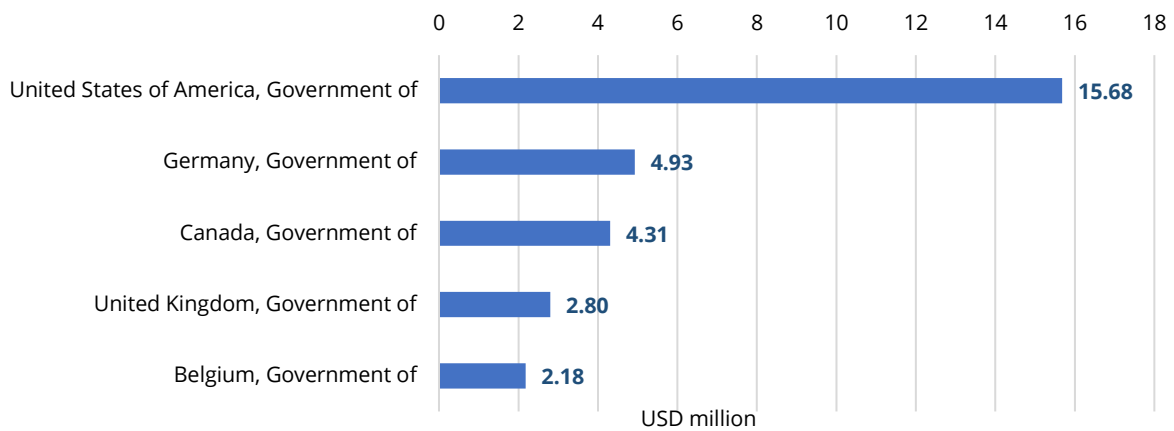
47. Overall official development assistance (ODA) to Rwanda during the CSP peaked in 2020 though humanitarian funding continues to increase as show in Figure 10. Figures 11 and 12 show the highest levels of funding came from the World Bank and United States Agency for International Development (USAID). As also shown in Figure 12 funding was concentrated in the health and population sector (35 percent), social infrastructure (17 percent) and economic infrastructure (15 percent).

Figure 11 Top five donors of gross official development assistance for Rwanda, (2018-2021 yearly average), USD million

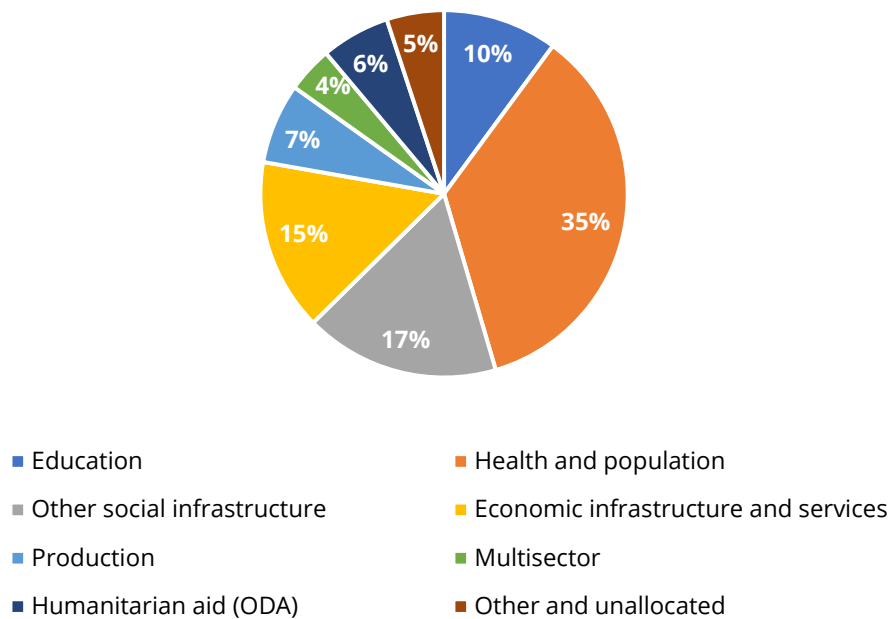


Source: OECD website (Date of Extraction: 20.02.2023)

Figure 12 Top five donors of humanitarian assistance for Rwanda (2018-2022 yearly average), USD million



Source: UN-OCHA website (Date of Extraction: 22.06.2023).



Source: <https://www.oecd.org/dac/financing-sustainable-development/development-finance-data/aid-at-a-glance.htm> (extraction date 20.02.2023).

48. A significant source of humanitarian funding to Rwanda comes through the Democratic Republic of the Congo Regional Refugee Response Plan (DRCRRRP). The year-on-year increase in the value of this fund contrasts with the expected global reduction in humanitarian funding. The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) are reporting a plateaued level of funding globally, set within a context of a number of new humanitarian emergencies and an increase in commodity prices.

Annex 8 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	<p>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</p> <p>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</p> <p>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</p> <p>1.4 Targeted beneficiaries (Tier 1) receive nutrition-sensitive messaging and advocacy to improve their nutrition status. E: Advocacy and education provided</p> <p>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</p> <p>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</p> <p>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</p> <p>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</p>	<p>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</p> <p>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</p> <p>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</p> <p>2.4 Government and local responders benefit from strengthened emergency preparedness and response mechanisms (Tier 3). C: Capacity development & technical support provided</p> <p>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</p> <p>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</p>	<p>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</p> <p>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</p> <p>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</p> <p>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</p>	<p>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</p> <p>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</p> <p>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</p> <p>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</p> <p>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</p>	<p>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</p> <p>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</p> <p>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</p>
Country Activities	<p>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)</p> <p>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)</p>	<p>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)</p>	<p>3. Provide capacity strengthening support to national programmes that improve the nutrition status of targeted populations. (Category 9: Institutional capacity strengthening; Modality: capacity strengthening)</p>	<p>4. Provide support, education, and capacity strengthening services for smallholder farmers and value chain actors. (Category 7: Smallholder agricultural market support; Modality: capacity strengthening)</p>	<p>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)</p>
					Total CSP Value: USD 278,285,038

Source: Rwanda CSP BR03.

Annex 9 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?					
1.1.1 Use of evidence to inform CSP design	<p>Extent to which the CSP design was adequately supported by good quality evidence.</p> <p>Extent to which WFP course corrections over time on the major lines of CSP implementation were informed and took account of evolving evidence.</p> <p>Extent to which WFP itself contributed to the evidence base for CSP design.</p>	<p>Evidence that the strategic choices in the CSP design stage were based on evidence of hunger, food security and nutrition challenges and based on evidence on what worked under prior and similar operations.</p> <p>Evidence that WFP used the evolving evidence-base to plan and target activities and to inform for programme adaptation.</p> <p>Evidence that the CSP design was informed by principles of conflict-sensitive programming and included concerns promoting peace.</p>	<p>CSP (2019-2023) and consecutive BR</p> <p>Mid-term review (MTR) Key Question (KQ) 2</p> <p>Regional bureau oversight mission reports: (Programmes, 2019; Monitoring, 2020; CBT, 2022)</p> <p>Key informants</p> <p>Government officials, UN partners, RB, SO teams. Former WFP staff (where possible)</p> <p>Reports:</p> <p>ACRs 2019-2022; Post-Distribution Monitoring (PDM), 06/2019, 11/2019, 06/2020; JPDMs 12/2020, 03/2021, 09/2021; HGSF bi-annual surveys (2019, 2020, 2021).</p> <p>Evaluations/Assessments HGSF gender assessment; Impact Evaluation CBT; SF, JPRWEE and supply chain decentralized evaluations</p> <p>Government of Rwanda, Ministry of Gender and Family Protection (MIGEPROF) 2018 Rwanda Country Strategic Review of Food and Nutrition Security June 2018 (Food & Nutrition Strategic Review, 2018).</p>	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Content analysis</p> <p>Thematic coding from interview notes and evidence matrices</p> <p>Triangulation across data collection methods and sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.2 To what extent is the CSP aligned to national policies and plans and to the Sustainable Development Goals (SDGs)?					
1.2.1 Alignment of CSP strategic objectives and activities to national policies, strategies, and plans	<p>The extent to which the strategic outcomes and proposed activities outlined in the CSP, and adaptations over time, contribute to national priorities as expressed in national policies, strategies, and plans.</p> <p>The extent to which government officials were involved in the CSP design, in the definition of priorities and its alignment to national policies, strategies and plans.</p> <p>Extent to which any adjustments during implementation enhanced alignment with national policies, strategies, and plans.</p>	<p><i>Evidence of matching between CSP strategic outcomes and activities and national priorities and objectives, as outlined in government policies, plans and strategies.</i></p> <p><i>Evidence from that critical areas were not areas left out or conversely could have been taken up by the Government earlier.</i></p> <p><i>Level of consultation, participation, and ownership of government stakeholders in CSP design and in decisions around major subsequent course corrections.</i></p> <p><i>Perception of stakeholders on the degree of alignment of WFP objectives and interventions with national policies, strategies, and plans.</i></p>	<p>CSP, including CSP design documents, and BRs MTR KQ 5 Regional bureau oversight mission reports: (Programmes, 2019; Monitoring, 2020; CBT, 2022) KIIs: Selected government officials, SO teams, management team, cooperating partners at national level Policy and strategic plan documents: Economic inclusion of: refugees; food and nutrition; social protection; agriculture transformation; school feeding; environment and climate change; gender; persons with disabilities. Food & Nutrition Strategic Review, 2018; Voluntary National Review, 2019</p>	<p>Semi-structured interviews</p> <p>Review of policy and strategic documents</p>	<p>Content analysis (documents, interview notes, evidence matrices)</p> <p>Triangulation across data collection methods and sources</p>
1.2.2 Alignment of CSP to Sustainable Development Goals (SDGs) prioritized by Rwanda	<p>The extent to which the WFP vision of its contribution to SDG as expressed in the CSP was coherent with SDG goals and targets prioritized by the Government of Rwanda.</p>	<p><i>Evidence of matching between CSP strategic outcomes and national SDG goals and targets.</i></p> <p><i>Perception of stakeholders on the degree of alignment of WFP objectives and interventions with SDGs prioritized by Rwanda.</i></p>	<p>CSP and BRs ACRs 2019-2022 KIIs: Government ministries (national), management team, cooperating partners at national level, regional bureau staff Evaluations: School Feeding Contribution to the Sustainable Development Goals Food & Nutrition Strategic Review, 2018; United Nations Strategic Development Cooperation Framework (UNSDCF), Common Country Analysis, 2021</p>	<p>Semi-structured interviews</p> <p>Document review</p>	<p>Content analysis</p> <p>Triangulation across data collection methods and sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.3 To what extent is the CSP internally and externally coherent?					
1.3.1. WFP articulation of its purpose, role and contributions	The extent to which the WFP CSP was informed by a theory of change approach or a similar line of thinking. The extent to which the CSP strategic outcomes have established internal synergies to contribute to the achievement of SDGs. The extent to which WFP CSP aligns to HQ and RB policies and strategies.	<i>Evidence that a ToC approach or similar informed the CSP design, clearly setting out anticipated changes and pathways by which these would be achieved, as well as assumptions related to the conditions necessary for the changes. Clarity of the chain of results of the CSP and internal synergies.</i>	CSP & BRs CSP design documents; Regional Food System Strategy KIIs: Management team, former staff (where available), SO teams Food & Nutrition Strategic Review, 2018	Document review Semi-structured Interviews	Content analysis Triangulation across data collection methods and sources
1.3.2. Clarity on WFP comparative advantages vis-à-vis the work of others	Extent to which the CSP document and WFP communication around it clearly formulated WFP comparative advantages, considering the contribution and work of others. Consistency of WFP strategies and partnerships with its comparative advantages. The extent to which the WFP comparative advantage is clearly established and known by stakeholders.	<i>Evidence that the CSP considered the WFP acknowledged comparative advantages as defined in the WFP Global Strategic Plan. Perception of stakeholders on the clarity and degree of realism of WFP formulation of its comparative advantages. Perceived WFP comparative advantage, by stakeholders.</i>	CSP & BRs MTR KQ 15 Regional bureau oversight mission report (Programmes, 2019) KIIs: WFP management, SO teams, FO perspectives, United Nations Resident Coordinator's Office (UNRCO), UNHCR, UNICEF, FAO; donors; government ministries (national and decentralized); cooperating partners (national and decentralized) Food & Nutrition Strategic Review, 2018; UNSDCF, Common Country Analysis, 2021	Document review FGD with partners Semi-structured Interviews	Content analysis Triangulation across data collection methods and sources
1.3.3. CSP alignment with the wider UN plans	Extent to which the CSP design and implementation was cognisant of, complementary to, and sought to advance the wider UN plans.	<i>Evidence that WFP's stated comparative advantages in the CSP document, and subsequent planning, considered and advanced/contributed to the agreed division of work under the UNDAF and UNSDCF, and to the regional 10-year UN Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes region.</i>	CSP & BRs UNSDCF MTR KQ 8 KIIs: Regional bureau, UNRCO, management team, former staff (where available) Food & Nutrition Strategic Review, 2018 Government of Rwanda 2019 VNR 2019	Document review Interviews	Content analysis Triangulation across data collection methods and sources

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
			UN Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes region		
1.3.4. CSP formulation of and attention to the development of strategic partnerships for implementation	Extent to which the CSP design sought to develop strategic partnerships in which WFP comparative advantages were matched with comparative advantages and opportunities offered by other partners.	<i>Evidence that WFP planned for strategic partnership with the Government, the UN, NGOs, and private sector/foundations that allowed it to contribute to national priorities, and react to the needs of the most vulnerable, in close collaboration with other partners. Stakeholder views on the nature and evolution of WFP partnerships, including when compared to the pre-CSP stage.</i>	CSP & BRs MTR KQ 9 KIIs: Regional bureau, UNRCO, RBA, WFP management team (including FO), former staff (where available) E-survey (partner perspectives) Government 2018 Food and Nutrition Security	Document review Interviews E-survey	Content analysis Triangulation across data collection methods and sources

1.4 To what extent does the country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind?

1.4.1 CSP focus on the needs of most vulnerable groups	The extent to which CSP strategic outcomes and activities were planned in ways that ensures a clear focus on the identified needs of the most vulnerable groups in Rwanda (including women, people with disabilities and refugees). The extent to which the CSP design and implementation sought to engage vulnerable groups in decision making around priorities and provided for sufficient opportunities for feedback. The extent to which CSP focuses on geographical areas of: i) greatest poverty and vulnerability; ii) vulnerability to climate crises and natural disasters; and iii) humanitarian crises (violence, insecurity, etc.). The extent to which the CSP gave adequate focus to the enhancement of government capacities in terms of	<i>Extent to which WFP conducted and/or facilitated research on hunger, food security and nutrition that informed the choices under the CSP. Type and timeline of WFP course corrections. Evidence that the CSP interventions deliberately sought to identify and prioritize vulnerable groups (including gender and disability and regions of high vulnerability) to promote inclusivity and equity, and that the design took account of the differential needs of women and men, and girls and boys. Evidence that changes to interventions, modalities, and geographical coverage were done in ways that took account of the needs and specific vulnerabilities of the most vulnerable groups and took into account the importance of social cohesion, and that such changes did not contribute to tensions or exclusion of particular groups. Evidence that the number and type of beneficiaries targeted by the CSP aligned with WFP and partner knowledge on specific</i>	CSP and BRs ACRs 2019-2022 Evaluations and reports: Gender evaluation of HGSF; impact evaluation CBT; PDMs and JPDMs; JPRWEE evaluation; Fill the Nutrition Gap baseline survey; McGovern Dole evaluations WFP complaints and feed-back records KIIs: UNHCR, MINEMA, Ministry of Education (MINEDUC) Site visits for observation and beneficiary perspectives E-survey (partner perspectives) Food & Nutrition Strategic Review, 2018	Document review Interviews Site visits E-survey	Content analysis Triangulation across data collection methods and sources Dedicated thematic case study on “Effectiveness of WFP’s approach to gender”
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Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	needs assessment and food security monitoring.	<i>vulnerability and sought to ensure inclusion of such groups. Level of satisfaction of government and cooperating partners and beneficiaries on the coverage of the CSP. Extent to which the CSP activities have contributed to enhancing government capacities to conduct needs assessment and food security monitoring.</i>			
1.4.2. CSP focus on gender equality and women's empowerment	The extent to which CSP design at the start, and subsequent planning, was informed by gender considerations. The extent to which CSP strategic outcomes and activities prioritized gender equality, women's empowerment and gender transformation.	<i>Evidence that the CSP design was based on a deliberate gender analysis, including learning from the preceding period, and identified the main challenges and opportunities. Evidence that CSP interventions sought to contribute to positive changes in gender roles and power relations. Evidence that CSP strategies and priorities sought to advance WFP commitment to gender and gender-transformative approaches, including through appropriate and more strategic partnerships. Perceptions and views of key stakeholders of WFP approach to gender and women's empowerment over the CSP period. Evidence of that WFP has conducted advocacy for food security and for reducing hunger.</i>	CSP and BRs MTR KQ 3 ACRs 2019-2022, APPs 2019-2022 Evaluations and reports: JPRWEE evaluation; HGSGF gender assessment; JP social protection evaluation; Cooperating partners' gender assessments. WFP complaints and feed-back records Site visits for beneficiary perspectives E-survey (perspectives of partners and staff) Food & Nutrition Strategic Review, 2018; Government of Rwanda 2021 Gender Policy; WFP 2020 Gender Policy Evaluation; WFP 2015 Gender Policy; WFP 2022 Gender Policy	Document review Interviews Site visits E-survey	Content analysis Triangulation across data collection methods and sources Dedicated thematic case study on "Effectiveness of WFP's approach to gender"

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?

1.5.1 CSP continued relevance in light of changing context, climate, humanitarian and health crises, and	The extent to which the CSP was able to adapt to evolving country needs and/or government requests for support, including in response to COVID-19 pandemic. The extent to which WFP positioned itself strategically to add value to the	<i>Evidence of consistent and timely adjustments in CSP priorities and implementation to adapt to evolving country needs, including those that arose as a result of the climate crisis, humanitarian needs, and health needs (i.e., COVID-19 and Ebola).</i>	CSP and BRs MTR KQ 5 & 10 Regional bureau oversight mission report (Monitoring, 2020) KIIs:	Document review Interviews Site visits E-survey	Content analysis Triangulation across data collection methods and sources
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Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
evolving national capacities and needs	work of other partners in responding to humanitarian crises, evolving national capacity needs and in light of international developments. Extent to which WFP has adopted principles of conflict-sensitive programming in any adjustments to CSP implementation.	<p><i>Evidence that WFP has assessed the impact of crises on the evolution of the needs of populations.</i></p> <p><i>The extent to which WFP partnerships and relations within the UN system (in particular Rome-based agencies (RBAs) evolved in light of the changing context.</i></p> <p><i>The extent to which the WFP approach to crises sought to be complementary to evolving national capacities and needs.</i></p> <p><i>Perception of stakeholders on WFP choices and capacity to quickly adapt in light of changes in the context.</i></p> <p><i>Evidence that the WFP response to crises has included conflict sensitive principles and has sought to enhance social cohesion and to reduce tensions between and within groups, in particular in working with communities and in the WFP approach to targeting.</i></p> <p><i>Positive/negative aspects and successes/failures of WFP response to crises, including effects in terms of promoting social cohesion or conversely easing tensions within communities.</i></p>	<p>SO teams, government ministries, cooperating partners, UNHCR, UNRCO</p> <p>Site visits for FO, implementation partner, decentralized government, and beneficiary perspectives</p> <p>E-Survey (partner perspectives)</p> <p>Food & Nutrition Strategic Review, 2018</p>		

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?

2.1.1. Degree of implementation of planned activities	The extent to which the CSP implemented the activities that were planned.	<p><i>Evidence of implementation and completion of planned activities.</i></p> <p><i>Analysis of the rationale behind any differences between planned and implemented activities.</i></p>	<p>CSP and BRs MTR KQ 1 Regional bureau oversight mission reports: Programmes, 2019 & CBT, 2022 ACRs 2019--2022; PDMs; COMET</p> <p>Site visits for FO, implementation partner, decentralized government, and beneficiary perspectives</p>	<p>Document review</p> <p>Data analysis</p> <p>Site visits</p>	<p>Content analysis</p> <p>Quantitative data analysis</p> <p>Triangulation across data collection methods and sources</p>
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Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
2.1.1 Achievement of CSP planned outputs to date and quality of performance	The extent to which CSP has achieved its planned outputs against CSP design and financial and other inputs.	<p><i>Evidence that CSP outputs were achieved.</i></p> <p><i>Analysis of the rationale behind any difference between planned and effectively achieved outputs.</i></p> <p><i>Evidence that WFP choices for provision of CBT versus food in response to needs were relevant and pertinent.</i></p> <p><i>Perception of stakeholders, including beneficiaries, on the quality of WFP outputs under each CSP activity.</i></p>	<p>CSP and BRs</p> <p>MTR KQ 1</p> <p>Regional bureau oversight mission report (Monitoring, 2020)</p> <p>ACRs 2019-2023; PDMs; Performance data at activity level (outputs accomplished).</p> <p>Evaluations: impact evaluation CBT; JPRWEE evaluation; McGovern Dole evaluations, etc.</p> <p>Site visits for FO, implementation partner, decentralized government, and beneficiary perspectives</p>	<p>Document review</p> <p>Interviews & FGD</p> <p>Data analysis</p> <p>Site visits</p>	<p>Content analysis</p> <p>Quantitative data analysis</p> <p>Triangulation across data collection methods and sources</p>
2.1.2. Achievement of CSP planned strategic outcomes and ToC intermediate outcomes to date and quality of performance	The extent to which CSP planned contribution to CSP strategic outcomes achieved to date and quality of performance. The extent to which the CSP activity implementation has produced other outcomes than those planned, both positive and negative.	<p><i>Evidence of progress towards outcome-level achievements in the five strategic outcomes under the CSP.</i></p> <p><i>Comparison of outcomes against output levels.</i></p> <p><i>Evidence of the extent to which WFP played a role in the achievements at outcome level.</i></p> <p><i>Perception of stakeholders, including beneficiaries, on the quality of WFP supported outcomes.</i></p> <p><i>Evidence on unplanned positive and/or negative outcomes.</i></p>	<p>CSP and BRs</p> <p>MTR KQ 1</p> <p>ACRs 2019-2023; Performance data at strategic outcome level</p> <p>Evaluations: impact evaluation CBT; JPRWEE evaluation; McGovern Dole evaluations, etc.</p> <p>Site visits for FO, implementation partner, decentralized government, and beneficiary perspectives</p>	<p>Document review</p> <p>Interviews & FGD</p> <p>Site visits</p> <p>Data analysis</p>	<p>Content analysis</p> <p>Quantitative data analysis</p> <p>Triangulation across data collection methods and sources</p>
2.1.3. CSP effectiveness in capacity strengthening	<p><i>Extent to which WFP pursued a strategic approach to capacity strengthening.</i></p> <p><i>The extent to which the CSP contributed to strengthening national and decentralized capacities.</i></p> <p><i>The extent to which the CSP contributed to strengthening: individual functional capacities; policy/strategy development and implementation; and the evidence agenda.</i></p>	<p><i>Evidence that WFP adopted a strategic design and systems thinking approach to capacity strengthening, and ensured the approach aligned with needs, while drawing on recognized best practices.</i></p> <p><i>Evidence of CSP contribution to strengthening capacity at: i) individual; ii) organizational/ institutional; and iii) enabling environment levels.</i></p> <p><i>Evidence of effectiveness of different horizontal and vertical capacity strengthening approaches and degree of complementarity between these.</i></p> <p><i>Evidence that proposed systems and processes have been transferable to government-led processes and arrangements.</i></p>	<p>MTR KQ 7</p> <p>ACRs 2019-2022; COMET; SO4 data on cooperatives (not captured elsewhere)</p> <p>APPs 2019-2022, ACRs 2019-2022</p> <p>KIIs and FGDs:</p> <p>Government ministries (national and decentralized, in particular beneficiaries of training), other beneficiaries of training and capacity strengthening support, external stakeholders that also engage in capacity strengthening (e.g. UNICEF, IFPRI)</p> <p>E-survey (partner perspectives)</p>	<p>Document review</p> <p>Focus groups with beneficiaries of capacity strengthening activities</p> <p>E-survey</p> <p>Data analysis</p>	<p>Content analysis</p> <p>Quantitative data analysis</p> <p>Triangulation across data collection methods and sources</p> <p>Dedicated thematic case study on "Effectiveness"</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		<i>Evidence that handover strategies have been effective and continue to result in the provision of the envisioned services and the necessary support to vulnerable populations.</i>			and Future of WFP's Approach to Systems Strengthening, Policy influence and Positioning"

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)?

2.2.1. CSP contribution to cross-cutting aims	<i>The extent to which the CSP contributes to respect of humanitarian principles, protection principles,⁸ AAP, people with disability and environmental and climate change priorities and targets. Extent to which the COVID-19 crises changed the attention and contribution to cross-cutting aims.</i>	<i>Evidence that commitments to cross-cutting issues have been reflected in the CSP design and implementation choices. Evidence of changes in the WFP response in the contribution to cross-cutting aims due to the COVID-19 pandemic. Evidence of achievements against cross-cutting aims due to CSP implementation. Evidence of gender transformative approaches in WFP engagement and commitments to cross-cutting aims. Perception of stakeholders on the WFP approach, degree of prioritization, and achievements, against its cross-cutting aims and targets. Evidence of the comprehensiveness of the approach to environmental and climate issues and extent to which this was integrated into programmatic priorities and implementation as well as in the efforts by WFP CO to reduce its carbon footprint.</i>	MTR KQ 4 FGDs: Officials at district and sector levels, farmer cooperatives, camp representatives, other focus groups of women and people with disabilities, cooperating partners, school staff and students. Equity Bank and UNHCR for complaints resolution WFP complaints records on SO1 Documents: ACR, evaluation reports, donor reports, National Policy of Persons with Disabilities, Policy; fuel study; CO administrative documents E-survey (perspectives of partners and staff)	Document review Data analysis Focus groups E-survey	Content analysis Quantitative data analysis Triangulation across data collection methods and sources Dedicated thematic case study on "Effectiveness of WFP's approach to gender"
2.2.1 CSP contribution to GEWE	Extent to which gender equality and women empowerment objectives have been integrated into the CSP implementation and produced	Level of mainstreaming of gender equality and women's empowerment into the implementation of the SOs of the CSP.	MTR KQ 4 FGDs: Officials at district and sector levels, farmer cooperatives, camp	Document review Data analysis	Content analysis Quantitative data analysis

⁸ WFP Rwanda's refugee programme and activities around it, speak to one of the core humanitarian principles, "humanity". Therefore, this humanitarian principle will be the focus of the evaluation. It is not deemed feasible to assess the remaining principles through this evaluation.

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	positive outcomes at WFP and other stakeholders' level.		representatives, other focus groups of women WFP complaints records on SO1 Documents: ACR, audit reports, evaluation reports, donor reports, revised national gender policy; fuel efficiency study; CO gender action plan; CO administrative documents E-survey (perspectives of partners and staff)	Focus groups E-survey	Triangulation across data collection methods and sources Dedicated thematic case study on "Effectiveness of WFP's approach to gender"

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?

2.3.1. Country ownership, commitment and capacity (technical and financial) to contribute to and sustain interventions after CSP completion	Extent to which the Government has taken up the strategies and approaches pursued by WFP under the CSP. Extent to which the Government and partners further advanced key strategies and approaches. Quality of handover of programmes from WFP to Government.	Extent to which WFP activities were conducted on a scale and timeframe that allowed for sustainability to be realistic and achievable. Extent to which the Government acquired the necessary capacities to maintain and or replicate CSP results in areas where programmes were completed and handed over. Evidence of decision making and concrete steps by the Government and other stakeholders such as private sector, civil society, etc. (e.g., national structures, legislation, plans and programmes at national and local level, human and financial resources, etc.) to maintain and/or replicate the CSP results. Evidence that clear and agreed handover strategies have been designed and were rolled out. Perception of stakeholders on the quality and success of handover efforts, and the	KIIs and FGD Rwanda Food and Drugs Authority, MINEMA, MIGEPROF, Local Administrative Entities Development Agency (LODA), Ministry of Local Government (MINALOC), MINEDUC, Ministry of Environment (MOE), Ministry of Health (MOH), National Child Development Agency (NCDA) (national and subnational level), SO team leaders, cooperating partners (national and decentralized) Documentation and evaluations related to handover of school feeding project Site visits for FO, implementation partner, decentralized government, and beneficiary perspectives	Document review Interviews FGD	Content analysis Quantitative data analysis Triangulation across data collection methods and sources Dedicated thematic case study on "Effectiveness and Future of WFP's Approach to Systems Strengthening, Policy influence and Positioning"
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Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		pertinence and adoptability of WFP innovations			
2.3.2. Design and implementation of interventions under the CSP	Extent to which WFP programmes have been designed and implemented with deliberate attention to financial, social, institutional and environmental sustainability.	Evidence that project/activity design included approaches that favoured prospective sustainability - through capacity strengthening, community participation, climate smart approaches (such as work on insurance, and maintenance of assets), etc., including adequate consideration of timeframes and resources needed as well as of the social processes that underpin durable change. Evidence that interventions/projects completed during the CSP were sustained post WFP exit.	Evaluations and reports: SMART, school feeding, PDMs, vulnerability assessments, market assessments, DRM capacity needs assessments Site-visits , particularly to livelihoods projects, as well as school feeding E-survey (partners and staff)	Document review FDG with beneficiaries Site visits / observations E-survey	Content analysis Quantitative data analysis Triangulation across data collection methods and sources

2.4 To what extent did the CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?

2.4.1. Strategic links between the different elements of the nexus	The extent to which CSP design addresses the humanitarian-development-peace nexus. The extent to which CSP implementation facilitates progress across the humanitarian-development-peace nexus. The extent to which the WFP role has included a focus on advocacy for food security and for reducing hunger.	Evidence that CSP design acknowledged the significance of, and included specific approaches to, promoting strategic linkages between the humanitarian-development-peace nexus. Evidence that CSP implementation aligned with the “new way of working”. ⁹ Evidence that the response to the crisis situations over the CSP implementation period included significant efforts to strategically link humanitarian action, development cooperation, and peace (as relevant). Evidence that WFP actively engaged with the Government and partners, including the UN, in search of synergies and actively adapted its modalities of implementation (particularly	CSP and BRs MTR KQ 11 on new positioning ACRs 2019-2022 Documentation and reports concerning the humanitarian response Reports from government counterparts and UN partner agencies KIIs: Government ministries (national level), CO staff, regional bureau, UN staff, cooperating partners and other external stakeholders. E-survey (for partner perspectives)	Document review Semi-structured interviews E-survey	Content analysis Quantitative data analysis Triangulation across data collection methods and sources
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⁹ OCHA 2017 NWOW.

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		<p>in-kind transfers and cash-based transfers) to ensure strategic linkages across the nexus. Stakeholder perceptions of WFP contribution to programming across the nexus and of its role in advocacy on food security and reducing hunger.</p> <p>Evidence that WFP work across the nexus has been implemented with a focus on enhancing social cohesion and reducing tensions.</p>			
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?					
<p>3.1.1 Adherence to timeframe</p>	<p>Extent to which CSP activities have been delivered as proposed in the CSP timeframe and subsequent annual plans.</p> <p>Extent to which the COVID-19 pandemic and other external factors affected WFP ability to deliver on time.</p>	<p>Evidence that activity and output delivery met the CSP timeframe and aligned with inputs from other partners.</p> <p>Evidence of budget delivered as planned.</p> <p>Pace of financial execution (of received contributions).</p> <p>Evidence that beneficiaries received timely and regular support and that delivery prioritized continuity of support, with minimal/no breaks.</p> <p>Evidence that adjustments in timeframes were duly justified and in accordance with changes in context.</p>	<p>CSP and BRs</p> <p>ACRs 2019-2022, APPs 2019-2022, PDMs, Regional logistics data</p> <p>Regional bureau oversight mission reports: Finance & Admin, 2019 & 2022, Budget & Programming, 2020; Logistics, 2020, possibly 2023 if available in time, Procurement, 2021</p> <p>KIIs: Government officials, CO, RB, UN staff, cooperating partners, and other external stakeholders.</p> <p>FGDs: Beneficiaries (recipients of food, CBT, and other service delivery)</p> <p>E-survey (partners and staff)</p>	<p>Data review</p> <p>Interviews</p> <p>Focus groups</p> <p>E-survey</p>	<p>Content analysis</p> <p>Quantitative data analysis</p> <p>Triangulation across data collection methods and sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?					
3.2.1 Depth and breadth of coverage of vulnerable populations	<p>The extent to which targeting and coverage of CSP activities was justified and realistic.</p> <p>The extent to which CSP targeting and coverage changed due to COVID-19 crisis.</p>	<p>Evidence of CSP activities reflecting standard criteria/practices to define targeting and coverage, with adequate account of humanitarian, protection, AAP, disability, GEWE and environmental principles.</p> <p>Evidence of the extent to which WFP chose the right level of depth versus breadth in its approach to targeting and coverage.</p> <p>Number of districts, and beneficiaries, with greatest vulnerability targeted by the CSP.</p> <p>Analysis of the proportion of most vulnerable populations directly reached as opposed to other target groups also covered by the CSP.</p> <p>Evidence of adaptation in intervention targeting and coverage in response to COVID-19.</p> <p>Evidence of community/beneficiary consultations to define targeting and coverage.</p> <p>Stakeholder and beneficiary perceptions on the appropriateness of CSP targeting and coverage.</p>	<p>CSP and BRs ACRs 2019-2022, COMET, SCOPE Regional bureau oversight mission reports: Programmes, 2019; Monitoring, 2020 WFP corporate guidelines Country sectoral assessments, COVID-19 reporting, databases, and mappings (INE, FewNet, VAM, IPC, etc.)</p> <p>KIs: Government officials, CO, UN, cooperating partners and other external stakeholders.</p> <p>FGDs: Beneficiaries.</p> <p>Site visits to a selection of WFP project locations</p> <p>E-survey: Partners</p>	<p>Document and data review</p> <p>Semi-structured interviews</p> <p>Focus groups</p> <p>Site visits</p> <p>E-survey</p>	<p>Content analysis</p> <p>Quantitative data analysis</p> <p>Triangulation across data collection methods and sources</p>
3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?					
3.3.1 Cost efficiency of CSP implementation	<p>The extent to which CSP has been able to maximize benefits with strategies to manage cost.</p> <p>The extent to which CSP has incurred additional costs due to COVID-19-related measures.</p> <p>The extent to which WFP support contributed to an efficient management of public resources.</p>	<p>Evidence that outputs achieved took account of strategies to manage costs.</p> <p>Cost category analysis by modality (e.g. cash versus food).</p> <p>Comparison of Rwanda CO costs versus that of other comparable COs on a selection of key cost categories (e.g. school feeding).</p> <p>Evidence of disbursement patterns in terms of time spans compared to financial execution, compared to needs, donor commitments and receipt of contributions;</p>	<p>CSP and BRs ACRs 2019-2022, PDMs Funding and financial execution by strategic outcome and activity - FACTORY</p> <p>Planning and evaluation documentation: Internal logistics KPIs, RBN logistics dashboard, Import Parity System (IPS) records</p>	<p>Document review</p> <p>Data analysis</p> <p>Semi-structured interviews</p>	<p>Content analysis</p> <p>Quantitative data analysis</p> <p>Triangulation across data collection methods and sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		<p>expenditure versus allocations; and pace of disbursement to partners.</p> <p>Annual expenditure per metric ton (mt) of food delivered/value of cash transferred.</p> <p>Assessment of cost evolution and the determinant factors (including COVID-19).</p> <p>Evidence of measures to manage costs and maximize benefits (e.g., complementarities with partners, use of digital platforms, market and price analysis, etc.).</p> <p>Evidence of cost sharing between donor/government/UN and private resources.</p> <p>Evidence of lower transaction costs and more agile and faster procurement processes.</p> <p>Perception of stakeholders on CSP cost efficiency and WFP support to ensuring good use of public resources.</p>	<p>KIIs: Government officials, CO staff, regional bureau, cooperating partners,</p> <p>Regional bureau oversight mission reports: Finance & Admin, 2019 & 2022, Budget & Programming, 2020; Logistics, 2020, possibly 2023 if available in time, Procurement, 2021</p>		
3.4 To what extent were alternative, more cost-effective measures considered?					
3.4.1 Cost effectiveness	<p>The extent to which other alternatives and types of interventions were considered in CSP design and/or subsequent annual plans.</p> <p>The extent to which other alternatives and types of interventions were discussed with partners and government counterparts.</p>	<p>Evidence of cost effectiveness analysis in the CSP design.</p> <p>Evidence of consideration of alternative modalities/approaches during implementation and the pertinence and quality of the choices made.</p> <p>Existence of studies/evaluations that examine issues around cost effectiveness.</p> <p>Evidence that CSP interventions and possible alternatives were discussed with government counterparts.</p> <p>Perception of stakeholders on CSP cost-effectiveness.</p>	<p>Data:</p> <p>IPS data. RBN regional logistics dashboard, internal logistics KPIs, (I)PDMs (for cash, voucher, food data), food delivery data and records of losses, purchase order records</p> <p>Evaluations</p> <p>KIIs: Government ministries, regional bureau</p> <p>E-survey (partners and staff)</p> <p>Regional bureau oversight mission reports: Logistics, 2020, possibly 2023 if available in time, procurement, 2021</p>	<p>E-survey</p> <p>Data analysis</p> <p>Interviews</p>	<p>Content analysis</p> <p>Quantitative data analysis</p> <p>Triangulation across data collection methods and sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
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?					
4.1.1. Adequacy of CSP resourcing	The extent to which resources matched CSP ambitions. The extent to which the CSP has resulted in maximizing and diversifying funding sources. The extent to which additional needs as a result of COVID-19 were met.	Needs versus mobilized CSP resources across outcome and activity areas. Evidence of additional requests and level of funding in response to COVID-19. Evidence that WFP has sought out new funders and new partnerships with a clear fundraising strategy. Evidence that CSP programming dedicated resources for GEWE (against the 15 percent threshold of project funds). Stakeholders' perceptions on the adequacy of funds, and barriers to increased funding.	CSP and BRs ACRs 2019-2022 KIIs: management staff, donors, finance and budgeting team, EPC team Financial data – OCHA, OECD, Resource Overview, FACTory, country office data Regional bureau oversight mission reports: Finance & Admin, 2019 & 2022, Budget & Programming, 2020	Documentation review Interviews Data analysis	Content analysis Quantitative data analysis Triangulation across data collection methods and sources
4.2.2 Predictability of CSP resourcing	The extent to which financial resources were timely and adequate to cover CSP priorities. Extent to which the financial resources (type and duration) were adapted to the type of intervention. Extent to which CSP resourcing allowed WFP to pursue work across the nexus.	Evidence of gaps between funds expected, allocated and received. Analysis of funding and financial execution by strategic outcome and activity. Evidence of use of emergency funds for unexpected situations. Extent to which WFP partners received predictable funding. Extent to which post-handover funding predictability has been prioritized and supported through WFP technical assistance (TA), as part of the sustainability of efforts.	CSP and BRs ACRs 2019-2022 KIIs: management staff, donors, finance and budgeting team, EPC team. Financial data – OCHA, OECD, Resource Overview, FACTory, country office data Regional bureau oversight mission reports: Finance & Admin, 2019 & 2022, Budget & Programming, 2020	Document review Interviews Data analysis	Content analysis Quantitative data analysis Triangulation across data collection methods and sources
4.2.3 Flexibility of CSP resourcing	The extent to which WFP was able to make decisions on priorities based on availability of flexible resourcing.	Proportion of funds earmarked to certain activities versus funds unrestricted. Evidence that WFP was able to implement the main priorities under the CSP without incurring significant breaks, delays, or cancelation of activities due to lack of funding flexibility.	ACRs 2019-2022 KIIs: management staff, donors, finance and budgeting team, EPC team. CSP and BRs Financial data – OCHA, OECD, Resource Overview, FACTory, country office data	Document review Interviews Data analysis	Content analysis Quantitative data analysis Triangulation across data collection

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
			Regional bureau oversight mission reports: Finance & Admin, 2019 & 2022, Budget & Programming, 2020		methods and sources

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?

4.2.1. Utility of monitoring and reporting systems	Extent to which monitoring/reporting has had adequate coverage, led to course corrections at project level and informed decision making at overarching levels. Extent to which WFP captures the results and outcomes of its interventions and the associated learning. Extent to which WFP monitoring and reporting has been of use to external partners and has supported joint identification of priorities and course corrections.	Evidence of adequate monitoring across all elements of the portfolio and across distribution sites and sites of complementary activities and identification of any gaps. Evidence of utility and accessibility of data to WFP staff at management and operational levels (national and in field offices). Stakeholder perceptions of the utility and use of CO evaluation efforts (e.g. impact evaluations, Mac Govern Dole etc.). Evidence of knowledge management and lessons learning and analysis of extent to which this covers all the key areas of engagement. Evidence of use of data and learning to inform and guide decision making and strategic shifts during the CSP implementation. Evidence that external partners have accessed and contributed meaningfully to WFP understanding of the effects and outcomes of its work.	Reports: MTR, M&E plan; operational monitoring plans; WFP reporting, evaluations, documents that reflect internal lesson learning Regional bureau oversight mission report (Monitoring, 2020) Data: CSP logframe, ACRs 2019-2022, PDMs and JPDMs; analysis of data that was collected through workshop reports. KIIs: management team, SO teams, M&E government counterparts, field offices, other partners	Document review Data analysis Interviews	Content analysis Quantitative data analysis Triangulation across data collection methods and sources
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4.3 How did the partnerships and collaborations with other actors influence performance and results?

4.3.1. Coherence and effectiveness of CSP partnerships	Extent of WFP partnerships and collaborative efforts in CSP implementation. Extent to which WFP engaged in and developed new and different types of partnerships in response to CSP (evolving) priorities, and in working across the HDP nexus	Evidence of synergies and complementarities between partners. Evidence of WFP role as a broker and facilitator and effectiveness of this role. Evidence of implementation of coordinated actions with partners and their effects. Evidence that partnerships maximized comparative advantages and allowed WFP to	Reports: Memorandums of understanding (MoUs), partner reporting, evaluations KIIs: RB, WFP management, SO teams, cooperating partners, government	Document review Interviews Site visits / observations E-survey	Content analysis Quantitative data analysis Triangulation across data collection
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Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	Coherence of partnerships. Extent to which (evolving) partnership types facilitated and advanced CSP implementation and influenced CSP performance and results.	reach more beneficiaries with better services. Evidence that partnerships allow for replication, expansion, and (prospects of) sustainability of results. Stakeholder perceptions on the quality of partnerships and collaboration under the CSP, extent to which these support the nexus and advanced collective priorities.	ministries (national and decentralized), UN partners E-survey (partner perspectives) Site visits		methods and sources

4.4 To what extent did the CO have appropriate human resources capacity to deliver on the CSP?

4.4.1. Adequacy of human resources for CSP delivery	Extent of alignment of staffing with CSP ambition.	Evidence of adequacy of staffing across CO structure and alignment with ambitions of the CSP, including in terms of gender balance. Evidence of the effectiveness of seconding staff to government departments. Evidence of adequacy of staffing profiles for the strategic shift envisioned (including staff retention, contract types, turnover, location and balance between national and field staff, and staff workload). Evidence on the extent and utility of oversight and support provided by RB and HQ divisions to critical areas of programming and implementation.	Reports: MTR, evaluations ACRs, audit reports human resources data, staff survey results KIIs and FGDs: Regional bureau, CO staff, management team Regional bureau oversight mission report (HR, 2019 & 2022)	Data and document review Interviews and focus groups	Content analysis Quantitative data analysis Triangulation across data collection methods and sources
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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?

4.5.1. Internal factors contributing to or challenging the successful implementation of the CSP	Analysis of factors (internal variables within the control of WFP and the CO).	Evidence of synergies, and complementarity between different areas of the CSP enhancing results achievement. Quality of WFP management at different levels. Evidence of adequate lesson learning in-country and with other countries, and extent to which this is used to inform and guide implementation and course correction.	Reports: MTR, evaluations, partner reporting to WFP KIIs: CO staff, management team, cooperating partners. CSP and BRs KIIs and FGDs: Regional bureau, CO staff, management team for country office communications KIIs: Regional bureau, management team, cooperating partners E-survey (perspectives of staff)	Document review Interviews E-survey (staff and partners)	Content analysis Triangulation across data collection methods and sources
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Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		Evidence of adequacy of communication of WFP work, in particular the more innovative elements of the portfolio.			
4.5.2. External factors contributing to or challenging the successful implementation of the CSP	Analysis of external factors (external variables outside of the direct control of WFP and the CO).	Evidence of adjustments and/or interruption of activities due to external factors. Evidence of adjustments, delays, interruption of activities derived from type of government, capacity constraints counterparts, changes in national policy/priorities, staff turnover, etc.	CSP and BRs Reports: MTR, evaluations KIIs: Government ministries, cooperating partners E-survey (perspectives of staff)	Document review E-Survey Interviews	Content analysis Triangulation across data collection methods and sources

Annex 10 Gender case study

This case study focuses on the effectiveness of the WFP approach to gender and identifies external and internal opportunities and challenges, and implications for the new CSP.

Key messages

- Gender activities are present throughout strategic outcomes, but with different levels of attention.
- Where the gender action learning system (GALS) methodology has been used there have been real changes, and there has been some cross-learning across strategic outcomes and activities drawing from the use of GALS as a tool.
- Useful gender studies and research have been done but these are not sufficiently translated into revised programming.
- Gender ambitions have not been resourced sufficiently in terms of technical capacity and financial resources, in spite of management attention to the gender agenda generally.
- Disability has only recently started receiving attention.

CONTEXT - GENDER IN RWANDA

49. The Government of Rwanda has made significant strides against gender-based discrimination and towards promoting the advancement of women over the past decade. With a value of 0.388 (2021), Rwanda's Gender Inequality Index (GII) in 2021 ranked 93 out of 191 countries.¹⁰ Impressively, Rwanda comes in sixth out of 146 countries (and first in Africa) in the 2022 Global Gender Gap Report.¹¹ Additionally, Rwanda is leading globally on the participation of women in parliament, with 61.3 percent of seats in parliament held by women (2021).¹²

50. Rwanda's commitment to gender equality is evident politically through deliberate measures such as the constitutional requirement of at least 30 percent representation of women in decision making bodies at all levels.¹³ Rwanda has made substantial strides in promoting women's economic participation. Initiatives like the Women's Opportunity Centre first launched by the Government of Rwanda in 2013 have provided training and resources for women to start their own businesses and become financially independent. Women have also gained increased access to education, healthcare and legal services.

51. However, gender-based violence remains a concern. Over on third of women and girls who are aged between 15 and 49 have experienced physical or sexual, or psychological violence.¹⁴ Political, legal and developmental efforts are ongoing to combat harmful cultural norms and stereotypes; this includes practices that undermine the right of rural women to own and inherit land.¹⁵ While strong policies actively promote gender equality, these have in practice been less transformational in implementation, where there has been a focus on numbers over empowerment, and insufficient attention to addressing gender-based social norms, and a women's participation in grassroots decision making.¹⁶ These challenges are illustrated by findings from the 2021 Comprehensive Food Security and Vulnerability Assessment (CFSVA), which underscore prevailing gender inequities in food security, with households headed by women more likely to

¹⁰ 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.

¹¹ World Economic Forum. 2022. Global Gender Gap Report Insight Report July 2022.

¹² UN Women. n.d. Rwanda country page. <https://data.unwomen.org/country/rwanda> (accessed in February 2023)

¹³ GoR (2003) The Constitution of the Republic of Rwanda. Adopted on 26 May 2003.

¹⁴ National Institute of Statistics of Rwanda, Ministry of Health Rwanda, and ICF (2021). Rwanda Demographic and Health Survey 2019-20 Final Report. Kigali, Rwanda, and Rockville, Maryland, USA: NISR and ICF.

¹⁵ Abbott et al. (2018) Women, Land and Empowerment in Rwanda. *J. Int. Dev.*, 30: 1006– 1022.

<https://doi.org/10.1002/jid.3370>.

¹⁶ Sources include UN Women, WFP, and MIGEPROF websites.

be food insecure (27 percent compared to 18 percent for households headed by men).^{17,18} Rwanda has more than 446,000 persons with disabilities (3 percent of total population).¹⁹ As in many countries, people with disabilities in Rwanda face increased challenges with access to health care, education, and employment.²⁰

WFP GENDER PRIORITIES

52. The adoption of the Sustainable Development Goals (SDGs) has put gender and equity front and centre in the international development agenda, through SDG 5. The United Nations flagship report on the SDGs and disability underscores the imperative of inclusion of the 15 percent of the world population who are disabled.²¹

53. The WFP Gender Policy (2015–2020)²² advocates for a transformative approach to GEWE to address unequal gender relations and promote sharing of power, control of resources and decision making between women and men. The evaluation of the gender policy²³ provides a high-level assessment of WFP strengths and challenges in reaching gender objectives. Key findings from the evaluation of the policy in 2020 are reflected in Table 7 below.

Table 7 WFP gender policy objectives, priorities and key findings from the gender policy evaluation

WFP gender policy objectives	Related priorities	Key findings from the gender policy evaluation (2020)
Food assistance adapted to different needs	Women, men, girls and boys benefit from food assistance programmes and activities that are adapted to their different needs and capacities	WFP programmes are not consistently adapted to the specific needs of women, men, girls and boys. Lack of reporting on key cross-cutting indicators impedes understanding, and lack of robust gender analyses on intra-household dynamics and their effect on the use of WFP food assistance represents a serious shortcoming.
Equal participation	Women and men participate equally in the design, implementation, monitoring and evaluation of gender-transformative food security and nutrition programmes and policies	Equity concerns are not sufficiently considered. Equal participation of women and men in programme design and the use of sex- and age-disaggregated data is not yet systematic. Corporate indicators quantify the participation without analysing power structures or changes in gender-based roles, and do not fully capture transformative change.
Decision making by women and girls	Women and girls have increased power in decision making regarding food security and nutrition in households, communities and societies	A growing number of WFP programmes give women and, to a lesser extent, girls, opportunities to engage in decision making. Community participatory planning exercises involve women in

¹⁷ WFP 2021 CFSVA.

¹⁸ 26 percent of all households are headed by women. In total, 11 percent of all heads of household are disabled. Source: *ibid.*

¹⁹ Government of Rwanda, Ministry of Local Government. 2021. National Policy of Persons with Disabilities and Four Years Strategic Plan (2021-2024).

²⁰ *Ibid.*

²¹ UN Flagship Report on Disability and Sustainable Development Goals. 2018.

²² WFP 2015 Gender Policy.

²³ WFP 2020 Evaluation of the Gender Policy (2015-2020). 23 May 2020.

WFP gender policy objectives	Related priorities	Key findings from the gender policy evaluation (2020)
		identifying community assets that reduce their unpaid workloads, women have received training across key areas of WFP work. However, there is insufficient attention to transformative opportunities for increasing the decision making of women and girls without compromising health and nutrition outcomes.
Gender and protection	Food assistance does no harm to the safety, dignity or integrity of the women, men, girls and boys receiving it and is provided in ways that respect their rights	Moderate progress has been made in ensuring food assistance does no harm to the safety, dignity or integrity of the women, men, girls and boys receiving it. The majority of women and men report being able to access WFP assistance without protection challenges, but there is a weak analytical base and understanding of gender and protection in the organization and relatively few assisted people are kept informed of WFP programme interventions. Gender analysis to inform, and provide the basis for oversight over, gender and protection strategies remain few and are not uniformly strong.
Gender staffing at CO levels	WFP CO has sufficient expertise in gender equality and women's empowerment that support the implementation of the CSP	While WFP has focused on a corporate push toward gender parity, human resource-related investments in other areas that would accelerate wider contributions to gender equality are comparatively limited, contributing to different perspectives of WFP progress among women and men employees.

Source: WFP 2020 Evaluation of the Gender Policy (2015-2020).

54. The updated 2022 WFP gender policy²⁴ sets out three objectives to address the gender inequalities that continue to exacerbate food insecurity and poor nutrition outcomes:

- achieve equitable access to and control over food security and nutrition;
- address the root causes of gender inequalities that affect food security and nutrition, and
- advance the economic empowerment of women and girls in food security and nutrition.

55. Through this policy, WFP further seeks to mainstream gender in emergency preparedness and response, resilience building and development.

56. The WFP Strategic Plan (2022-2025)²⁵ commits to ensuring meaningful participation and inclusion of persons with disabilities in all operations and programming. Further, the WFP Disability Inclusion Roadmap

²⁴ WFP 2022. WFP Gender Policy 2022 - Accelerating progress towards gender equality and women's empowerment.

²⁵ WFP 2022. WFP Strategic Plan 2022-2025.

2020-2021²⁶ operationalizes the United Nations Disability Inclusion Strategy (UNDIS) through eight key result areas. The WFP Protection and Accountability Policy 2020 considers the meaningful inclusion of persons with disabilities central to the protection and accountability to affected populations. Similarly, the 2022 WFP gender policy views disability as part of the diversity of characteristics that need to be understood when addressing the needs and priorities of women, men, girls and boys.

KEY FINDINGS ON THE WFP APPROACH TO GENDER OVER THE CSP


57. The evaluation drew from evidence across the different strategic outcomes collected in the context of this evaluation to identify what specific approaches have been used to address gender and equity. In implementing the CSP country office used a combination of approaches in mainstreaming gender and equity issues including: (i) studies/assessments; (ii) training; and (iii) implementation of tools such as social and behaviour change communication (SBCC) and the gender action learning system (GALS) approach. Examples of WFP efforts in gender are provided in Table 8 below for a selection of strategic outcomes.

Table 8 Examples of WFP efforts on gender

SO1	<p>2018 WFP CBT impact study on impact of CBT on gender and monitoring surveys (2019) to assess women decision making.</p> <p>Gender training in all Congolese refugee camps.</p> <p>Implementation of activities in all refugee camps on gender-based violence (GBV) through SBCC, including debates.</p> <p>Gender and protection assessment in 2018 to identify protection-related issues in all six camps.</p>
SO2	<p>Mainstreaming of gender in the quarterly training of cooks and administrators</p> <p>Construction of girls' menstrual rooms.</p> <p>Introduction of mobile day-care platform under the Sustainable Market Alliance and Assets creation for Resilient Communities and Gender Transformation (SMART) project.</p> <p>Training for teachers and other school and parent representatives about menstrual health and hygiene, in partnership with World Vision.</p> <ul style="list-style-type: none"> • Gender assessment of home-grown school feeding in 2021.²⁷ <p>Training of teachers and other school and parent representatives about menstrual health and hygiene.</p> <p>Knowledge, attitudes and practices study of menstrual hygiene management (MHM) in schools with sanitary rooms compared to those without.</p>
SO4	<p>Study to investigate participation of women on the beans value chain.</p> <p>Cooperatives received 'gender in agribusiness leadership' trainings to promote the engagement of women in farmer organizations.</p>

²⁶ The WFP Disability Inclusion Road Map 2020-2021 was extended for one year at the second regular session of the Executive Board in November 2021.

²⁷ WFP 2021. Gender Assessment of the Home-Grown School Feeding Programme.



Training on financial literacy and bookkeeping trainings to group members and supporting linkage with formal financial institutions.

Source: WFP Rwanda ACR for 2019, 2020, 2021, and 2022.

58. **Under SO1**, tools have been useful in improving understanding of gender social norms and how they relate to cash assistance and have contributed to a shift in attitude around nutrition and childcare. The redistribution of gender roles also resulted to the prioritization of pregnant and lactating women and households headed by women as well as persons with disabilities and elderly persons during distributions. WFP food assistance to refugees provided through cash-based transfers permitted women and men in refugee camps to buy the food that best met their family's needs, maximizing their choice and diversity. A monitoring survey in June 2019 showed that 99 percent of refugee women participated in household decision making processes compared to 93 percent in 2015. A 2018 qualitative WFP study indicated that cash-based transfers empowered refugee women, as they experience being treated with more dignity and respect through handling cash.²⁸

59. In 2019, WFP conducted a training in all Congolese refugees camps, partnering with the Rwanda Men's Resource Centre (RWAMREC) to sensitize refugees on the importance of shared household responsibilities and advocating for increased participation of women and girls in decision making structures within camps and households.²⁹ The training provided refugee committee members (both women and men) with the opportunity to increase their understanding of these gender social norms and how they relate to cash assistance provided by WFP. The 2022 third joint post-distribution monitoring results showed that men and women jointly make decisions on cash assistance in 42 percent of households, a 5 percent increase from September 2021. WFP used social and behaviour change communication in refugee camps and host communities to raise awareness on gender and cultural norms, family power dynamics and the importance of shared decision making.³⁰

60. Under the refugee response, WFP worked closely with United Nation High Commissioner for Refugees (UNHCR), and cooperating partners specialized in protection through all activities to ensure refugees received adequate and timely information about WFP assistance and did not experience any safety issues. WFP and UNHCR have jointly analysed complaints from refugees, consulted cooperating partners' protection reports and checked with the appeals panel to ensure that appeals and protection issues arising from the implementation of targeted assistance were addressed. Nonetheless feedback from focus group discussions with beneficiaries by this evaluation team in refugee camps suggests that there remain gaps in understanding from beneficiaries as to why decisions are taken and why certain beneficiaries were excluded under the targeting approach. The 2021 introduction of targeting of refugees included criteria that sought to ensure gender and disability was addressed by specifically including these among criteria for inclusion. Nonetheless, the exclusion errors reported through the complaints feedback mechanism (CFM) and discussed elsewhere in this evaluation, suggest there could be value in monitoring the gender and equity dimensions of the introduction of the targeting system, as anecdotal evidence from camp interviews suggested some vulnerable groups had been excluded.

61. **SO2:** For HGSE, WFP supported gender parity in education access and learning following up on work done prior to the CSP. Under this CSP, in addition to continued efforts on school feeding, a particular area of attention has been the construction of girls' sanitary rooms in schools, and the improvement of menstrual health and hygiene to address the needs of girls. WFP also supported the development of menu modelling, proposing avenues for gender- and age-specific nutrition and health requirements to be factored into the national school feeding menus.

²⁸ WFP 2019. The potential of cash-based interventions to promote gender equality and women's empowerment. A multi-country study.

²⁹ ACR, 2019.

³⁰ ACR, 2021.

62. In 2021 WFP commendably commissioned a comprehensive gender assessment of HGSP, which brings out areas where school feeding has contributed to gender and equity (see Table 9 below).³¹ The study underlined that, while there have been efforts to integrate gender, these are not addressing underlying social norms and power relations. Enhanced attention to this is needed in light of the added value that can be incurred from a more gender transformative approach in terms of programme results:

“The HGSP programme as well as other key stakeholders in the education sector have numerous opportunities across different levels of the programme to promote gender equality and the empowerment of women and girls’ by mainstreaming gender transformative approaches more intentionally and effectively across its various intervention areas.... Adopting a transformative approach to addressing gender barriers also offers significantly better ‘value for money’ from a donor perspective; if the root causes of such issues are not addressed, then the same problems will appear again and again over time, which can have the affect of inhibiting the positive impact of the programme in the long run.” (p.11).

63. **SO4:** A review of WFP work under SO4 similarly finds that the work with smallholder famers has been underpinned by gender analyses. WFP commissioned a study in 2019 to better understand the gender dynamics within the beans value chain, as well as the status of women in accessing value chain financing.³² From these studies in partnership with the International Finance Cooperation (IFC), WFP-supported cooperatives received ‘gender in agribusiness leadership’ trainings to promote the engagement of women in farmer organizations. Significant work remains to be done, however, as only 21 percent of cooperatives are led by women who are mostly present as labour rather than in decision making roles and, in field visits, it was clear to the evaluation team that the higher levels of the value chain remain dominated by men. Recent work is starting to focus on working with the National Agency on People with Disabilities – to address challenges (make tools more disability inclusive).

WFP participation in the Joint Programme on Rural Women’s Economic Empowerment

64. Over the CSP period, WFP continued its participation in the Joint Programme on Rural Women’s Economic Empowerment with FAO, the International Fund for Agricultural Development (IFAD) and United Nations Women. Adoption of the GALS approach.³³ This resulted in women’s increased confidence and self-esteem as reflected by increased participation in agricultural events and advancement into more leadership roles in cooperatives. The Joint Programme on Rural Women’s Economic Empowerment (JPRWEE) also provided tools that enabled women to improve their financial outcomes and independence.³⁴ Anecdotal evidence from evaluation interviews and focus group discussions with SMART stakeholders and beneficiaries suggest that - similarly to the JPRWEE - results there have been encouraging in terms of changes in decision making processes and social norms. In this activity, there has been some attention to people with disability through mobile creches for mothers participating in the works where people with disabilities take care of the babies and do other light work.

65. The GALS has also been rolled out through resilience livelihood activities under the SMART 2 project in 2021 through the training of gender champions who are expected to cascade these approaches to the community level. This phase also saw a deliberate selection of a seasoned implementation partner, ADRI/Duhamic, because of its expertise in GALS. Interestingly, ADRA/Duhamic has cascaded GALS to the other implementing partner - Good Neighbors International – and this organization is now using the methodology.

66. These different actions show that **WFP has sought to give attention to gender throughout its portfolio of work**. However, while WFP projects have been supported by the collection of sex- and age-disaggregated monitoring data, there were few **specific examples of where WFP had used gender**

³¹ WFP. 2021. Gender Assessment of the Home Grown School Feeding Programme.

³² NpM, 2020. Financial services for women. Case study on women's participation in the maize and bean value chains in Rwanda

³³ GALS is a community-led household methodology that aims to give women and men control over their personal, household, community and organizational development while promoting shared planning and decision making.

³⁴ WFP, FAO, IFAD, UN Women 2021 Decentralized Evaluation Global End-Term Evaluation of the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda from 2014 to 2020, Final Evaluation Report, 5 May 2021.

analysis to inform changes to its programming. And while the JPRWEE project has generated valuable learning, such lessons remain to be better integrated across strategic outcomes.

67. Furthermore, **in the area of disability, relatively little progress has been made and initiatives have been highly scattered.** Contributing factors include insufficient management attention to disability, very limited in-house capacity and no dedicated staff, lack of dedicated financial resources, and inconsistent/weak monitoring of disability.

PARTNERSHIPS IN SUPPORT OF GENDER PRIORITIES

68. As stated in the mid-term review,³⁵ A partnership action plan (PAP) was developed by the Rwanda country office with a focus on identifying a match between existing and potential new partners with each strategic outcome. The core of the partnership action plan is a summary of existing and potential new partners (including donors) across partner categories that include the Government (bilateral), the private sector, United Nations and international financing institutions (IFIs).¹³⁰

69. As highlighted in Table 9, implementation is already largely contracted to NGO partners across all Rwanda country office programmes (see Box 1 on gender mainstreaming).

Table 9 Selected examples of gender partnerships under the CSP

Gender partners	Key roles played in gender mainstreaming
Rwanda Men’s Resource Centre (RWAMREC)	Conducted training to sensitize refugees on the importance of shared household responsibilities and advocating for increased participation of women and girls in decision making structures within camps and households.
IFC	Participation in the value chain study to understand the participation of women.
World Vision	Training for teachers and other school and parent representatives about menstrual health and hygiene.
Plan International	Conducted sessions on maternal, infant and young child nutrition.
University of Global Health Equity	Participated on a knowledge, attitudes and practices study of menstrual hygiene management (MHM) in schools with sanitary rooms compared to those without.
ADRI/Duhamic	Roll-out of the GALS methodology under the SMART programme.

Source: Consolidated from ACRs and stakeholder interviews.

70. Partnerships on gender have been in the form of multi-year engagements with some NGOs, which predates the CSP (such as ADRI and GNI). In other cases, partnerships have been more specific and of shorter duration. For example, under the CSP, WFP partnered with the University of Global Health Equity on a knowledge, attitudes and practices study of menstrual hygiene management in schools with sanitary rooms compared to those without.

71. WFP partners include **NGOs with significant experience in gender and equity, including in the use of specific tools**, such as GALS. However, this considerable resource among NGOs/partners is insufficiently drawn on in practice in programme design and implementation. This is illustrated by the fact that while cooperating partners (CPs) currently commit to upholding WFP gender equality, protection and accountability to affected populations standards in their contracts with WFP, field-level agreements (FLA) do not include commitments to gender transformative actions. In fact, most gender examples were found to

³⁵ MTR, 2022.

be limited to a single bullet in the agreement focusing on cooperating partner requirements to report gender-disaggregated beneficiary numbers.³⁶

72. Updating WFP Rwanda's approach to gender transformation will require field-level agreements to move significantly beyond numbers. Furthermore, given that some NGOs are significantly ahead of WFP in terms of their work on gender and equity, **a commitment to exploring the role of cooperating partners and academic partners to support strategic outcomes in developing gender-transformative approaches tailored to their technical area** was recommended by the mid-term review as part of the Rwanda country office development and implementation of its second generation CSP (2024-2030).

73. The review of gender partnerships has highlighted clear **gaps in working with women organizations**. WFP has worked with some organizations that have gender expertise but has not worked specifically with women's organizations. A combination of limited in-house WFP capacity for gender and weaknesses in women's organizations appears to have contributed to this.

GENDER CAPACITY AND RESOURCING UNDER THE CSP

74. To understand WFP organizational readiness in the domain of gender and equity, the evaluation reviewed evidence on the resources (human and financial) that have been allocated to this task. It also sought to understand how mainstreaming has been managed internally. Key findings are as follows:

- **Management:** WFP management and strategic outcome leadership has put an accent on gender and is perceived as being vocal on gender issues.
- **Oversight of gender has been consistent** as reflected in reporting of gender results and attention to gender in WFP evaluations and other studies. Follow-up from different pieces of gender work has, however, not been consistent. Opportunities have been missed to have a stronger gender transformative focus throughout the portfolio.
- **Gender planning:** WFP has developed interesting work including through JPRWEE. However, the Rwanda country office gender action plan has not been updated to reflect this learning and in spite of annual gender planning by the country office the approach to gender has been fragmented. The WFP Global Gender Policy (2022) and the experience from CSP implementation should enable planning for a new action plan reflecting a stronger focus on gender transformation together with a more meaningful engagement of men.
- **Country office gender capacity:** The WFP national gender expert accumulates three inter-related portfolios: accountability to affected populations, protection and gender. The CSP (and the WFP global gender policy) ambitions around gender transformation require both more time and a more senior position.
- **Regional bureau support gender and equity:** Support from the regional bureau has been sporadic and lacked continuity. Turnover of staff, and long periods of vacancy of the gender position at regional bureau level have affected this.
- **Funding:** The WFP country office does not have a dedicated budget line for gender. This has curtailed gender work considerably as all gender initiatives that require funding need to be accompanied by fundraising, either internally from the different strategic outcome managers, or externally.³⁷ As illustrated by the quote below, this has curtailed plans substantially, for example in the domain of training of staff and partners.

"There is the misconception that the work on gender and nutrition can be done for free. This is not possible. However, what is possible is to have schools as a platform for these issues. There need to be more resources to gender (staffing and funding) to allow us to pivot to being more gender transformative."

- **Tracking and reporting gender work.** As reported in the mid-term review, tools to measure the effects of gender work have been insufficient. There have been missed opportunities to demonstrate what WFP has been doing and showcase some of the successful WFP initiatives.

³⁶ MTR, 2022; KII with cooperating partners.

³⁷ KII.

PRIORITIES

75. The mid-term review makes the following recommendations under the title of a 'gender refresh', all of which this evaluation is in complete agreement with.

Box 1 Gender mainstreaming

Mid-term review opportunities for a “refresh in gender mainstreaming”³⁸

- Re-establishing and committing to a new Rwanda gender action plan and reinvigoration of “orange” days as integral parts of ongoing management and programme processes
- Ensuring a greater level of gender analysis is undertaken to explore the gender drivers operating behind WFP monitoring data
- Exploring new WFP partnerships with leading gender-focused organizations including relevant national and international cooperating partners and exploring their potential contributions to country office programmes
- Ensuring future WFP efforts toward gender-transformative food and nutrition programming are adequately reflected in the deliberations of the inter-agency Gender Working Group
- Strengthening the integration of GEWE and inclusion in WFP support for government sector policy reviews (e.g., social protection and markets) and its development of programme strategies; and
- Integrating targeted actions for women, youth, and people with disability into WFP, cooperating partner, and government partner capacity strengthening in areas including, but not limited to, women and youth leadership in micro- small- and medium-scale enterprise development, managing group finances, and ensuring women’s access to credit.

76. To these priorities this evaluation adds the need to substantially increase the human and financial resources for the gender function within the upcoming CSP.

³⁸ MTR, 2022, p. 23.

Annex 11 Case study on country capacity strengthening

Key messages:

- WFP engagement has substantially scaled up over the evaluation period. Its country capacity strengthening (CCS) contributions have increased in all programme areas other than its refugee operations.
- WFP work in school feeding CCS has been significant across all pathways for CCS.
- WFP work with smallholder farmers has been equally significant, effective, and innovative. It has involved only limited engagement in the policy and systems spheres.
- Approaches to CCS with a focus on sustainability and cost reduction have been strengthened during the CSP, for example through training of trainers.
- Under selected strategic outcomes WFP has strengthened its existing partnerships and, in the case of SO4, made strong inroads into new, non-state partnerships.
- For engagement with state actors, the prolonged relationships with the Government (pre-dating the CSP) and memorandums of understanding - introduced under this CSP - have supported relationship building and ensured clarity on respective roles.
- Much of WFP work on CCS remains to be comprehensively captured.
- The organizational readiness assessment by this evaluation suggests that further investments in WFP staff capacity for an enabling role are needed across the portfolio for the next CSP.

CONTEXT

WFP corporate approach to capacity strengthening

77. The WFP corporate framework conceptualizing CCS³⁹ identifies five pathways as entry points for capacity strengthening (see Table 10).

³⁹ WFP. 2017. WFP Corporate Approach to Country Capacity Strengthening. CCS Toolkit Component 001. Rome: WFP.

Table 10 Pathways and areas of focus for CCS

Pathways	Objectives	Areas of focus/ entry points for capacity strengthening
Policies and legislation	Stronger policy frameworks with a view to achieving specific food security and nutrition objectives	Policy, regulatory and legislative processes Consultation and engagement of partners
Institutional accountability	Stronger accountability of national institutions (both formal and informal) for enhanced accountability	Strengthening coordination mechanisms Enhanced information management and dissemination systems Mechanisms for monitoring and enforcing existing relevant legislation and policies
Strategic planning and financing	Stronger strategic planning and resource mobilization to implement national action plans	Clarity and consensus among partners about specific targets and objectives Division of roles and responsibilities Clarity about how and when feedback is provided Clarity about phasing out of external assistance Systematic documentation, sharing and reviewing of lessons learned
Stakeholder programme design and delivery	Enhanced and sustained use of technologies and innovations for recovery from chronic hunger and disaster risk management through national systems	Instituting and strengthening social and productive safety net arrangements Stimulating local markets Applying science, research, technology and innovations to strengthen local, national and regional capacities for sustainable hunger reduction Ensuring the sustained management of technologies and innovations by national systems
Engagement and participation of non-state actors	Increased participation of non-state actors in designing, delivering and benefiting from national food security and nutrition plans and programmes	Involvement of a wide range of national civil society, inter-faith and religious groups, formal and informal networks, communities, citizens and academia

Source: WFP Corporate Approach to Country Capacity Strengthening. CCS Toolkit Component 001. Rome: WFP.

78. Changes arising from these five pathways potentially take place in three domains:

- **Individual domain** refers to the skills, knowledge and attitudes which, together with the enabling environment and organizational capacity, determine the behaviour and performance of people.
- **Organizational domain** encompasses the internal policies, structures, systems, strategies, procedures and resources that allow an organization to operate and deliver on its mandate and provide.
- **Enabling environment domains** include laws, policies, accepted behaviours and the interactions between and among various stakeholders, and supports and facilitates organizations and individuals in carrying out their functions and achieving results.⁴⁰

⁴⁰ WFP, 2022. Country capacity strengthening policy update. World Food Programme Executive Board Annual session. Rome, 20–24 June 2022.

WFP Rwanda CCS agenda and ambitions

79. Capacity strengthening was identified in the final approved CSP as one of six areas of opportunity that WFP would pursue under the current CSP. In terms of operationalization:

“WFP will focus increasingly on capacity strengthening and will identify emerging opportunities to leverage its knowledge and experience and support national stakeholders in making measurable, transformative and sustainable progress towards localized SDG targets and objectives. WFP will progressively strengthen government capacity by providing expertise in vulnerability analysis and mapping, emergency preparedness and response, early warning, asset creation and supply chain management towards the establishment of evidence-based policy and programmes that incorporate a gender- transformative approach and ensure tailored inputs and equitable impacts. WFP will gradually hand over the direct implementation of school meal and asset creation programmes in order to promote national ownership and sustainability.”⁴¹ (p.12).

80. These ambitions reflect the key pathways and entry points which are highlighted in the WFP corporate guidance on capacity strengthening.

Background and main features of CCS in school feeding prior to the CSP

81. In February **2002, WFP launched its first school feeding programme in Rwanda** in response to drought in south-eastern Rwanda. Subsequent developments are summarized in Table 11 below.

82. Along the two decades **the role of WFP moved from implementer to implementer and enabler**. WFP continued to implement the school feeding programme and progressively, and in parallel, embarked on an increasingly broad range of CCS initiatives, initially through direct training and later with a stronger focus on organizational dimensions and systems strengthening (starting at the school level, and later at the district and national levels) as well as research/studies in support of school feeding in Rwanda.

83. By 2010, WFP had started **facilitating exchange** between Rwanda and other countries in the region, as well as facilitating exposure to the Brazil Centre of Excellence. In 2011, Rwanda saw the start of a series of studies that fed into the enabling environment. The first of these was the WFP-supported **Cost Analysis and Scenario Planning** done in 2014 in support of the launch of a possible national school feeding programme.

84. Concurrently with the evolution of the direct work of WFP in school feeding, **opportunities for complementarity with other areas of WFP engagement were identified and pursued**. In conjunction with this, WFP also made efforts at changing its procurement requirements to allow for local procurement.

85. From 2016 the emphasis evolved to **support to national and decentralized coordination**. A steering committee, which included the participation of the permanent secretaries of the Ministry of Education and Ministry of Agriculture and Animal Resources (MINAGRI), emerged, supported by WFP, and brought about stronger intersectoral coordination as well as constituting a forum to discuss achievements and progress and to advocate for innovations and new approaches. Major **costing and financing studies** were done in the latter part of that decade and heavily supported by WFP. WFP supported the **“Fill the Nutrient Gap (FNG)” process**⁴² that brought together stakeholders to identify and prioritize context-specific policies and programmes across food, health and social protection systems and proved influential for raising the profile of school feeding.

⁴¹ WFP 2018 CSP.

⁴² WFP and National Early Child Development Programme, Rwanda Fill the Nutrient Gap Report, (Kigali, 2018).

Table 11 Evolution of school feeding in Rwanda

				MINEDUC begin exploring approaches for WFP to phase out direct support and handover programming to GoR and to local communities					Another SF initiative is piloted: “the One Cup of Milk” program		
	Launch of first pilot SF project. The pilot initially reaches 99,581 schoolchildren. WFP responsible for provision of school meals	SF expands reaching 114,959 children in 119 schools	WFP-assisted SF expands to cover approximately 300 schools		Training in SF management begins and peer-to-peer exchanges organized	Continued support to GoR through directs programming in 300 pre- and primary schools, while using the program to build further evidence on the impact of school-based meals		Launch of new approaches and diverse models of SF in the country	First attempt to embed sustainability and community participation into SF by agreeing to a GoR request to pursue a “3+2 pilot approach”		WFP organizes a study tour for GoR technical staff to Brazil
	MINEDUC adopts a White Paper on a National HGSP Program for Rwanda	National SF Program is evaluated at the highest levels of Rwandan Government and GoR develops the National School Health Policy	GoR start allocating \$2.5 million to supporting SF Program	GoR begins to discuss and draft a Comprehensive National SF Policy Allocation to SF Program increases to USD 8 million	GoR discusses the feasibility of a national program and the level of resource commitment that could be required	NSFP Policy approved in November 2019	SF programing halted due to COVID-19	GoR commit to allocate approximately USD 37 million per year towards school meals	Schools start to re-open as the NSFP is rolled out across the country	Rwanda’s NSFP covers approximately 3.8 million students in over 600 schools across all 30 districts of the country	
	A national consultation to develop the GoR’s HGSP program is organized	Different approaches of SF programing began to be widely scaled-up and methodologies for their sustainable financing and local or GoR ownership is further tested	MoUs signed with MINEDUC and MINAGRI WFP engage in initiatives to provide targeted capacity strengthening support to selected cooperatives	Expanded HGSP program integrates parent contribution either in cash or in-kind donations WFP and MINEDUC establish regular coordination structures	CBA conducted on the value of SF to the national economy. Results are presented to the Permanent Secretary, MoE and key officials			Menu Modelling and Meal Options Report is published	Concept Note on Unconventional Procurement to Promote HGSP in Rwanda is developed	MINEDUC, in partnership with WFP, conduct the National School Feeding Survey on the NSFP. The final report is completed in March 2023	MINEDUC and WF collaborate on rolling out trainings for the SFCs and STCs



Source: Evaluation Team review of documentation.

86. **Developments in school feeding were influenced by, and themselves influenced, an evolving policy framework** by the Government - including the approval of the Economic Development and Poverty Reduction Strategy (EDPRS 2) in 2008,⁴³ and the Vision 2020 Umurenge Programme (VUP), a flagship social protection programme. This evolving policy framework progressively recognized the role of school feeding. Over time, and as highlighted in the timeline and documentation review, school feeding became embedded within the social protection, nutrition and education policy spheres.⁴⁴

87. Table 12 below shows how the role of WFP evolved over time.

Table 12 Selected examples of WFP work in the three domains of CCS between 2002 and 2023

Years	Individual	Organizational	Enabling
2002-2007	Training in support of delivery.	Strengthening of school-level record keeping and monitoring. Rehabilitation of school feeding infrastructure (stoves).	
2008-2010	Training in support of delivery (school feeding management). Partnerships in support of delivery.	Continued focus on record keeping, monitoring, infrastructure.	Exposure/study visits.
2011-2013	Training/partnerships in support of delivery.	Continued focus on record keeping, monitoring, infrastructure.	Evidence generation and sharing, including cost-analysis work, and initial options on handover modalities Support to drafting of government position papers, including a White Paper on School Feeding.
2014-2018	Training/partnerships in support of delivery.	First experience with staff secondments. Support to strengthened school feeding coordination structures – nationally and at the district level, including efforts at multisectoral coordination.	Continued support to the Government in strengthening attention to school feeding in government policy and strategy frameworks. Evidence generation around school feeding pilots. Linkages with cooperatives/SHF.
2019-2023	Scaled up training in support of delivery of the NSFP. Training of trainers (ToT).	Roll-out of ToT. Guidelines and manuals. Scaled up roll-out of school feeding infrastructure. Further and enhanced staff secondments.	Support to enhanced, scaled-up coordination structures and to multisectoral coordination. Studies on procurement, financing, menu modelling. High-level advocacy. First national school feeding survey.

Source: Evaluation Team review of documentation.

⁴³ Government of Rwanda, Economic Development and Poverty Reduction Strategy 2008–2012, (September 2007).

⁴⁴ Evaluation KII and NSFP Case Study 2023.

Developments and features of CCS under the CSP

88. **Under the current CSP, WFP envisioned a continued dual role** of implementer together with an upscaled role in CCS. In addition to implementing school feeding, the CSP had an ambition that the Phase 1 school feeding programme, designed in 2015, would be handed over to the Government. These **priorities changed** when the 2019 national government leadership retreat took a decision to elevate school feeding to a national priority.⁴⁵ This led to the establishment of a National School Feeding Technical Working Group, a School Feeding Unit and a National School Feeding Steering Committee and provided entry points for WFP engagement with the Government at a very high level. The National School Feeding Programme (NSFP) in Rwanda was launched in October 2021 and at the same time the Government joined the international School Meals Coalition.⁴⁶

89. **The government launch of the National School Feeding Programme represented a major shift in approach, level of priority and coverage.** The NSFP was established as a universal programme from pre-primary and primary to secondary schools covering all government and government-aided schools. It was designed as a co-funding model with a national contribution (by the Government) and a parental contribution.⁴⁷ The roll-out of the NSFP represented an exponential scale-up from 600,000 students in 2020 to all 3.3 million students in 2021, and an increase in MINEDUC school feeding budget from USD 8 to 74.2 million. On the WFP side the scale-up required:

- an exponential scale of effort in support of capacity strengthening;
- an enhanced and evolving/responsive technical support role; and
- flexibility and adaptability to deal with NSFP implementation challenges and unforeseen events.

90. **WFP capacity to adapt was further tested by the onset of the COVID-19 pandemic.** With school feeding suspended for a long period of time, the programme shifted to preparing for school reopening. School Feeding Operational Guidelines were cascaded down to all schools to prepare schools for the roll-out of the NSFP when conditions would allow. WFP also supported the Government when it decided to embark on a rapid scale-up of the infrastructure needed for the national programme, and in particular through the construction of kitchens and stoves (with over 2,600 schools benefiting from infrastructure improvement in 2021).⁴⁸

91. **The technical support role by WFP evolved.** The rapid national scale-up required WFP to work hand-in-hand with all levels – school, district and national levels. To respond to the exponential increase in needs, WFP worked with MINEDUC to develop a training of trainers model. This was implemented at central and district levels in all 30 districts across the country, so that all schools would receive and be able to benefit from materials and trainings developed together by WFP and MINEDUC.

92. The roll-out of the national programme also placed demands on WFP to be responsive in terms of providing technical inputs flexibly to help the Government to deal with the challenges of a large scale, rapidly rolled-out programme. Two examples of such challenges included:

- **Financing:** The roll-out of the NSFP implied a very significant increase in the financial contribution from the Government and also from parents. WFP has worked alongside the Government to carry out costing studies and to identify alternative scenarios to inform decision making and modifications to the programme. WFP support on evidence building has fed into rigorous advocacy in support of the NSFP, including with the Ministry of Finance.
- **Procurement:** As noted above, the NSFP was rolled out with a focus on school-level decentralized procurement.⁴⁹ As the NSFP gained some experience, procurement challenges became evident and WFP has worked alongside the Government – with the support of a procurement advisor recruited by WFP – to carry out a full analysis of procurement options. The report by this consultant is currently being reviewed and options reconsidered based on the evidence collected.

⁴⁵ 16th Annual National Leadership Retreat, RDF Combat Training Centre. (Gabiho, 8 – 11 March 2019).

⁴⁶ WFP (unpublished). NSFP Case Study 2023. See <https://schoolmealscoalition.org/>.

⁴⁷ KII.

⁴⁸ ACR, 2021.

⁴⁹ At the time the NSFP was being designed WFP had advised against a school-level procurement model. However, this advice was not at the time followed by the Government. (KII).

93. **WFP CCS support has included a strong element of evidence building.** This pre-dates the current CSP and has been used to build the case and to support the Government in its advocacy for school feeding. Table 13 below summarizes key reports that fed into and supported CCS efforts over time.⁵⁰

Table 13 Selected examples of WFP support studies related to school feeding in Rwanda

Date	Report	Summary content
2012	“School Feeding Programme Cost Analysis”. Government of Rwanda and WFP Rwanda.	Compared the cost per serving, cost per nutritional content, and income transfer among the three school feeding programmes.
2017	“School Feeding in Rwanda. Investment Case: Cost-Benefit Analysis Report”. Mastercard and World Food Programme.	Highlighted returns on investment from school feeding in monetary terms, as well evidence on the impact of school feeding on improved education and increased productivity.
2018	“Rwanda Fill the Nutrient Gap Report”. WFP and National Early Child Development Programme.	Analysis of different available sources of nutrition for children, and of the nutrition contribution by different school feeding programmes to children’s diets
2018	Pro-smallholder farmer procurement strategy for school feeding.	The study focused on defining what “home-grown” meant in the Rwandan context and to what extent the Government’s national HGSF programme could rely on locally sourced commodities, as well as what local meant in this context.
2020	School Feeding in Rwanda – Menu Modelling and Meal Options. WFP.	The report proposed base menu options for school meals for children at different grade levels, detailing and pricing substitutable commodities as well as proposed minimum budgets per serving per child.
2022	Nationwide school feeding market assessment. MINEDUC, Ministry of Trade and Industry (MINICOM), WFP.	The survey focused on understanding how food markets and suppliers were responding to the demand generated through school feeding.
2022	“Rwanda National School Feeding Survey”. MINEDUC and WFP.	The survey focused on obtaining a full picture of the achievements and challenges of the first year of implementing the NSFP.

Source: NSP Case Study (2022).

94. **Adjustments were made during the CSP to strengthen the team and improve internal coordination.** An in-house school feeding team in the Rwanda country office has been responsible for the oversight, technical support and implementation of school feeding. The team includes staff in WFP field offices who play an important role in supporting government officials and cooperating partners in the implementation of school feeding. The Rwanda team has benefited from regional bureau- and headquarters-level support for example for the cash study on school feeding and in support of the school meals coalition – which were inputs into the launch of the NSFP. Senior WFP management also actively supported developments, engaging directly with senior government officials in strategy meetings and in the mobilization of resources (financial, technical). Nonetheless some interviewees felt that more oversight and support are needed from the regional bureau and headquarters given the importance of the scale-up and the reputational risks for WFP related to the success of the programme.

⁵⁰ This does not include the various baseline, mid-line and final evaluation reports that were produced in the context of the McGovern Dole support to school feeding in Rwanda and which have also been a support to understanding the benefits of school feeding.

95. **WFP technical staff for school feeding has included secondments of staff** to a wide range of ministries and districts (a total of 15 persons as per Table 14 below). The use of secondees preceded this CSP (the first secondments dated back to 2013). Over time the secondments have become more strategically identified with closer consultation with the government departments. Secondees were consistently reported as having played a key role in supporting the capacity strengthening process. For example, the dedicated school feeding staff members seconded by WFP laid the groundwork for a school feeding unit under MINEDUC, which assumed responsibility for overseeing the national programme.

Table 14 Secondments under the WFP school feeding programme

Institution	Position
MINEDUC	Home-Grown School Feeding Manager
MINEDUC	Home-Grown School Feeding Specialist
MINAGRI	School Feeding Advisor
NCDA	Education and Health Specialist
RBC	NTD& WASH District Supervisor
Multi-ministerial advisor	Procurement Advisor
Districts (Nyamagabe, Nyaruguru, Karongi, Rutsiro, Kigali, Burera, Kayanza)	District School Feeding Coordinator (7)
Roving District Trainers (based in Huye)	2 people – Food Safety and Quality; Food Procurement

Source: McGovern-Dole school feeding programme report (2022).

96. **WFP partnerships on school feeding did not evolve significantly over time**, although stronger linkages have certainly emerged with other sector ministries in particular since the Government launched the NSFP (see the list of partners in Table 15 below). The 2021 school feeding evaluation⁵¹ suggested that further progress can be made by involving academic and training institutions.

Table 15 School feeding partnerships (2022)

School feeding partnerships	Organization/entity
Implementing partners.	World Vision International, for WASH and literacy. Gardens for health, school gardens and nutrition education. Rwanda biomedical centre, for deworming.
Government ministries/services with which WFP has MoUs.	Ministry of Education. Ministry of Agriculture (MINAGRI). National Child Development Agency (NCDA). Ministry of Trade and Industry (MINICOM). Rwanda Standards Board (RSB), for food fortification.

Source: McGovern-Dole school feeding programme report (2022).

Key emerging lessons from CCS in school feeding

⁵¹ WFP. 2021. WFP's USDA McGovern-Dole International Food for Education and Child Nutrition Program's Support in Rwanda 2016-2021.

97. The case study of WFP work in school feeding brings out the following strengths and areas for improvement.

Strengths:

- The leadership and decisive commitment from the Government to scale up school feeding to a national programme.
- WFP work in school feeding has **covered all five pathways**, and has evolved appropriately to cover **individual, organizational and enabling environment** domains.
- WFP showed **flexibility** in changing course to adapt to the evolving context.
- **Multi-year funding to school feeding** with successive grants by McGovern Dole enabled WFP to develop a strong relationship, learn from programming and implementation and develop internal capacity.⁵²
- WFP has systematically **built institutional capacity and coordination structures**, even though funding for CCS has been challenging to secure.
- **Secondments have been instrumental** to increasing the reach of WFP work and to the coaching and supportive role for school feeding capacity strengthening.
- **The school feeding programme has been well documented and researched**. For example, the health and literacy results from the McGovern-Dole model have provided evidence for the Government to request more funding for school meals.⁵³
- **Memorandums of understanding played a role in clarifying expectations and structuring relationships**. Multi-annual memorandums of understanding were introduced under the CSP, as well as memorandums of understanding with government departments.
- **A flexible approach allowed WFP to respond** to sudden scale-up, even in the absence of a specific school feeding strategy.
- **The school feeding work has benefited from linkages with other strategic objectives of the CSP**, namely SO4 on support to smallholder farmers and SO3 on nutrition, allowing it to draw on additional expertise.
- The role of **senior management** in engagement with the Government has been important, together with regional bureau and headquarters support when the Government took the decision to scale up.
- The country office **strengthened internal management**, added staff capacity and clarified roles and responsibilities between the HGSF unit, technical units and senior leadership. Increased technical capacity at headquarters /regional bureau levels were leveraged to provide direct support to the programme. Coordination, communication and planning among technical units were formalized. Nonetheless further strengthening of capacity will be needed.⁵⁴

Weaknesses:

- In spite of CSP commitments in this regard, the approach and priorities for CCS continued to lack a specific strategy. Specifically, and as also noted in the mid-term review, “there is a gap in the analysis of government capacity strengths and weaknesses to inform the formulation of objectives and handover of WFP services”.⁵⁵
- The staff profiles of WFP have evolved, but remain insufficiently aligned with the enabling role. A CCS strategy would allow for a stronger understanding of the specific types of profiles and skills required.
- WFP monitoring and learning frameworks have insufficiently captured WFP learning around CCS. While WFP work in school feeding is overall well documented and researched, there has been insufficient attention to CCS in successive evaluations and learning pieces and this has limited WFP

⁵² As noted in the 2022 MTR: “Prolonged engagement with government counterparts over the CSP period and the formulation of MOUs with some government ministries and agencies covering areas of CCS needs have supported the building of trusted relationships, knowledge sharing and joint coordination.

⁵³ WFP 2021 McG-Dole ER 2016-2021.

⁵⁴ MTR, 2022, p. 29.

⁵⁵ Ibid.

opportunities to learn from its CCS role.⁵⁶ Until recently corporate results framework (CRF) indicators were inadequate in capturing CCS efforts and effects.

- Gender has not been a strong feature of the school feeding approach. The recent McGovern Dole baseline⁵⁷ has highlighted important gaps that need attention, and which would need to be part of the WFP approach to CCS.
- The main partnership of WFP has been with the Government. Other partnerships have evolved relatively little and remain quite strongly focused on delivery.

Conclusions about WFP readiness

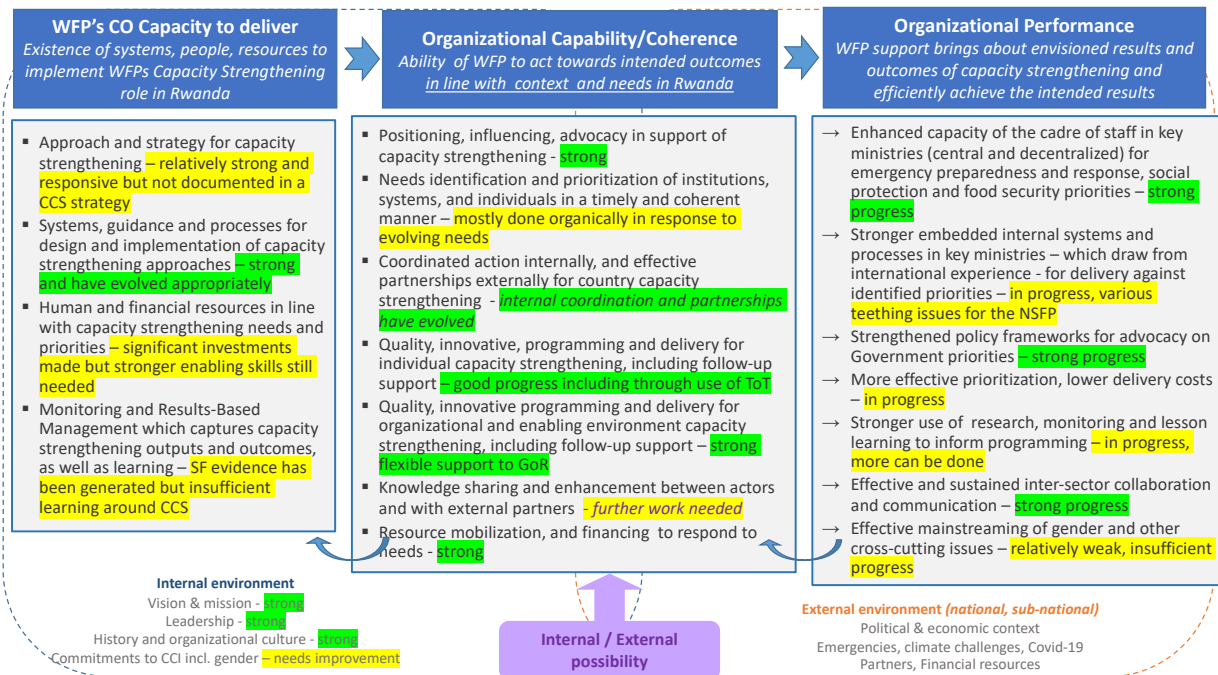
98. The inception report proposed examining WFP readiness for its role in CCS against the readiness model that was developed by Mokoro for the strategic school feeding evaluation.⁵⁸ The organizational readiness framework applies the idea of a continuum in terms of moving from capacity to ability to act, and consequently perform. In Figure 13 below, this is reflected in the three boxes along the top of the diagram in dark blue. The basic premise of the framework is that organizational readiness is a reflection of what is put in place in terms of systems, staff, guidance, support, etc. (captured in the 'capacity box' on the left), but that it is the way in which this comes together and is supported (the 'capability' dimension in the centre of the diagram) that determines the strength of the outcomes (the right-hand box). For this evaluation the outcomes are the changes that the CSP intended WFP would help to bring about through its work on capacity strengthening. Importantly, the model also recognizes the interaction with the internal and external contexts in determining outcomes. An assessment against the three dimensions, using green to indicate good progress and yellow to indicate areas for further strengthening, is provided below.

⁵⁶ For example, the 2021 SF decentralized evaluation was tasked with responding to the following question: "How can WFP work more strategically in its capacity development efforts with Government? What capacity development approaches/activities are working/not working?". However, these questions remained unanswered in the report. The MGD baseline included questions on readiness but these do not appear to be reflected in the baseline findings (WFP (2021). Baseline Study USDA McGovern-Dole Grant for WFP Home-Grown School Feeding Programme in Rwanda (2020 to 2025). Tango.

⁵⁷ Baseline Study USDA McGovern-Dole Grant for WFP Home-Grown School Feeding Programme in Rwanda (2020 to 2025). Tango.

⁵⁸ To develop the framework Mokoro built on the work of Weiner (Weiner, B.J., 2009. A theory of organizational readiness for change. *Implementation Science* 4, 67: 2009) who, in analysing change processes, recognized that financial, material, human and information resources need to be in place as a precondition for organizational readiness for change. Weiner also emphasises the importance of the capability to act and in particular the collective efficacy dimension to use individual, institutional and enabling environment capacities in ways that are supportive of the organizational change processes.

Figure 13 WFP Rwanda’s organizational readiness for CCS in school feeding



Source: Evaluation team.

99. Overall, the organizational readiness assessment suggests that further investment in WFP staff capacity for an enabling role is needed to consolidate the support to the NSFP and that a clear strategy for CCS would be supportive of WFP efforts. This aligns with the recommendations from the 2021 school feeding evaluation, which underscored the long-term task of CCS with WFP continuing to work alongside the Government among others in the domains of procurement, infrastructure and safe meal preparation, as well as the need to diversify partnerships (with national academia and training institutions) in support of CCS. It also aligns with the mid-term review recommendations on school feeding readiness that are reproduced below.

Box 2 Selected mid-term review recommendations on school feeding readiness

Consolidate WFP internal staff capacity to be enablers rather than implementors and consider an expanded role for field offices in capacity building.
 Consolidate and better document the country office's capacity strengthening strategy, approach and priorities for application across the CSP as a whole, building on the McGovern-Dole experience.
 Improve the monitoring and reporting of capacity strengthening performance in line with programme-specific CCS strategies.

WFP Rwanda CCS work in other CSP priority areas – a light-touch comparison

100. The evaluation conducted comparisons with the CCS work under other strategic outcomes and uses the findings to highlight key aspects of CCS in other areas of the portfolio. Sustainable CCS requires progress against all five pathways and for all three dimensions of CCS to be considered.

Analysis of CCS under SO4 – smallholder agriculture markets

101. Table 16 below provides an overview of the CCS efforts under SO4. The colour coding (green = good progress; orange = ongoing) represents the evaluation team’s assessment of the extent to which the different pathways have been pursued.

Table 16 Overview of key elements of SO4 against the five country capacity strengthening pathways

Pathways	Comments and color coding
Policies and legislation	<ul style="list-style-type: none"> Supported the revision of the national post-harvest strategy Provided inputs into the new Strategic Plan for Agriculture (PSTA 5) – currently under preparation WFP also contributed to the development of national cereal specifications and guidelines, allowing Rwanda to better assure quality of cereals, a necessary step in helping government to export cereals in the region
Institutional accountability	<ul style="list-style-type: none"> Co-chair of the maize value chain coordination platform, along with MINAGRI Founding member of the technical working to combat Aflatoxin Conducted a training of trainers to staff of the NSGR from MINAGRI on the 'Blue Box' sampling tool for aflatoxins prevention and control Member of the technical team tasked with actualizing the United Nations Food Systems Summit's dialogue Facilitated linkages between cooperatives and SF scheme
Strategic planning and financing	<ul style="list-style-type: none"> Facilitated cascade training initiatives on Good Agriculture Practices, PHHS and savings group formation Governance and financial management training, financial literacy, and coaching to cooperatives, and also increased awareness of tax requirements and compliance, in partnership with Rwanda Revenue Authority Complemented capacity strengthening activities through coordination of agricultural value chains, linking WFP-supported farmers to formal markets and facilitating access to essential PHHS equipment Set up business accelerator / Ignite awards to 6 MSMEs to address gaps in value chain (including transport, food testing, and seed production) Supported private sector partners innovations aimed at transforming the food system, including targeting aflatoxin-reduction in local maize
Stakeholder programme design and delivery	<ul style="list-style-type: none"> Scaling up the pilot roll-out of the corporate 'Farm2Go' Introduction of the Farmer Service Centres Support to Conservation Agriculture/SMART pilots WFP piloting the 'SheCan initiative' to leverage savings groups, which is a crowd-sourced digital blended financing platform that allows donors and private lenders to mainly support rural women. Promoting crop diversification (improve dietary diversity, promotes food security, improves livelihood opportunities, and mitigates risks attributable to climate and market shocks) Cascade training/ Training of trainers ensures sustainable/cost effective training
Engagement and participation of non-state actors	<ul style="list-style-type: none"> SO 4 activities primarily implemented by cooperating partners (NGOs) - - RDO, Good Neighbours International, Rwanda Rural Rehabilitation Initiative (RWRRI), and Duhamic-Adri Linkages created with targeted NGOs such as One Acre Fund to leverage the NGO's farmer network and strong input distribution scheme

Source: Evaluation team documentation and interview analysis.

102. Observations on SO4 CCS efforts include:

- The focus of SO4 is on smallholder farmers and hence there is less evidence of working with/within government structures. Thus, there is less progress on the pathways of policies and legislation and institutional accountability (orange in Table 16 above).
- The majority of initiatives have targeted individual farmers and their cooperatives, and this is reflected in strong progress (green in the table above) in the pathways of strategic planning and financing, stakeholder programme design and delivery and engagement/participation of non-state actors.

- An important focus of the CCS approach has been that of a brokering role linking smallholder farmers to other farmers (in cooperatives) as well as to services (for agricultural inputs, loans, etc.), and to markets (for off-take).
- SO4 has also introduced training of trainers, as was done under SO2. This has enabled greater reach, and reduced costs, as well as aiming at sustainability by creating capacity for replication of training.
- A key outcome of SO4 has been progress on the pathway of strengthening engagement with non-state actors, both NGOs and private sector partners. These partnerships are recognized within the wider community of stakeholders as being significant and illustrative of the kind of role that the United Nations should be playing in the future in Rwanda – moving away from implementing directly to an enabling and facilitating role.⁵⁹
- Most of WFP work under SO4 in CCS has not been recorded or captured systematically.⁶⁰

Analysis of WFP CCS efforts under SO1 – refugees, returnees, and crisis affected populations

103. In a similar vein as for SO4 Table 17 below illustrates CCS efforts under SO1. This needs to be prefaced by the finding of the mid-term review that “WFP CCS contributions have increased over the CSP period in all programme areas other than its refugee operations”.⁶¹

Table 17 Overview of key elements of SO1 against the five country capacity strengthening pathways

Pathways	Comments and color coding
Policies and legislation	WFP has played a key role in the Joint Strategy on Refugees' Social-economic Inclusion and the Comprehensive Refugee Response Framework Participation in the Cash Transfers Working Group.
Institutional accountability	There has been limited focus on strengthening coordination systems. WFP has worked on strengthening AAP but these systems remain managed by WFP.
Strategic planning and financing	The partnership with UNHCR has been strong. MoU's with partners have been very specific and have been signed including subsequent addendums to address gaps as they occur.
Stakeholder programme design and delivery	WFP worked with UNHCR and the GoR in programming for refugees, including the recent targeting. A CFM system has been embraced and there is clarity about how and when feedback is provided through CFM and WFP staff. WFP has provided some direct training to implementing partners
Engagement and participation of non-state actors	WFP works with implementing partners for the delivery of support and services to refugees, e.g., ADRA for food distribution, and Save the Children for nutrition. In refugee SF there is also the Involvement of parents, farmers, teachers, students, etc in HGSP committees.

Source: Evaluation team documentation and interview analysis.

104. Overall, the approach to CCS has been very modest under SO1:

- WFP has engaged in the policy space to advocate for refugee inclusion.
- The approach to partnering has been focused on key aspects of delivery by implementing partners.
- In terms of systems strengthening, the main focus has been on the complaints feedback mechanism.
- Stakeholder participation has been sought in the context of specific activities, such as refugee school feeding, and beneficiaries are regularly informed of changes.

105. For SO1 the mid-term review hypothesized that the decision to have a national staff member lead this strategic outcome may have influenced the level of attention to capacity strengthening. Funding challenges (which led to the decision to have a national position for SO1) also constrained the nature of CCS work,

⁵⁹ KII, FGD national level.

⁶⁰ MTR, 2022, KII.

⁶¹ MTR 2022, p. 6.

which in the case of the refugee response mainly focused on implementing partner training. Funding shortages, and staff challenges since mid-2022, also curtailed many of the ambitions for SO3, in spite of strong mainstreaming of nutrition across the portfolio as reported elsewhere in this evaluation.

Analysis of CCS under SO3 – End malnutrition

Table 18 Overview of key elements of SO3 against the five country capacity strengthening pathways

Pathways	Comments and color coding
Policies and legislation	Technical inputs into National Nutrition Guidelines for Ebola. Support to developing national and regional tools on nutrition and food, including on aflatoxin and food fortification. Support to SO2 in developing nutrition guidelines for School Aged Children. Support to Government in its participation in Global events such as the Nutrition for Growth Summit. Participation in national coordination including Scaling-Up Nutrition Development Partner Platform; National Food and Nutrition Steering Committee and Rwanda Standards Board, Technical and Standards Committee
Institutional accountability	Support to the launch of the Scaling up Nutrition (SUN) business network) Scaling up of the Stunting Free Village model and the introduction of the Child Score Card. Introduction of a national protocol for community-based nutrition.
Strategic planning and financing	Support to the costing of the NCDA strategic plan
Stakeholder programme design and delivery	Stunting free village model but with limited direct engagement in delivery
Engagement and participation of non-state actors	Limited engagement in this area.

Source: Evaluation team documentation and interview analysis.

106. SO3 CCS work has been supportive of other strategic outcomes. Much of the engagement has been at the national level, with very restricted funding limiting the role of WFP.

Conclusions

107. This evaluation case study of CCS in school feeding and its comparison with CCS work in other strategic outcomes sought to provide insights into WFP readiness for its CCS role.

What has been achieved? And what have been the main gaps?

108. WFP has clearly moved into the CCS space over the CSP period. There is evidence of CCS work across all strategic outcomes and school feeding is the most advanced example of CCS. The roll-out of the NFSP testifies to the consistent and sustained approach to CCS that WFP has pursued.

109. CCS across the CSP has been uneven. Opportunities for stronger work existed in SO1 that were not pursued. Under SO3 funding limitations have meant the main pathway has been at the policy level. Where the focus has been predominantly at the policy level, feedback from interviews is that WFP needs to ground its policy engagement more strongly in a link with beneficiaries.

110. A deliberate approach to CCS has not been in evidence, as reflected in the absence of a CCS strategy. An ideal CCS approach would see WFP identifying strategic opportunities and deliberately discarding those that have limited potential and/or cannot be sufficiently resources or are better delivered by other partners. A CCS would also allow WFP to have more clarity on a typology of partnerships in support of CCS.

111. Outcomes of CCS have been only superficially measured/recorded, making it difficult to develop a sufficiently strong understanding of how and to what extent WFP inputs translate into changes along the

different CCS pathways. The effort that the country office undertook to draft the school feeding case study⁶² is a good start and could inform similar initiatives for other areas of work.

112. WFP has developed interesting experience in engaging with non-state actors, both NGOs and private sector partners, under SO4. However, much of the learning related to this may not currently be captured or adequately shared across the full CSP programme.

113. WFP is not yet well recognized for comparative advantage in CCS, with the exception of technical areas where it has niche expertise such as school feeding and shock responsive social protection. Partnerships still focus quite strongly on delivery of CCS rather than on complementing WFP engagement and strengthening its skills.

What external factors have affected the performance/achievement of results?

114. External factors affecting performance and results in CCS mirror those that have affected the portfolio in general (see also volume 1 EQ 4), including conducive government leadership funding challenges affecting full roll-out of plans, set-backs due to the COVID-19 pandemic and the impact of global food crises on results and outcomes for beneficiaries.

115. Specifically on CCS, the Government's commitment to scaling up school feeding to a national programme and the strong relationship between the Government and WFP that developed over time have been major external explanatory/facilitating factors supporting WFP CCS efforts in school feeding.

116. WFP CCS work in support of smallholder farmers under SO4 has also benefited from a conducive environment with different external actors engaging in supporting value chains. This has allowed WFP to bring in its expertise and to work on linking different private sectors, NGOs and economic and social actors together in support of smallholder farmers.

Extent to which WFP is equipped to design and roll out the capacity strengthening agenda in terms of approach, systems, resources and monitoring

117. The main weaknesses in the WFP CCS role have been the lack of sufficient financial and technical resources of the level and calibre that align with the CSP CCS ambitions. There are also significant weaknesses in the capacity of WFP to truly play an enabling role, which requires seasoned capacity strengthening experts with a strong understanding of political economy and capacity to identify where WFP can position itself most effectively with regard to other players and add value. There has been insufficient attention to comprehensively mapping capacity needs, and to follow up assessments of how skills have been used. This has limited a full understanding of what has been achieved and which approaches are proving most effective. WFP monitoring and learning systems are not capturing CCS results and outcomes.

What are the lessons for the next CSP on capacity strengthening?

118. The main lessons relate to the areas for improvement that are part of the organizational readiness assessment.

119. WFP could see its position as a key partner in CCS significantly strengthened and recognized from a continued successful NSFP roll-out, which addresses some of the challenges that have emerged. This implies that there should be strong continued support and oversight of WFP work in support of the NSFP in the coming years, and commensurate resources to address the Government's needs for technical support.

120. Assuming a continued CCS thread through the next CSP would require the creation of a senior national or international CCS position and a dedicated CCS strategy. The CCS lead would also play a role in supporting resource mobilization.

⁶² WFP. 2022. The national school feeding programme in Rwanda: a case study.

Annex 12 Data collection tools

Introduction

121. Interview guides were developed for each stakeholder group, as follows: WFP country office, regional bureau and headquarters staff; WFP field office staff; the Government at central level; the Government at decentralized levels; NGOs and United Nations partners; donors and beneficiaries.

122. All meetings, interviews and focus group discussions began with personal introductions, an exploration of participants’ backgrounds and role and their engagement with WFP, an explanation of the CSP evaluation, an assurance of neutrality and confidentiality, and a check on participant willingness to proceed. The evaluation team emphasized that participation would have no negative effects on participant interests, and emphasized that anyone who did not wish to take part was free to withdraw from the interview at any time and without negative consequences.

Table 19 Interviews with WFP staff

Question	Relevant areas of inquiry	CO, RBN, HQ	Field
How aligned are WFP activities with the national priorities? Are there any areas where the alignment is poor or where you think WFP should be contributing?	EQ1	•	
From your perspective does WFP work respond to the most relevant needs in the country? Does WFP reach the people most in need?	EQ1	•	•
To what extent have WFP interventions remained relevant to the evolving situation over the length of the CSP (evolution of national context, government capacity and needs, external crises (e.g. Covid-19, refugees)?	EQ1	•	
What in your view are WFPs areas of comparative advantage in Rwanda? Is WFP able to use those advantages strategically? How do you think WFP is perceived by external partners?	EQ1	•	•
To what extent and in what ways has WFP sought to address climate challenges in its programming and implementation? And in the way in which it runs its operations? Is WFP equipped internally to prioritize this?	EQ1, climate	•	•
In what ways have the CSP interventions considered the needs of persons with disability in the planning and delivery of specific interventions across the portfolio (emergency and development)? What stands in the way of doing more in this area?	EQ1, disability	•	•

Question	Relevant areas of inquiry	CO, RBN, HQ	Field
Please explain how you have collaborated with the Government, and how the work has evolved over time? Do you have sufficient autonomy and capacity at your level to strategically engage with the district level government? Do you think that WFPs work is adequately assisting the Government in implementing its priorities? Has the Government participated in WFP supported activities with the necessary human and financial resources? Are there particular strengths/weaknesses?	EQ1, EQ2		•
To what extent has WFPs work under the CSP integrated gender? To what extent has WFP achieved its gender objectives? From your perspective, has the work been gender transformative? What stands in the way of further progress? Have you received training?	EQ1, gender	•	•
Would you say that WFPs work has a positive effect on women's empowerment? Is it transformative?	EQ1, gender		•
Do you think gender aspects such as women's empowerment, gender equality, etc. could be better integrated into WFP's activities?	EQ1, gender		•
How coherent are WFP activities with the wider UN system? To what extent, and in what ways has WFP sought to collaborate with other UN agencies? How has this evolved? Do you collaborate with other UN agencies in the field? If so, is this collaboration working well?	EQ2	•	•
Are you satisfied with the extent to which WFP has achieved its objectives? What have been the main challenges to WFP in reaching its objectives?	EQ2	•	
According to you, how important is sustainability in the programmes you are involved in? If sustainability is important, do you feel that the programmes you have been involved in have properly taken sustainability into account? What evidence is there that sustainability has been achieved?	EQ2	•	•
Do you feel that the programme has reached the right people? (in terms of targeting and coverage) Can you comment on how WFP has sought to ensure that women are reached to the same extent as men? What particular efforts have been made to reach disadvantaged groups and persons with disability?	EQ2, EQ3	•	

Question	Relevant areas of inquiry	CO, RBN, HQ	Field
In what domains and how has WFP sought to create a link between humanitarian and development interventions? What is your view on the progress that has been made? WFP would like to create more linkages between humanitarian interventions and development ones. Do you see a shift in this pattern over the last years?	EQ2, HDPN	•	•
From your perspective what is WFP's role in the peace dimension of the Nexus? Have there been missed opportunities for better linking humanitarian, development, and peace-related priorities? Were there any tensions within the community or with the surrounding communities around the support delivered by WFP?	EQ2, HDPN	•	•
Have protection objectives been reached?	EQ2, protection	•	
Have you delivered the expected outputs in time? What were the reasons for delays?	EQ3	•	•
In what ways has WFP sought to learn from beneficiary feedback? How well have they worked? Can you provide specific examples of how feedback from beneficiaries has been used in design and adjustment of activities?	EQ3	•	•
Do you feel that WFP's interventions have been cost-efficient?	EQ3	•	•
Could those same results have been reached using a more effective approach? Have any specific analysis been done in the area you work to inform understanding of cost effectiveness?	EQ3	•	
To what extent has WFP adequately monitored progress and results of its interventions? How has monitoring and evaluation been used to inform programme redirection?	EQ4	•	•
What in your view is WFP's key objective in the capacity strengthening work in Rwanda? To what extent has WFP been able to play a solid role in upstream support to government? And in implementation? What explains the achievements and challenges?	EQ4	•	
Do you see any difference between the CSP and former programmes in terms funding mobilisation and funding flexibility? collaboration and partnership?	EQ4	•	

Question	Relevant areas of inquiry	CO, RBN, HQ	Field
From your perspective, has the CSP provided flexibility to respond to dynamic operational context? Please provide examples and explain why.	EQ4	•	
To what extent has WFP been equipped with the staff and technical expertise it needs for the portfolio? How has staffing evolved in your area of work (please comment also on FO staffing)? Have staffing challenges caused challenges to the implementation of the CSP?	EQ4	•	
Has the WFP CO structure been conducive to implementation? What changes have been made over time and have those supported stronger delivery?	EQ4	•	
How useful has RBN or CO support been in your area of work? Have you had sufficient support?	EQ4	•	•
To what extent and how have partnerships evolved over the CSP period? What do you think that partners see as the particular added value of WFP? Are you being adequately supported in working in partnership? Are there new partnerships that you think have been particularly interesting?	EQ4		•
Are internal procedures properly in place for a smooth programme implementation? What needs to change?	EQ4		•
How strong and consistent has the collaboration been with implementing actors in the field? Have there been particular challenges related to partners' capacities, and other aspects of collaboration with partners, and/or related to WFPs internal systems? To what extent, in your view, are partner capacities fully used?	EQ4		•
How strong and consistent has the collaboration been with implementing actors in the field? Have there been particular challenges related to partners' capacities, and other aspects of collaboration with partners, and/or related to WFPs internal systems? To what extent, in your view, are partner capacities fully used?	EQ4		•
Since WFP is implementing its activities under one CSP, instead of several separate programmes in the past, do you see any changes? Explain.	EQ4	•	•

Question	Relevant areas of inquiry	CO, RBN, HQ	Field
What are the main changes you would like to see in WFP programming for the next CSP? What are the main internal changes that are necessary to support this programming?	General	•	•
Is there any data or documentation that you could share with us that would provide useful insights?	General	•	
Did WFP's intervention cause any unintended results?	General		•

Table 20 Interviews with partners

Question	Related area of inquiry	Central government	Local government	United Nations and RCO	Cooperating partners	Non-partner NGOs and United Nations
Is your ministry adequately and sustainably resourced? Do you have enough qualified staff?	CCS, ToC	•	•			
Can you briefly describe/outline your collaboration with WFP?	EQ1	•	•	•	•	
Have you noticed any changes in the way WFP is implementing its programme since the start of the 2019 Country Strategic Plan? If so, what are those main changes?	EQ1	•				
Are there areas in WFP has made a unique contribution from your perspective? Are these important areas for future work by WFP? Are there opportunities to contribute that WFP might not be aware of or not exploring?	EQ1	•	•	•		
In what ways, if any, does WFP distinguish itself from other partners?	EQ1	•	•			

Question	Related area of inquiry	Central government	Local government	United Nations and RCO	Cooperating partners	Non-partner NGOs and United Nations
What in your view are WFPs areas of comparative advantage in Rwanda? Is WFP able to use those advantages strategically? How do you think WFP is perceived by external partners?	EQ1	•		•	•	
To what extent has WFP work has remained relevant in the past five years, considering also the changes context?	EQ1	•				
In what ways has WFP contributed to strengthening district capacities and needs at national government level? Has this contribution matched your expectations? What has worked well? What has worked less well?	EQ1	•				
In the areas where you collaborate are you confident that WFP is reaching the people most in need? Do you see WFP as an organization that has the needs of the most vulnerable at the forefront of its priorities?	EQ1		•			
Considering WFP's mandate which is delivering food assistance in emergencies and working with communities to improve nutrition and build resilience, would you say that WFP's work is responding to the most important needs of the people?	EQ1		•			•
To what extent has implementation been guided by beneficiary feedback? What has been put in place to ensure such feedback mechanisms and how well have they worked?	EQ1				•	
Has WFP supported your organization in the areas where you most need support?	EQ1, CCS	•	•			

Question	Related area of inquiry	Central government	Local government	United Nations and RCO	Cooperating partners	Non-partner NGOs and United Nations
Are there particular ways in which WFPs work is addressing climate challenges? Do you think WFP is making a difference in this area? Are there government priorities that WFP should be seeking to support in this area?	EQ1, climate	•				
To what extent do you believe WFP is promoting gender equality and disability inclusion in the activities it is supporting in Rwanda?	EQ1, gender, disability	•	•	•	•	•
In what ways has WFP contributed to strengthening national capacities and needs at national government level? Has this contribution matched your expectations?	EQ1, ToC	•				
Do you think the results of those activities/areas of collaboration are likely to be sustainable? Why? Is there any evidence in this regard?	EQ2	•	•		•	
In the overall context do you think the work of the UN has become better coordinated in Rwanda and that delivery is prioritizing the right things?	EQ2			•		
In your view does WFP have particular strengths or weaknesses as an actor in capacity strengthening?	EQ2			•	•	
RCO: What role has WFP played in the context of the broader UN framework? Has it been able to and been equipped to deliver against joint priorities?	EQ2			•		
Are policies, strategies and capacity in your field of intervention sufficiently strong? If not, what is missing? Has WFP provided support that has helped strengthen the policy framework and/or enhanced capacity? How useful and timely was this support?	EQ2, CCS	•				

Question	Related area of inquiry	Central government	Local government	United Nations and RCO	Cooperating partners	Non-partner NGOs and United Nations
Are viable multi-sectoral partnerships to address the causes of hunger and food insecurity functioning? Do you see WFP engaging in strong partnerships? Are there any partnerships WFP should be prioritizing but is currently not?	EQ2, CCS	•				
At the individual level, are the capacities sufficient? Is the support that WFP provides adequate with the most important needs you have?	EQ2, CCS	•				
To what extent has WFPs work been able to target the most vulnerable populations and how has this been done?	EQ2, EQ3				•	
Considering the activities, you have been running with WFP since 2019, do you see WFP as a humanitarian agency, as a development agency or as both? Do you think WFP plays a role in the peace dimension of the Nexus?	EQ2, HDPN	•		•	•	•
Were there any tensions within the community or with the surrounding communities around the support delivered by WFP? If this was the case did WFP (or the IP) address these challenges promptly?	EQ2, HDPN				•	
In the area where your ministry has collaborated with WFP have the activities been delivered on time and with the quality you expected?	EQ3	•	•		•	
In your view were those activities implemented in a cost-efficient way? If not, what advice could you give for WFP to implement in a more cost-effective way?	EQ3	•	•		•	
Over the past ten or fifteen years, how has your collaboration with WFP evolved?	EQ4	•		•	•	

Question	Related area of inquiry	Central government	Local government	United Nations and RCO	Cooperating partners	Non-partner NGOs and United Nations
Do you feel that WFP has properly involved Government and partners in priority setting and in implementation? Kindly explain.	EQ4		•			
Are there ways in which WFP could ensure stronger involvement and consultation? Do you have specific suggestions?	EQ4		•			
Over the last five years, WFP has been working under a single programmatic framework rather than diverse programme categories and projects. Has this had any influence on WFPs work/ on the way you collaborate with WFP? If so, how?	EQ4			•	•	•
To what extent, in your view, is WFP adequately positioned and equipped (including internally) to play the role it has to play?	EQ4			•		
How have you monitored progress and results of interventions? How has monitoring and evaluation been used to inform programme redirection? Do you have any comments on WFPs monitoring and evaluation requirements and the extent to which these are useful to your work?	EQ4				•	
What recommendation would you give to WFP for the next five years (next CSP)?	General	•	•	•	•	•
Is there any data or documentation that you could share with us that would provide useful insights?	General	•		•	•	•
Did WFP's intervention cause any desirable or undesirable unpredicted outcomes or effects? Please provide illustrations/explain.	General		•			

Question	Related area of inquiry	Central government	Local government	United Nations and RCO	Cooperating partners	Non-partner NGOs and United Nations
Are there particular areas of work where WFP has made a difference to the achievement of government objectives? Do you see WFP as an organization that has promoted innovation and that has advanced the agenda on food and nutrition security in Rwanda?	ToC	•				

Interviews with donors

Question	Related area of inquiry
In what ways are you in touch with and have you collaborated with WFP?	EQ4
Since WFP has been implementing its activities through a five-year country strategic plan (CSP 2019-2024), do you work differently with WFP in terms of funding of their activities?	EQ4
One of the many reasons which pushed WFP to rethink their programming at the country level (through the CSP), rather than at the different programme levels, was the inflexible budget-structure they were facing. For example, there was limited flexibility to move funds among cost components without a budget revision. Does your organisation earmark funds given to WFP? Will this trend continue in the future?	EQ4
Since start of WFP's CSP in 2019, have you seen a shift in the way WFP and other UN agencies work together when it comes to partnerships and implementation?	EQ1, EQ4
As a donor, have you been collaborating with WFP to work on building linkages between its humanitarian and development work? If so how? Do you see a particular role for WFP in the peace dimension of the triple nexus? Is WFP equipped to live up to this role?	EQ2
What do you see as WFP's comparative advantage in Rwanda? What might be WFP's role in Rwanda under the next CSP? Are there particular areas where WFP can play a unique role?	EQ1
To what extent do you believe WFP is promoting gender equality and disability inclusion in the activities it is supporting in Rwanda?	EQ1, gender, disability
Do you think WFP faces particular challenges in terms of being able to fully live up to this comparative advantage?	EQ1
Considering the priorities regarding hunger, nutrition and food security challenges in Rwanda, do you feel WFP is on the right track when tackling those issues? Is WFP covering the right priorities and has it identified appropriate entry points?	EQ1
What recommendation would you give to WFP for the next five years (next CSP)? Are there things that WFP needs to be doing differently? Are there particular opportunities or priorities that WFP must grasp?	General
Is there any data or documentation that you could share with us that would provide useful insights?	General

Table 21 Interviews with beneficiaries and other stakeholders

Question	Related area of inquiry	CCS	CBT/food	SF and other
Did WFP's assistance (or the assistance provided by cooperating partners) respond to you most important needs at the time? Was the support sufficient?	EQ1	•	•	
Have there been any issues or problems that you were unhappy about?	EQ1	•	•	•
Has WFP or the implementing partner ever asked you how useful the support was that you received?	EQ1	•		
Did all the people in need around you received this assistance? Equally, do you feel that certain people have benefited from WFP's assistance but did not need this assistance as much as other people that have not received any?	EQ1		•	
Did the WFP assistance adequately respond to the needs of the most vulnerable people in your community, including female headed households, young mothers, persons living with HIV, and persons living with disability?	EQ1		•	
Has WFP or the implementing partner ever asked you how useful the support and services that you received were?	EQ1		•	
Do you feel that WFP's assistance has changed the position of women and girls? If so, how and in what way?	EQ1, gender		•	•
In what ways, if any has the training/guidance/systems support changed the way in which you work within your organization?	EQ2	•		
Are there things that your organization does differently now as a result of support, inputs, training that WFP provided?	EQ2	•		
Was WFPs support or inputs of the expected quality and duration? Did it arrive on time?	EQ2	•	•	•
Has your institution or cooperative supported you to implement the skills and knowledge you gained?	EQ2	•		
Have you faced specific challenges in implementing the skills/knowledge/ systems?	EQ2	•		
Overall, are you satisfied with WFPs support?	EQ2	•	•	•

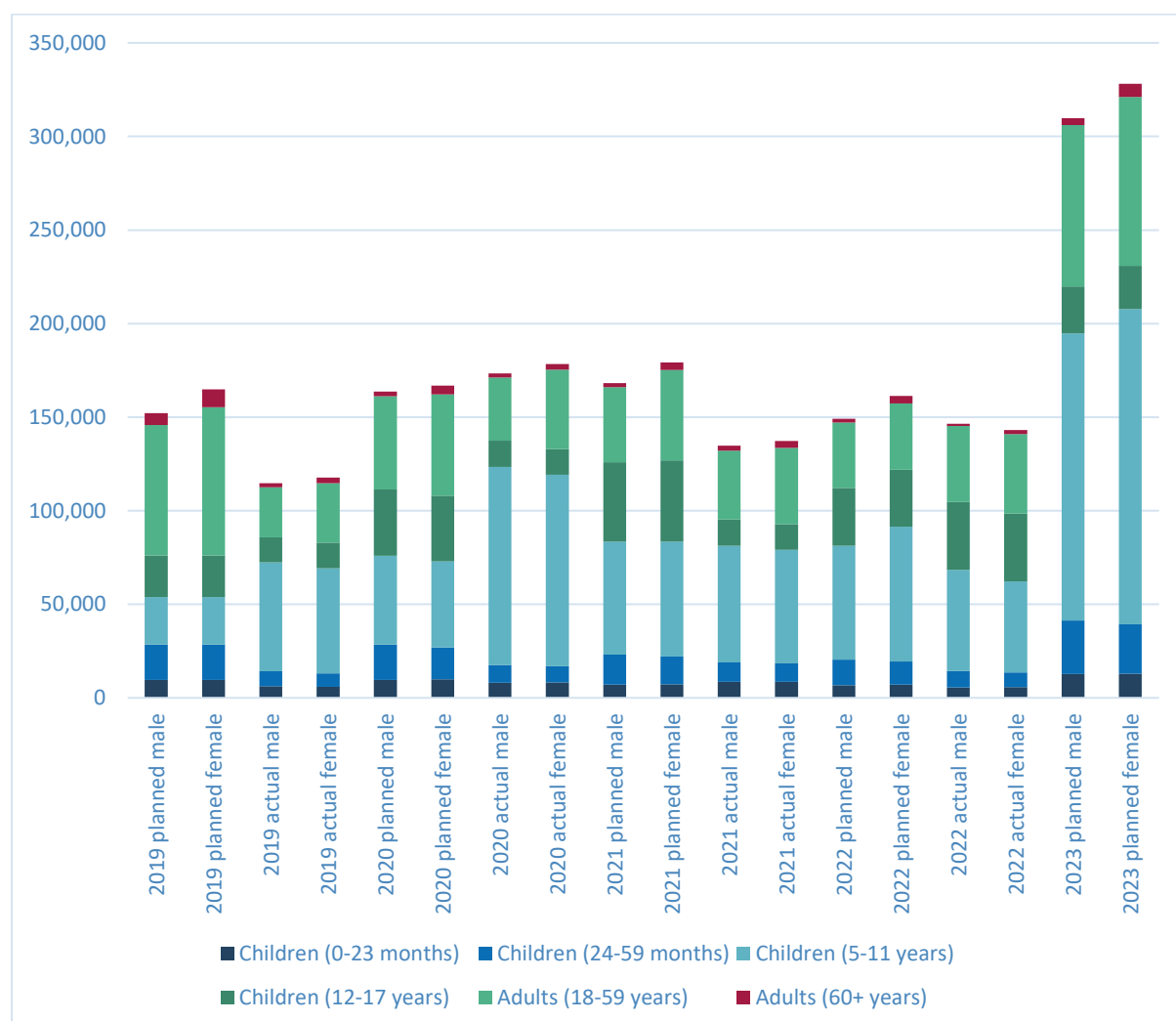
Question	Related area of inquiry	CCS	CBT/food	SF and other
In your view does WFP have particular strengths or weaknesses as an actor in capacity strengthening? What needs to change in how it works?	EQ2	•		
Has the assistance you received from WFP allowed you to change your life or that of your family/community? In what way? (Adapt this question depending on the kind of assistance received)	EQ2		•	•
Were there any tensions within the community or with the surrounding communities around the support delivered by WFP? Please explain. If this was the case did WFP (or the implementing partner) address these challenges promptly?	EQ2 HDPN		•	
Do you face any challenges at any time in accessing WFPs support or inputs? Please explain. If you faced challenges were you able to report these difficulties and did the support subsequently reach you?	EQ3		•	
Do you feel that WFP's programme considers the fact that women may have different needs than men? If so, how?	Gender	•	•	
Can you please explain how you benefited from WFP's assistance?	General	•	•	•
If WFP has to repeat effort for other beneficiaries in the future, what advice could you give to make the programme even better? Are there any recommendations you would make to WFP for its future work?	General	•	•	
What are you biggest worries for the future?	General		•	
What have been your biggest concerns in the last four years? Did WFPs assistance help you in any way to overcome these challenges?	General		•	
If the support was terminated a while ago, have you been able to continue the activities after the support ended? Have there been any particular challenges to doing so? What measures have been taken to ensure the maintenance of the physical facilities/inputs that were received	EQ2			•

Annex 13 Beneficiary data analysis

123. According to the annual country reports, WFP served 232,400 beneficiaries in 2019, 256,194 in 2020, 249,478 in 2021 and 289,587 in 2022 throughout the five strategic outcomes.

124. With regard to the breakdown of beneficiaries by age and sex (see Figure 14) a number of factors affect these figures, including on SO2, in 2019 and 2020 the actual beneficiaries were almost exclusively school-aged children, though there has been more age-related diversity in the last two years. A large increase in beneficiaries aged 5-11 years was planned for 2023. SO4 only serves beneficiaries between the ages of 18 and 59 because of the type of intervention. For both men and women, WFP has always exceeded the number of people that benefit from these SO4 activities.

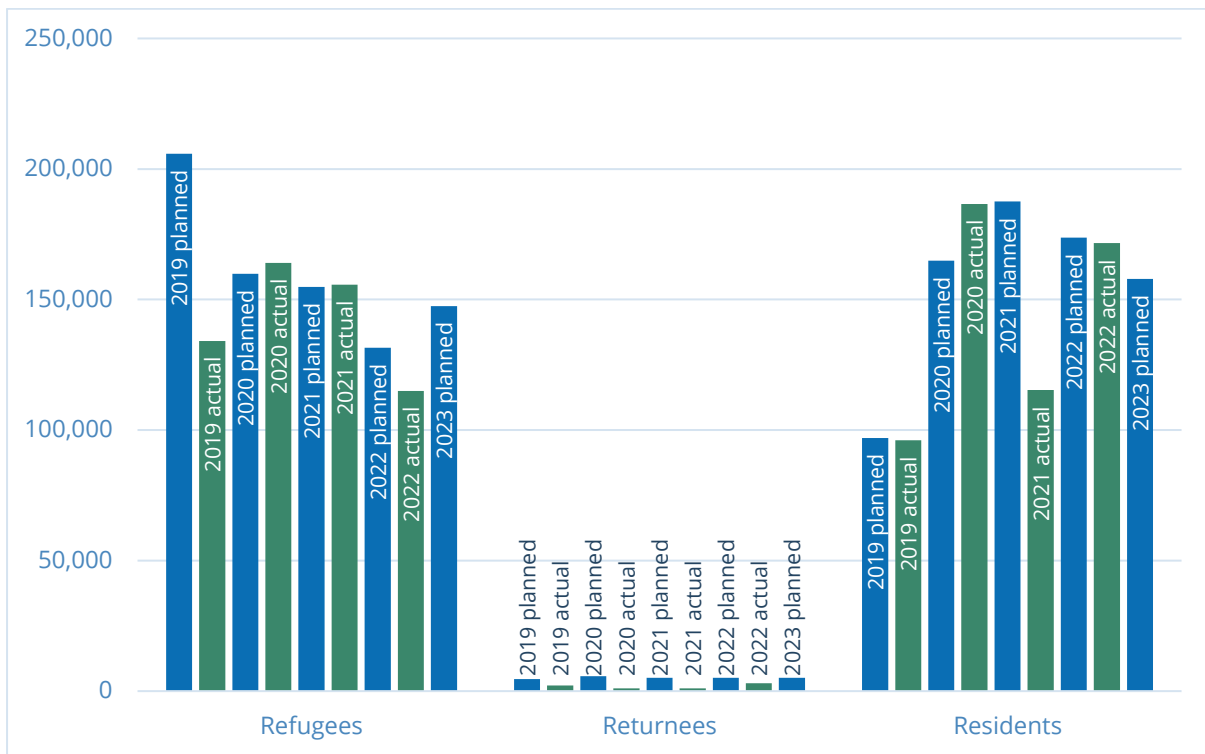
Figure 14 SO1 planned versus actual beneficiaries by age and sex



Source: COMET CM-R001b (25.05.2023).

125. Figure 15 shows the number of planned beneficiaries compared to actual beneficiaries in various residence categories. Overall, beneficiary targets have been met or exceeded.

Figure 15 CSP beneficiaries planned and actual, by residency, 2019-2023



Source: COMET CM-R001b (25.05.2023).

Annex 14 Output, outcome and cross-cutting data

126. An assessment of progress against outcome, output and cross-cutting indicators is presented below. A colour code has been applied as follows.

Progress at least 90% of indicator target
Progress between 50% and 90% or indicator target
Progress less than 50% of indicator target
No data

127. This coding highlights the areas that have been more problematic for the Rwanda country office to achieve, as discussed in the main evaluation report, and areas where data is unavailable, thus not recording progress.

128. During the period of the CSP, baselines and associated targets have been adjusted as circumstances changed and more accurate data became available.

Table 22 Output indicators

Output Category	Output Indicator	Detailed Indicator	Unit	2019			2020			2021			2022		
				Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved
Strategic Outcome 01: Refugees, returnees and other crisis-affected population in Rwanda have access to adequate and nutritious food at all times															
Act 01. 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															
Resources transferred	Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	Female	person	43127			48015	32554	67.8%	17705	26899	151.9%	16608	29920	180.2%
		Male	person	43127			18347	13484	73.5%	7690	14485	188.4%	5306	7145	134.7%
		Participants in beneficiary training sessions (health and nutrition)	Individual	1118	51269	4585.8%	1037			27886	47795	171.4%	26497	37065	139.9%
	Number of institutional sites assisted	site	13	13	100.0%	12	12	100.0%	14	27	192.9%	16	17	106.3%	

				2019			2020			2021			2022		
Output Category	Output Indicator	Detailed Indicator	Unit	Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved
	Number of retailers participating in cash-based transfer programmes		retailer		0										
Capacity development and technical support provided	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Government/national partner staff receiving technical assistance and training	Individual	1118	1209	108.1%	1130	607	53.7%	1191	879	73.8%	175	179	102.3%
Assets created	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	Hectares (ha) of agricultural land benefiting from new irrigation schemes (including irrigation canal construction, specific protection measures, embankments, etc)	Ha	55	55	100.0%	0			0			0		
Social and behaviour change communication (SBCC) delivered	Number of people reached through interpersonal SBCC approaches	Female	Number	2903	2328	80.2%	354	223	63.0%	449	794	176.8%	185	185	100.0%
		Male	Number	725	725	100.0%	20	209	1045.0%	4500	7829	174.0%	94	94	100.0%
		Female	Number	10834	15070	139.1%	6108	7700	126.1%	5751	10039	174.6%	5274	8217	155.8%
		Male	Number	616	616	100.0%	585	518	88.5%	422	364	86.3%	5274	3934	74.6%
School feeding provided	Average number of school days per month on which multi-fortified or at least 4 food groups were provided (nutrition-sensitive indicator)		Days	16	13	81.3%	16	18	112.5%	16	20	125.0%	16	22	137.5%
	Feeding days as percentage of total school days		%	100	77.83	77.8%	100	92	92.0%	100	190	190.0%	100	100	100.0%
Strategic Outcome 02: Vulnerable populations in food-insecure communities and areas have improved access to adequate and nutritious food all year															
Act 02. Support the design, implementation, and scale-up of national food security and nutrition-sensitive social protection programmes															
Resources transferred	Quantity of non-food items distributed	Quantity of agricultural inputs	non-food item	0			0			0			1813233	3608276	199.0%

				2019			2020			2021			2022		
Output Category	Output Indicator	Detailed Indicator	Unit	Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved
		(seeds, fertilizer) distributed													
	Number of institutional sites assisted		site	104	104	100.0%	107	107	100.0%	108	108	100.0%	136	140	102.9%
		WFP-assisted schools with improved fuel or energy-efficient stoves	school	0			66	66	100.0%	4	4	100.0%	13	6	46.2%
	Quantity of non-food items distributed	Buckets (20 litres)	item		0										
		Hygiene kits	item	208			26	28	107.7%	10	10	100.0%	141	109	77.3%
		Soap	item	312			13752	11603	84.4%	10800	0		0		
		Institution stoves	item	52	0		231	231	100.0%	16	16	100.0%	26	12	46.2%
		Mebendazole tablets (500mg)	item	81250	81250	100.0%	0	0		0	0		0	0	
		Nutrition information products	item	104	208	200.0%	104	4160	4000.0%	108	90	83.3%	11200	13200	117.9%
		Number of textbooks and other teaching and learning materials provided	item	7254	11856	163.4%	0	0		0	0		0	0	
		Quantity of agricultural inputs (seeds, fertilizer)	item	1976	10445	528.6%	6344	28939	456.2%	336	1248	371.4%	504	868	172.2%
		Quantity of agricultural tools	item	889	7666	862.3%	0	0		0	0		0		
		Quantity of stationary	item	312	95414	30581.4%	0	0		0	0		0	0	
Capacity development and technical support provided	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition	Technical assistance activities	unit	4	3	75.0%	2	5	250.0%	18	5	27.8%	8	9	112.5%

				2019			2020			2021			2022		
Output Category	Output Indicator	Detailed Indicator	Unit	Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved
	stakeholder capacities (new)	Training sessions/workshop	training session	5	2	40.0%	5	0	0%	3	4	133.3%	6	6	100.0%
			Individual	4	2	50.0%	2	0	0%	115	131	113.9%	162	1029	635.2%
	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Government/national partner staff receiving technical assistance and training	Individual	90	27	30.0%	55	1075	1954.5%	12	111	925.0%	55	83	150.9%
			Individual	0			50	0	0%	100	194	194.0%	150	169	112.7%
	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Training sessions/workshop organized	training session	19	21	110.5%	15	20	133.3%	8	10	125.0%	1412	30	2.1%
		Government/national partner staff receiving technical assistance and training	Individual	593	622	104.9%	452	17	3.8%	328	48	14.6%	826	181	21.9%
Assets created	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	Hectares (ha) of cultivated land treated and conserved with physical soil and water conservation measures only	Ha	0			572	0	0%	540.9	591.21	109.3%	427.4	1175	274.9%
	Number of people provided with direct access to energy products or services	Total number of people provided with direct access to energy products or services (cooking)	Individual	0			46063	45926	99.7%	2460	2460	100.0%	12599	6570	52.1%

				2019			2020			2021			2022		
Output Category	Output Indicator	Detailed Indicator	Unit	Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved
Social and behaviour change communication (SBCC) delivered	Number of people reached through interpersonal SBCC approaches	Female	Number	0			1428	0	0%	2632	2894	110.0%	3035	3533	116.4%
		Male	Number	0			1372	0	0%	2528	1702	67.3%	3035	3129	103.1%
Purchases from smallholders completed	Number of smallholder farmers supported/trained	Trained in post-harvest handling practices	Individual	11500	11814	102.7%	11500	9771	85.0%	0			5919	4570	77.2%
Infrastructure and equipment investments supported	Amount of investments in equipment made, by type		USD	0			0			0	0		52028	51513	99.0%
	Number of infrastructure works implemented, by type		unit	20	2	10.0%	29	29	100.0%	7	4	57.1%	63	66	104.8%
National coordination mechanisms supported	Number of national coordination mechanisms supported		unit	0			0			0			2	3	150.0%
			unit	3	3	100.0%	4	4	100.0%	3	4	133.3%	9	6	66.7%
School feeding provided	Feeding days as percentage of total school days		%	100	96	96.0%	100	38	38.0%	100	100	100.0%	100	100	100.0%
	Number of children receiving deworming with WFP support	Female	Number	40719	39683	97.5%	40719	38261	94.0%	40719	39016	95.8%	52988	57061	107.7%
		Male	Number	42381	41567	98.1%	42381	40149	94.7%	42381	40608	95.8%	55151	59391	107.7%
Strategic Outcome 03: Children under 5, adolescents, and pregnant and nursing women/girls (PNW/Gs) in Rwanda have improved access to nutritious foods and services to meet their nutritional needs all year															
Act 03. Provide capacity strengthening support to national programmes that improve the nutrition status of targeted populations															
Capacity development and technical support provided	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Training sessions/workshop	training session	1	0		0			35	35	100.0%	0	0	
	Number of people engaged	Government/national partner staff receiving technical assistance and training	Individual	0			0			550	538	97.8%	0	0	

				2019			2020			2021			2022		
Output Category	Output Indicator	Detailed Indicator	Unit	Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved
	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Training sessions/workshop organized	training session	24	24	100.0%	4			2	3	150.0%	4	0	
	Number of people engaged	Government/national partner staff receiving technical assistance and training	Individual	8100	8078	99.7%	7929			276	225	81.5%	150	0	
	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)	Tools or products developed	unit	6	6	100.0%	8	7	87.5%	6	11	183.3%	6	1	16.7%
Social and behaviour change communication (SBCC) delivered	Number of people reached through interpersonal SBCC approaches	Female	Number	0			5500	0		5035	6245	124.0%	8100	7974	98.4%
		Male	Number	0			4500	0		5045	6904	136.8%	8050	7731	96.0%
Infrastructure and equipment investments supported	Amount of investments in equipment made, by type		USD	40572	21488	53.0%	0	0		0			0		
National coordination mechanisms supported	Number supported		unit	2	2	100.0%	2	3	150.0%	4	4	100.0%	3	1	33.3%
Strategic Outcome 04: Smallholder farmers, especially women, have increased marketable surplus and access to agricultural markets through efficient supply chains by 2030															
Act 04. Provide support, education, and capacity strengthening services for smallholder farmers and value chain actors															
Capacity development and technical support provided	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Training sessions/workshop organized	training session	4	4	100.0%	4	4	100.0%	4			4	4	100.0%

				2019			2020			2021			2022		
Output Category	Output Indicator	Detailed Indicator	Unit	Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved	Target	Actual	% Achieved
	Number of people engaged	Government/national partner staff receiving technical assistance and training	Individual	500	147	29.4%	500	35	7.0%	500	1243	248.6%	500	953	190.6%
	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Training sessions/workshop organized	training session	4			4			4			4	4	100.0%
	Number of tools or products developed or revised to enhance ...capacity strengthening	Tools or products developed	unit	2			2	5	250.0%	1	1	100.0%	1	0	
Social and behaviour change communication (SBCC) delivered	Number of people reached through interpersonal SBCC approaches	Female	Number	0			14213	16690	117.4%	12500	22378	179.0%	12500	237	1.9%
		Male	Number	0			12870	14992	116.5%	12500	25563	204.5%	12500	51	0.4%
Purchases from smallholders completed	Number supported/trained	..trained in post-harvest handling practices	Individual	25000	667	2.7%	25000			25000			25000	30067	120.3%
		...supported by WFP	Individual	65000	72445	111.5%	72000	88289	122.6%	100000	112083	112.1%	125000	155934	124.7%
Partnerships supported	Number supported		partner	10	12	120.0%	10	1	10.0%	15	16	106.7%	15	30	200.0%
National coordination mechanisms supported	Number supported		unit	1	1	100.0%	1	2	200.0%	2	1	50.0%	2	1	50.0%
			unit	2	2	100.0%	2	3	150.0%	3	2	66.7%	3	1	33.3%

Table 23 Outcome indicators

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Strategic Outcome 01 - Refugees, returnees and other crisis affected population in Rwanda have access to adequate and nutritious food at all times											
Consumption-based coping strategy index (average)	Refugees	General distribution	5	7	6	13.58	13.66	13.6	<5	<7	<6
Economic capacity to meet essential needs	Refugees	General distribution	33	33	33	17.1	9.3	12.3	>40	>40	>40
Food consumption score / percentage of households with Acceptable Food Consumption Score	Refugees	General distribution	97	93	95	59.3	64	62.2	>62.4	>73.8	>67.6
... with Borderline Food Consumption Score	Refugees	General distribution	3	7	5	31.7	31.8	31.8	<31.1	<23.6	<27.7
... with Poor Food Consumption Score	Refugees	General distribution	0	0	0	8.9	4.1	6	<6.5	<2.7	<4.7
Food consumption score – nutrition / percentage of households that consumed Hem Iron rich food daily (in the last 7 days)	Refugees	General distribution	4	2	3	0.1	0.1	0.1	>4	>2	>3

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
... that consumed protein rich food daily (in the last 7 days)	Refugees	General distribution	96	90	93	55	66.6	60.8	≥96	≥90	≥93
... that consumed vit A rich food daily (in the last 7 days)	Refugees	General distribution	42	28	35	18.5	15.7	17.1	>43.3	>30.6	>36.3
... that never consumed hem iron rich food (in the last 7 days)	Refugees	General distribution	66	81	73	0.1	0.1	0.1	<66	<81	<73
... that never consumed protein rich food (in the last 7 days)	Refugees	General distribution	0	0	0	3.8	3.3	3.6	0	0	00
...that never consumed vit A rich food (in the last 7 days)	Refugees	General distribution	8	12	10	29.5	28.3	28.9	<8	<12	<10
... that sometimes consumed hem iron rich food (in the last 7 days)	Refugees	General distribution	30	18	24	2.8	1.7	2.3	>30	>18	>24

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
... that sometimes consumed protein rich food (in the last 7 days)	Refugees	General distribution	4	10	7	41.2	30.1	37.1	<4	<10	<7
... that sometimes consumed vit A rich food (in the last 7 days)	Refugees	General distribution	50	60	55	52	56	54	<50	<60	<55
Livelihood coping strategies for essential needs / percentage of households not using livelihood based coping strategies	Refugees	Food assistance for asset	44	44	44	52.2	48.4	50.8	>44	>44	>44
... using crisis coping strategies	Refugees	Food assistance for asset	33.6	33.6	33.6	6.3	4.8	5.4	<33.6	<33.6	<33.6
... using emergency coping strategies	Refugees	Food assistance for asset	8.6	8.6	8.6	15.7	12.1	13.5	<8.6	<8.6	<8.6

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
... using stress coping strategies	Refugees	Food assistance for asset	13.7	13.7	13.7	29.5	30.9	30.4	<13.7	<13.7	<13.7
Minimum diet diversity for women and girls of reproductive age	Refugees	General distribution		14			45			>70	
Moderate acute malnutrition (MAM) treatment default rate	Refugees	HIV/TB care & treatment	3.96	3.96	3.96	0	0	0	<15	<15	<15
MAM treatment default rate	Refugees	Treatment of moderate acute malnutrition	3	3	3	0	0	0	<15	<15	<15
MAM treatment mortality rate	Refugees	Treatment of moderate acute malnutrition	0	0	0	0	0	0	<3	<3	<3
MAM treatment non-response rate	Refugees	Treatment of moderate acute malnutrition	2.4	2.4	2.4	0	1	0.8	<15	<15	<15

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
MAM treatment recovery rate	Refugees	Treatment of moderate acute malnutrition	94	95	95	93	89	91	>75	>75	>75
Proportion of children 6-23 months of age who receive a minimum acceptable diet	Refugees	Prevention of stunting	42	40	41	34.2	39.7	37	=70	=70	=70
Proportion of eligible population reached by nutrition preventive programme (coverage)	Refugees	Prevention of stunting	72	70	71	86	91	89	>70	>70	>70
	Refugees	Treatment of moderate acute malnutrition	55	55	55	57	82	70	>90	>90	>90
Proportion of target population who participate in an adequate number of distributions (adherence)	Refugees	HIV/TB care & treatment	100	100	100	100	100	100	=100	=100	=100
	Refugees	Prevention of stunting	100	100	100	85	91	88	=100	=100	=100

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Consumption-based Coping Strategy Index (Average)	Refugees	General distribution	5	7	6	13.58	13.66	13.6	<5	<7	<6
Economic capacity to meet essential needs (new)	Refugees	General distribution	33	33	33	17.1	9.3	12.3	>40	>40	>40
Food Consumption Score / percentage of households with Acceptable Food Consumption Score	Refugees	General distribution	97	93	95	59.3	64	62.2	>97	>93	>95
... with Borderline Food Consumption Score	Refugees	General distribution	3	7	5	31.7	31.8	31.8	<3	<7	<5
... with Poor Food Consumption Score	Refugees	General distribution	0	0	0	8.9	4.1	6	≤0	≤0	≤0
Food Consumption Score – Nutrition / percentage of households that consumed hem iron rich food daily (in the last 7 days)	Refugees	General distribution	4	2	3	0.1	0.1	0.1	>4	>2	>3

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
... that consumed protein rich food daily (in the last 7 days)	Refugees	General distribution	96	90	93	55	66.6	60.8	≥96	≥90	≥93
... that consumed vit A rich food daily (in the last 7 days)	Refugees	General distribution	42	28	35	18.5	15.7	17.1	>43.3	>30.6	>36.3
... that never consumed hem iron rich food (in the last 7 days)	Refugees	General distribution	66	81	73	97.1	98.2	97.6	<66	<8	<73
... that never consumed protein rich food (in the last 7 days)	Refugees	General distribution	0	0	0	3.8	3.3	3.6	=0	=0	=0
... that never consumed vit A rich food (in the last 7 days)	Refugees	General distribution	8	12	10	29.5	28.3	28.9	<8	<12	<10
... that sometimes consumed hem iron rich food (in the last 7 days)	Refugees	General distribution	30	18	24	2.8	1.7	2.3	>30	>18	>24

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
... that sometimes consumed protein rich food (in the last 7 days)	Refugees	General distribution	4	10	7	41.2	30.1	37.1	<4	<10	<7
Food Expenditure Share	Refugees	General distribution	74	77	75	54	51	56	<74	<77	<75
Livelihood-based Coping Strategy Index (percentage of households using coping strategies) / percentage of households not using livelihood based coping strategies	Refugees	Asset creation and livelihood support activities	44	44	44	48.4	52.2	50.8	>44	>44	>44
... using crisis coping strategies	Refugees	Asset creation and livelihood support activities	33.6	33.6	33.6	6.3	4.8	5.4	<33.6	<33.6	<33.6
... using emergency coping strategies	Refugees	Asset creation and livelihood support activities	8.6	8.6	8.6	15.7	12.1	13.5	<8.6	<8.6	<8.6

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
... using stress coping strategies	Refugees	Asset creation and livelihood support activities	13.7	13.7	13.7	29.5	30.9	30.4	<13.7	<13.7	<13.7
MAM treatment default rate	Refugees	HIV/TB care & treatment	3.96	3.96	3.96	0	0	0	<15	<15	<15
MAM treatment default rate	Refugees	Treatment of MAM	3	3	3	0	0	0	<15	<15	<15
MAM treatment mortality rate	Refugees	Treatment of MAM	0	0	0	0	0	0	<3	<3	<3
MAM treatment non-response rate	Refugees	Treatment of MAM	2.4	2.4	2.4	0	1	0.8	<15	<15	<15
MAM treatment recovery rate	Refugees	Treatment of MAM	94	95	95	93	89	91	>75	>75	>75

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Minimum dietary diversity – Women	Refugees	General distribution			14			45			>70
Proportion of children 6-23 months of age who receive a minimum acceptable diet	Refugees	Prevention of stunting	42	40	41	34.2	39.7	37	=70	=70	=70
Proportion of eligible population that participates in programme (coverage)	Refugees	Prevention of stunting	72	70	71	86	91	89	>70	>70	>70
	Refugees	Treatment of MAM	55	55	55	57	82	70	>90	>90	>90
Proportion of target population that participates in an adequate number of distributions (adherence)	Refugees	HIV/TB care & treatment	100	100	100	100	100	100	=100	=100	=100
	Refugees	Prevention of stunting	100	100	100	85	91	88	=100	=100	=100

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Retention rate / drop-out rate (new) / drop-out rate	Refugees and host community	School feeding (on-site)	1	1	1	5	3	4	≤1	≤1	≤1
Retention rate / drop-out rate (new) / retention rate	Refugees and host community	School feeding (on-site)	99	99	99	95	97	96	≥99	≥99	≥99
Strategic Outcome 02 - Vulnerable populations in food-insecure communities and areas have improved access to adequate and nutritious food all year											
Attendance rate	Host community	School feeding (on-site)	97	98	97	91.3	93.1	92.2	>99	>99	>99
Climate resilience capacity score	Host community	Food assistance for asset			40			42.3			=50
Consumption-based coping strategy index (average)	Host community	Food assistance for asset	13.01	15.98	13.5	12	14.05	12.36	<13.01	<15.98	<13.5
Economic capacity to meet essential needs	Host community	Food assistance for asset	66.5	49.5	63.2	64.7	58.6	63.5	>66.5	>49.5	>63.2

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Food consumption score / percentage of households with Acceptable Food Consumption Score	Host community	Food assistance for asset	33.4	29.3	32.7	57.5	49.2	56.1	≥33.4	≥29.3	≥32.7
... with Borderline Food Consumption Score	Host community	Food assistance for asset	46.4	40.2	45.5	33.9	36.9	34.4	<46.4	<40.2	<45.5
... with Poor Food Consumption Score	Host community	Food assistance for asset	20.2	30.4	21.8	8.6	13.8	9.5	<20.2	<30.4	<21.8
Livelihood coping strategies for essential needs / percentage of households not using livelihood based coping strategies	Host community	Food assistance for asset	7.7	10.9	8.2	11.9	11.3	11.8	>7.7	>10.9	>8.2
... using crisis coping strategies	Host community	Food assistance for asset	9.2	7.1	9.5	12	13.3	12.2	<9.9	<7.1	<9.5
... using emergency coping strategies	Host community	Food assistance for asset	31.7	31.5	31.7	31.9	30.8	31.7	<31.7	<31.5	<31.7

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
... using stress coping strategies	Host community	Food assistance for asset	50.6	50.5	50.6	44.2	44.6	44.2	<50.6	<50.5	<50.6
Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support	Host community	Other climate adaptation and risk management activities (CCS)			0			5			≥8
Percentage of students who by the end of two grades of primary schooling demonstrate ability to read and understand grade-level text	Host community	School feeding (on-site)	42	57	49	62.2	61.5	62.1	≥62	≥77	≥69
Attendance rate (new)	Host community	School feeding (on-site)	97	98	97	91.3	93.1	92.2	>99	>99	>99
Consumption-based Coping Strategy Index (Average)	Host Community	Food assistance for asset	13.01	15.98	13.5	12	14.05	12.36	<13.01	<15.98	<13.5

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Economic capacity to meet essential needs (new)	Host community	Food assistance for asset	66.5	49.5	63.2	64.7	58.6	63.5	>66.5	>49.5	>63.2
Food Consumption Score / percentage of households with Acceptable Food Consumption Score	Host community	Food assistance for asset	33.4	29.3	32.7	57.5	49.2	56.1	≥33.4	≥29.3	≥32.7
...with Borderline Food Consumption Score	Host community	Food assistance for asset	46.4	40.2	45.5	33.9	36.9	34.4	<46.4	<40.2	<45.5
... with Poor Food Consumption Score	Host community	Food assistance for asset	20.2	30.4	21.8	8.6	13.8	9.5	<20.2	<30.4	<21.8
Livelihood-based Coping Strategy Index (percentage of households using coping strategies) /percentage of households not using livelihood based coping strategies	Host community	Food assistance for asset	7.7	10.9	8.2	11.9	11.3	11.8	>7.7	>10.9	>8.2

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
... using crisis coping strategies	Host community	Food assistance for asset	9.2	7.1	9.5	12	13.3	12.2	<9.9	<7.1	<9.5
... using emergency coping strategies	Host community	Food assistance for asset	31.7	31.5	31.7	31.9	30.8	31.7	<31.7	<31.5	<31.7
... using stress coping strategies	Host community	Food assistance for asset	50.6	50.5	50.6	44.2	44.6	44.2	<50.6	<50.5	<50.6
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	Host community	Institutional capacity strengthening activities			0			5			≥8

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Percentage of students who, by the end of two grades of primary schooling, demonstrate ability to read and understand grade level text (new)	Host community	School feeding (on-site)	42	57	49	62.2	61.5	62.1	≥62	≥77	≥69
Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks	Host community	Food assistance for asset			40			42.3			=50
Retention rate / drop-out rate (new) / drop-out rate	Host community	School feeding (on-site)	0	0	0	14	10	12	=100	=100	=100
Retention rate / drop-out rate (new) / retention rate	Host community	School feeding (on-site)	100	100	100	86	90	88	=100	=100	=100
SABER school feeding national capacity (new)	Government capacity strengthening	School feeding (on-site)			3						>3

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Value and volume of smallholder sales through WFP-supported aggregation systems/Value (USD)	Host community	Smallholder agricultural market support activities			24,000			316,010			≥555,555
Value and volume of smallholder sales through WFP-supported aggregation systems/Volume (mt)	Host community	Smallholder agricultural market support activities			116			940			≥2500
Strategic Outcome 03 - Children under 5, adolescents, and PNW/Gs in Rwanda have improved access to nutritious foods and services to meet their nutritional needs all year											
Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support	Host community	HIV/TB (CCS)			0						≥2
		Institutional capacity strengthening activities			0			1			≥2
Strategic Outcome 04 - Smallholder farmers, especially women, have increased marketable surplus and access to agricultural markets through efficient supply chains by 2030											

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support	Host community	Unconditional resource transfers (CCS)			0						≥1
Percentage of targeted smallholder farmers reporting increased production of nutritious crops	Host community	Smallholder agricultural market support activities	0	0	0	97	97	97	≥50	≥50	≥50
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	Host community	Institutional capacity strengthening activities			0			0			≥1
Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer	Host community	Smallholder agricultural market support activities	0	0	0	97	97	97	≥50	≥50	≥50

Outcome Indicator	Target Group	Activity Tag	Base Value			2022 latest Follow Up			CSP End Target		
			Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Value and volume of smallholder sales through WFP-supported aggregation systems / Value (USD)	Host community	Smallholder agricultural market support activities			1,387,000			6,819,987			≥11,111,111
Value and volume of smallholder sales through WFP-supported aggregation systems / Volume (mt)	Host community	Smallholder agricultural market support activities			5,884			19,704			≥50,000

Table 24 Cross-cutting indicators

Cross Cutting Result	Cross Cutting Indicator	Target Group	Activities	Activity Tag	Base Value			2019 Follow-up			2020 Follow-up			2021 Follow-up			2022 Follow-up			CSP End Target		
					M	F	Overall	M	F	Overall	M	F	Overall	M	F	Overall	M	F	Overall	M	F	Overall
Accountability	Country office has a functioning community feedback mechanism	Refugees, Host	1	General distribution	-	-	63						63			70			80	-	-	=100
	Percentage of beneficiaries reporting they were provided with accessible information about WFP	Refugees	1	General distribution	95	94	95	96	94	95	98.2	98.3	98.2	19.8	19.8	19.8	44.7	53.4	49.1	≥95	≥95	≥95

women's empowerment	entity members who are women	Refugees	1	General distribution	-	-	50			40			34			44			44	-	-	=50
	Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions jointly made by women and men	Refugees	1	General distribution	-	-	63			67			43.5			37.2			38.6	-	-	≥80
	Decisions made by men	Refugees	1	General distribution	-	-	4			4			13.1			16.3			11.5	-	-	≤4
	Decisions made by women	Refugees	1	General distribution	-	-	33			29			43.4			46.5			49.8	-	-	<33
	Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex, age and type of activity	Host community	2	School feeding (on-site)	0	26	0							51	49	100	51	49	100	=50	=50	=100
	Refugees	1	HIV/TB care & treatment	34	66	100							37	63	100	32.5	67.5	100	=50	=50	=100	
	Refugees	1	School feeding (on-site)	42	58	100							51	49	100	51	49	100	=50	=50	=100	

Improved gender equality and women's empowerment among WFP-assisted population	Proportion of food assistance decision making entity – committees, boards, teams, etc. – members who are women	Host community	2	School feeding (on-site)	-	-	38	-	-	39	-	-	78							
		Refugees	Act 1	General distribution	-	-	50	-	-	40	-	-	34	-	-	44	-	-	44	
	Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality / Decisions jointly made by women and men	Refugees	1	General distribution	-	-	63	-	-	67	-	-	43.5	-	-	37.2	-	-	38.6	
	Decisions made by men	Refugees	1	General distribution	-	-	4	-	-	4	-	-	13.1	-	-	16.3	-	-	11.5	
	Decisions made by women	Refugees	1	General distribution	-	-	33	-	-	29	-	-	43.4	-	-	46.5	-	-	49.8	
	Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated	Host community	2	School feeding (on-site)	0	26	0	0	23	0				51	49	100	51	49	100	
	Refugees	1	HIV/TB care & treatment	34	66	100							47	53	100	32.5	67.5	100		

	by sex and type of activity	Refugees	1	School feeding (on-site)	42	58	100	48	52	100				51	49	100	51	49	100			
Protection	Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes	Refugees	1	General distribution	100	100	100	100	100	100	99.3	99.2	99.3	99.7	99.7	99.7	99	99	99	=90	=90	=90
	Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes	Refugees	1	General distribution	93	93	93	98	98	98	100	100	100	92	92	92	95	95	95	≥90	≥90	≥90
	Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance	Refugees	1	General distribution	100	99	100	100	100	100	100	100	100	83.2	83.2	83.2	90	90	90	=100	=100	=100
Targeted communities benefit from WFP programmes in a manner that does not harm the environment	Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified	Host community	2	Food assistance for asset	-	-	0									100						

Source: COMET 13.06.2023.

Annex 15 Mapping of findings, conclusions and recommendations

Recommendation	Conclusions	Findings
<p>Recommendation 1: Maintain a dual focus on saving lives and changing lives for the next CSP, ensuring sustainability considerations are mainstreamed across the portfolio in a balanced manner starting at the design phase.</p> <p>Sub-recommendation 1.1: Ensure the next CSP identifies a distinct set of priorities for engagement, aligned with niche areas where WFP adds value to the work of other partners, and which reduce the breadth of the portfolio. This will involve making some difficult choices about things to drop.</p> <p>Sub-recommendation 1.2: Strengthen support to social protection through provision of dedicated nutrition expertise and ensure a focus on girls' adolescent nutrition in refugee school feeding.</p> <p>Sub-recommendation 1.3: Design CSP-specific programmes with end-to-end support outcomes and sustainability firmly in mind, including attention to handover and exit strategies and systematically audit new initiatives for their potential sustainability.</p>	<p>Conclusion 1</p> <p>Conclusion 2</p>	<p>Finding 2</p> <p>Finding 4</p> <p>Finding 6</p> <p>Finding 7</p> <p>Finding 8</p> <p>Finding 10</p> <p>Finding 11</p> <p>Finding 14</p> <p>Finding 16</p> <p>Finding 17</p> <p>Finding 25</p> <p>Finding 26</p>
<p>Recommendation 2: Continue to pursue a multi-pronged country capacity strengthening approach, informed by a country capacity strengthening strategy, well defined expected outcomes, and enhanced monitoring.</p> <p>Sub-recommendation 2.1: Define the WFP enabling function, including the explicit pathways by which this will bring results for vulnerable beneficiaries.</p> <p>Sub-recommendation 2.2: Refocus the enabling role of WFP firmly on supporting the implementation (including a focus on subnational levels) of the Government's policies, rather than new policies or strategies.</p> <p>Sub-recommendation 2.3: Ensure a consistent focus on the enabling role across WFP work</p> <p>Sub-recommendation 2.4:</p>	<p>Conclusion 1</p> <p>Conclusion 5</p>	<p>Finding 1</p> <p>Finding 2</p> <p>Finding 8</p> <p>Finding 9</p> <p>Finding 26</p>

Equip WFP with strong internal national expertise to inform understanding of the political economy.		
<p>Recommendation 3: Strengthen WFP organizational readiness for delivery of the next CSP</p> <p>Sub-recommendation 3.1: Consolidate internal management oversight of humanitarian and development programmes under a single Head of Programme (HoP) to further enhance synergies and prioritize internal learning.</p> <p>Sub-recommendation 3.2: Ensure monitoring systems are adjusted as the CSP is rolled out to capture the full range of WFP work including what is currently done separately under smallholder agriculture market support (SAMS), together with WFP enabling/capacity strengthening work (Recommendation 2).</p> <p>Sub-recommendation 3.3: Ensure all major areas of work (strategic outcomes) are led by high calibre (national or international) staff supported by dedicated resource mobilization expertise (alongside the partnership function) in a supportive role to all strategic outcomes and critical corporate initiatives (CCI).</p> <p>Sub-recommendation 3.4: Recruit dedicated senior expertise to strengthen WFP climate change and gender transformative work across the portfolio.</p> <p>Sub-recommendation 3.5: Prioritize a fully integrated supply chain by integrating budgeting and reflecting supply chain work in monitoring, evaluation, and learning.</p> <p>Sub-recommendation 3.6: Allocate dedicated country office resources to gender transformative and climate change efforts.</p> <p>Sub-recommendation 3.7: Capture learning from SAMS on innovative partnerships, brokering and financing and prioritize and actively pursue further diversification and strengthening of partnerships for CSP delivery.</p>	<p>Conclusion 3</p> <p>Conclusion 4</p> <p>Conclusion 5</p> <p>Conclusion 6</p>	<p>Finding 1</p> <p>Finding 9</p> <p>Finding 12</p> <p>Finding 13</p> <p>Finding 18</p> <p>Finding 19</p> <p>Finding 20</p> <p>Finding 21</p> <p>Finding 22</p> <p>Finding 23</p> <p>Finding 24</p> <p>Finding 26</p>
<p>Recommendation 4: Strengthen the WFP approach to disability across the portfolio and upscale the gender work to a focus on gender transformation in all of WFP work.</p> <p>Sub-recommendation 4.1: At the start of the CSP conduct a study on disability inclusion and identify implications for WFP programming and targeting under the new CSP. Ensure annual monitoring against disability targets.</p> <p>Sub-recommendation 4.2:</p>	<p>Conclusion 3</p> <p>Conclusion 4</p>	<p>Finding 4</p> <p>Finding 11</p> <p>Finding 13</p> <p>Finding 19</p> <p>Finding 24</p> <p>Finding 25</p>

<p>Mainstream gender transformation and GALS methodology throughout the CSP portfolio, ensuring WFP work is informed by gender analyses and that implementation of recommendations from these studies are monitored by the senior gender expert and by WFP management.</p> <p>Sub-recommendation 4.3: Assess WFP partnerships and focus on identifying strategic partnerships that can advance the new CSP gender transformation and disability agendas.</p>		
<p>Recommendation 5: Prioritize a cross-cutting climate change approach that enhances and scales up WFP work on climate resilience and reduces the WFP carbon footprint.</p> <p>Sub-recommendation 5.1: Conduct an environmental assessment of the WFP ways of working to identify where the ways in which WFP operates in country can be optimized to reduce carbon footprint.</p> <p>Sub-recommendation 5.2: Refocus climate work around prevention, preparedness and building back better and ensure attention to key climate changes issues across all of WFP work.</p>	Conclusion 6	Finding 5 Finding 11 Finding 15 Finding 16
<p>Recommendation 6: Ensure continued emphasis on WFP positioning in the humanitarian sphere, prioritize stronger linkages across the nexus by integrating SO1 beneficiaries in activities in the remainder of the portfolio, and pursue enhanced partnerships as well as funding alternatives.</p> <p>Sub-recommendation 6.1: Upscale WFP work on resource mobilization for the refugee response and ensure this is informed by a cost benefit study of investments in livelihoods, in particular for women, to be used in fundraising.</p> <p>Sub-recommendation 6.2: Set ambitious targets for innovative partnerships in the domain of refugee livelihoods and integration. Ensure strong linkages with the Mastercard Foundation (MCF) project for Youth and Women.</p>	Conclusion 1 Conclusion 2 Conclusion 3 Conclusion 5 Conclusion 7	Finding 3 Finding 4 Finding 5 Finding 6 Finding 17 Finding 21

Annex 16 List of people interviewed

External: total 74, women 33, men 41

Position, Organization

Director Operations, Equity Bank

Community Health Worker, District Health Office

Project Manager, Duhamic-ADRI

Delegation of the European Union to Rwanda

Mahama Camp Manager, MINEMA

CPDF Financial Management Adviser, Radnor Development Consulting

Development Assistance Specialist, USAID / SECARO / BHA

Deputy Rwanda Representative, UNHCR

Director General of Planning, MINAGRI

CRFS National Programme Coordinator, FAO

Co-Founder, Ironji

Representative, FAO

Head of Investment and Social Impact Department, Equity Bank

Analyst, MINAGRI

Technical Adviser, GIZ

Food Monitor, ADRA

Deputy Economic Growth Office Director, USAID

Quality Assurance, World Vision Rwanda

School Feeding and Warehouse, ADRA

DRR Policy Advisor, MINEMA

Director, Social Protection, Kirehe District Council

District Health Promotion and Disease Officer, District Health Office

Country Director, ADRA

M&E Adviser, Cowater International

Country Director, KOICA

Head Teacher, GS Paysannat, Mahama Camp School

Director, Education, Kirehe District Council

Accountant, Gishanda School

Programme Manager, Good Neighbors International

Head of Strategic Partnerships, East Africa Exchange Ltd

Integrated Programme Director, World Vision Rwanda

Programme Coordinator, UN WOMEN

Director, Agriculture, Kirehe District Council

Director of Social Protection Unit, LODA

Head of WEE Unit and Coordinator of JRWEE, UN WOMEN

Field Officer, Duhamic-ADRI

Environment Foreign Service Officer, USAID

Mission Director, USAID

School Feeding Facilitator, ADRA

Associate, East Africa Exchange Ltd

Project Manager (Gender), FAO

Nutrition Specialist, UNICEF

Representative, UNICEF

Deputy Chief of Party (HGSP), World Vision Rwanda

Climate Resilience Expert, FAO

Chargé de Programmes, European Union

Head Teacher (LC), Mahama Camp School

Head Teacher (LC), Mahama Camp School

Community Health Worker, District Health Office

Head Teacher, Gasabo School

Director of Studies (Primary School), Gishanda School

Head Teacher (LCE), Mahama Camp School

Director General Agriculture Value Chain Management and Trade, MINAGRI

Resident Coordinator, UNRCO

Nutrition Coordinator, Save the Children

Programme Manager, Investment and Social Impact Department, Equity Bank

Country Director, World Vision Rwanda

Director General, Education and Planning, MINEDUC

Social Economic Development Officer, District Health Office

Nutrition and Early Childhood Development (ECD) Programme Manager, UNICEF

Head teacher (LA), Mahama Camp School

Project Management Specialist (Nutrition), USAID

Store Keeper, Gasabo School

Head Teacher, Gishanda School

Director of Studies, Gishanda School

Nutrition Officer, Save the Children

Employee, INADES Formation Rwanda

Specialist, NCDA

Community Environmental Health officer, District Health Office

Health Specialist, NCDA

Health Specialist, National Child Development Agency

Field Officer, Duhamic-ADRI

Agriculture and Food Security Specialist, USAID

Social Policy Specialist, UNICEF

WFP internal: total 47, women 23, men 24

Head of Finance and Administration

OIM and Performance Reporting Officer

Acting Country Director

Programme Associate, Kirehe

Head of Supply Chain Management

Programme Policy Officer

Intern, Kirehe

Programme Associate (Kirehe)

Smallholder Farmer Coordinator

Regional Logistics Officer, RBN

Programme Associate, Kirehe

Head of Field Office (Kirehe)

Programme Assistant (School Feeding)

Acting Head of Field Office (Huye)

Programme Policy Officer (Gender & Protection)

Programme Policy Officer

Programme Policy Officer

Programme Policy Officer

Former Country Director

Budget & Programming Officer

Programme Policy Officer (M&E)

Consultant

Head of Programmes

Huye

Huye

Programme Associate (M&E)

VAM Officer

Business Support Assistant (CD's Office)

Consultant

Programme Policy Officer (MCF)

Programme Associate

Monitoring Assistant, Kirehe

Huye

Programme Associate (Karongi)

Business Transformation Officer (IT)

Huye

Programme Associate (Resilience)

Programme Associate

Huye

Programme Policy Officer (M&E)

Head of External Partnerships & Communications

Head of Human Resources

Programme Policy Officer

Head of Nutrition, WFP Tanzania

Head of VAM & M&E

Huye

Programme Policy Officer (CBT)

Focus group discussions: total 196, women 102, men 94

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FAO SOFI 2021	FAO. 2022. The State of Food Security and Nutrition in the World 2021.
FAO SOFI 2022	FAO. 2022. The State of Food Security and Nutrition in the World 2022.
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Annex 18 Acronyms

AAP	Accountability to affected populations
ACR	Annual Country Report
ADRA	Adventist Development and Relief Agency International
AfCFTA	African Continental Free Trade Agreement
AIF	Africa Improved Foods
ART	Anti-Retroviral Therapy
ASWG	Agriculture Sector Working Group
BHA	Bureau of Humanitarian Assistance
BR	Budget Revision
CBPP	Community-based participatory planning
CBT	Cash-based transfers
CCS	Country capacity strengthening
CD	Country Director
CEQAS	Centralized Evaluation Quality Assurance System
CFM	Complaints feedback mechanism
CFSVA	Comprehensive Food Security and Vulnerability Assessment
CIAT	International Centre for Tropical Agriculture
CO	Country office
COVID-19	Coronavirus Disease 2019
CP	Country programme
CPB	Country Plan Budget
CPP	Corporate Planning and Performance Division
CRF	Corporate Results Framework

CSO	Civil society organization
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DAC	Development Assistance Committee
DCD	Deputy Country Director
DHS	Demographic and Health Survey
DoE	Director of Evaluation
DRC	Democratic Republic of the Congo
DRCRRRP	Democratic Republic of the Congo Regional Refugee Response Plan
DRRM	Disaster risk reduction and management
ECD	Early childhood development
EDPRS	Economic Development and Poverty Reduction Strategies
EM	Evaluation Manager
EMOP	Emergency Operation
EQ	Evaluation Question
ET	Evaluation Team
EU	European Union
EVD	Ebola Virus Disease
FAO	Food and Agriculture Organization
FAA	Food assistance for assets
FCDO	Foreign Commonwealth and Development Office
FFA	Food For assets
FGD	Focus group discussion
FLA	Field-level agreement
FNG	Fill the Nutrient Gap
FTMA	Farm to Market Alliance

GALS	Gender Action Learning System
GaM	Gender and Age Marker
GAP	Good agricultural practice
GDP	Gross domestic product
GBV	Gender-based violence
GEWE	Gender equality and women's empowerment
GII	Gender Inequality Index
GNI	Gross national income
GoR	Government of Rwanda
GSMT	Global service management tool
HDP	Humanitarian-development-peace nexus
HGSF	Home-grown school feeding
HIV	Human Immunodeficiency Viruses
HoP	Head of Programme
HQ	Headquarters
IFAD	International Fund for Agricultural Development
IFC	International Finance Cooperation
IOM	International Organization for Migration
IR	Inception report
IRG	Internal reference group
JP	Joint programme
JPRWEE	Joint Programme Rural Women's Economic Empowerment
JPSP	Joint Programme Social Protection
KI	Key informant
KII	Key informant interviews
KOICA	Korea International Cooperation Agency

KPIs	Key performance indicators
LCA	Logistics capacity assessment
LODA	Local Administrative Entities Development Agency
LoS	Line of site
M&E	Monitoring and evaluation
MAM	Moderate acute malnutrition
MCF	Mastercard Foundation
MGD	McGovern-Dole
MHM	Menstrual health management
MIGEPROF	Ministry of Gender and Family Promotion
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MIC	Middle income country
MINEDUC	Ministry of Education
MINEMA	Ministry in charge of Emergency Management
MoE	Ministry of Environment
MoH	Ministry of Health
MoU	Memorandum of understanding
MSU	Mobile storage unit
mt	Metric tons
MTR	Mid-term review
NADIMAC	National Disaster Management Committee
NADIMATEC	National Disaster Management Technical Committee
NBP	Needs-based plan
NCDA	National Child Development Agency

NGO	Non-governmental organization
NISR	National Institute of Statistics of Rwanda
NSFP	National school feeding programme
NST	National Strategies for Transformation
NWOW	New way of working
ODA	Official development assistance
OECD	Organisation for Economic Co-operation and Development
OEV	Office of Evaluation
PASP	Post-Harvest and Agri Support Project
PDM	Post-distribution monitoring
PHHS	Post-harvest handling and storage
PLHIV-TB	People living with HIV
PNW/G	Pregnant and nursing women and girls
PRRO	Protracted relief and recovery operation
PWD	Persons with disabilities
RBA	Rome-based agency
RBC	Rwanda Biomedical Centre
RBN	Regional bureau in Nairobi
REMA	Rwanda Environment Management Authority
RSB	Rwanda Standards Board
RWCO	WFP Rwanda country office
RWF	Rwandan Franc
RYAF	Rwanda Youth in Agribusiness Forum
SABER	Systems Approach for Better Education Results
SAM	Severe acute malnutrition
SAMS	Smallholder Agriculture Market Support

SBCC	Social and behaviour change communication
SC	Supply chain
SDC	Swiss Development Cooperation
SDG	Sustainable Development Goal
SENS	Standardized Expended Nutrition Survey
SER	summary evaluation report
SHF	Smallholder farmers
SLA	Seasonal livelihood analysis
SMART	Sustainable Market Alliance and Assets creation for Resilient Communities and Gender Transformation
SO	Strategic Outcome
SP	Social protection
SRSP	Shock responsive social protection
SSA	Special services agreements
SZHC	Saemaul Zero Hunger Communities
TA	Technical assistance
TB	Tuberculosis
THR	Take-home rations
TL	Team leader
ToC	Theory of change
ToT	Training of trainers
ToR	Terms of reference
UN	United Nations
UNCT	United Nations Country Team
UNDAP	United Nations Development Assistance Plan
UNDIS	United Nations Disability Inclusion Strategy

UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
USA	United States of America
(UN)OCHA	(United Nations) Office for the Coordination of Humanitarian Affairs
UNSDCF	United Nations Strategic Development Cooperation Framework
USD	United States Dollar
USDA	United States Department of Agriculture
(m)VAM	(mobile) Vulnerability analysis and mapping
VUP	Vision 2020 Umurenge Programme
WASH	Water sanitation and hygiene
WFP	World Food Programme
WHO	World Health Organization
WHS	World Humanitarian Summit
ZHSR	Zero hunger strategic review

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