

Country strategic plan revision

Date of this revision: [21 July 2025]

[Rwanda] country strategic plan, revision [08]

	Current	Change	Revised
Duration	January 2019 – August 2025	4 months	January 2019-December 2025
Beneficiaries	722,664	38,561	761,225
Total cost (USD)	330 070 153	20,257,211	350,327,364

DELEGATION OF AUTHORITY FOR APPROVAL: ED

1. RATIONALE

1. To facilitate further consultations within the Executive Board Bureau and across the lists, the June 2025 annual session of the Executive Board postponed the presentation of the country strategic plan to the 2025 second regular session in November. This postponement was required to allow for further discussions on the plan prior to its approval by the Board, thus necessitating a six-month extension of the current CSP to ensure operational continuity.
2. To ensure uninterrupted operations from 1 July onward, a no-cost time extension (BR07) covering the period 01 July to 31 August was approved in June 2025. Building on this, this budget revision 08 is extending the current CSP from 01 September to 31 December 2025.
3. Rwanda hosts more than 136,000 refugees and asylum seekers primarily from the Democratic Republic of Congo (DRC) and Burundi.¹ Given the ongoing insecurity in eastern DRC, the number of refugees and asylum seekers in Rwanda has increased with nearly 17,000 new asylum seekers arriving since November 2022. The numbers may increase at any time as the situation in eastern DRC evolves. This year many Rwandans, the majority of whom were displaced since the 1994 genocide against the Tutsi, are returning home. Around 3,000 Rwandans have returned so far, with 10,000 more expected by the end of the year, surpassing UNHCR and WFP's annual planning figures. They are hosted in transit centers for about 3 weeks before returning to their communities of origin.

2. CHANGES

Strategic orientation

4. This revision will not change the strategic orientation of the CSP.

CSP outcomes

CSP Outcome 01

¹ UNHCR Operational Update April- May 2025

5. WFP will continue to deliver in-kind and cash-based assistance to refugees, asylum seekers, and returnees. Rwanda is currently preparing for the arrival of approximately 1,500 asylum seekers by the end of 2025. In response to the ongoing conflict in eastern DRC, Rwanda is also expecting to receive around 6,000 Rwandan returnees by the end of 2025. Upon arrival, they will receive in-kind support at reception centres. Thereafter, WFP will provide one-off cash assistance to facilitate their integration into host communities and help meet their food requirements during the initial three months.

CSP Outcome 2

6. During the extension period, WFP will continue to assist 5,482 pre-primary and 28,890 primary school children, under the home-grown school feeding programme. Following the new FY24 USDA project start-up, the introduction of a new hybrid model for sharing schools with the Government, and the Government request for continued WFP support for the school feeding programme in the form of direct implementation and provision of technical assistance, WFP will provide assistance to an additional 4,251 pre-primary and 25,749 primary school children.

CSP Outcomes 3, 4 and 5

7. No changes are envisaged under CSP outcomes 3, 4 and 5 during the extension period.

Targeting approach and beneficiary analysis:

8. Since May 2021, WFP in collaboration with the Ministry of Emergency Management (MINEMA), UNHCR, and the Targeting Hub, has implemented a targeted approach to food assistance, moving away from blanket assistance. Refugees are categorized into three groups based on socio-demographic data and protection needs. Refugees categorised as highly vulnerable refugees are eligible to receive 100 percent rations, while moderately vulnerable refugees are eligible to receive 50 percent rations. Refugees categorised as least vulnerable do not receive general food assistance. A communication plan was developed jointly with UNHCR and MINEMA to ensure affected people and other key stakeholders are consulted and informed. Joint appeal mechanisms are available in addition to the community feedback mechanisms (CFM) for those who would wish to claim their categories or request for reconsideration of eligibility.
9. Since April 2025, WFP is facing a severe funding shortfall for its cash-based transfers (CBT) to vulnerable refugees and asylum seekers. Existing resources will only allow WFP to sustain operations until end of September 2025, and even then, at just 50 percent of the full food entitlements required to meet minimum daily caloric needs.
10. A joint appeal mechanism composed of WFP, UNHCR, and MINEMA at the field level was established to progressively address exclusion errors arising from the implementation of the needs-based targeting approach. Over the past quarter, WFP and UNHCR also supported MINEMA in identifying potential inclusion errors (including refugees who had graduated from livelihood programs, business owners, and employed refugees) to make sure the limited resources reach to the most vulnerable.

Transfer modalities:

11. There will be no change to the transfer modalities during the extension period.

Partnerships:

12. WFP will continue to partner with MINEMA, UNHCR, and cooperating partners to address the food and nutrition needs of refugees, asylum seekers, and Rwandan returnees under CSP Outcome 1. For the school feeding programme under CSP Outcome 2, WFP will maintain its strong collaboration with the Ministry of Education (MINEDUC), the Ministry of Local Government (MINALOC), the Ministry of Finance (MINECOFIN), and the Ministry of Agriculture (MINAGRI), supporting implementation of the National School Feeding Programme and strengthening value chains through local procurement. Under CSP Outcome 3, WFP will continue to work closely with the National Child Development Agency (NCDA), Rwanda Biomedical Centre (RBC), and UN partners including UNICEF, WHO, FAO, and IFAD to reduce all forms of malnutrition and strengthen national nutrition systems. To advance sustainable food systems and resilient livelihoods under CSP Outcome 4, WFP will continue its partnerships with MINAGRI, the Private Sector Federation, local cooperatives, and private sector actors, as well as through joint programmes with FAO, IFAD, UN Women, and the Mastercard Foundation. These partnerships are expected to be supported by a mix of existing multi-year contributions and ongoing resource mobilization efforts targeting both traditional and new donors.

Beneficiary analysis

TABLE 1: DIRECT BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY & MODALITY								
SO	Activity	Modality	Period	Women	Men	Girls	Boys	Total
				(18+ years)	(18+ years)	(0-18 years)	(0-18 years)	
1	1	CBT	Current	75,364	67,856	46,034	51,563	240,817
			Increase/decrease	1,873	1,793	2,276	2,506	8,448
			Revised	77,237	69,649	48,310	54,069	249,265
		In-Kind	Current	87,934	79,171	53,691	60,139	280,935
			Increase/ decrease	1,398	1,338	1,561	1,740	6,037
			Revised	89,332	80,509	55,252	61,879	286,972
	5	CBT	Current	30,135	23,161	19,912	19,912	93,120
			Increase/ decrease	0	0	0	0	0
			Revised	30,135	23,161	19,912	19,912	93,120
		In-Kind	Current	30,800	26,200	28,226	28,225	113,451
			Increase/ decrease	0	0	0	0	0
			Revised	30,800	26,200	28,226	28,225	113,451
2	2	CBT	Current	23,400	27,000	87,438	84,792	222,630
			Increase/ decrease	0	0	15,038	15,038	30,076
			Revised	23,400	27,000	102,476	99,830	252,706
		In-Kind	Current	0	0	66,438	63,627	130,065
			Increase/ decrease	0	0	15,038	15,038	30,076
			Revised	0	0	81,476	78,665	160,141
TOTAL (Without overlap)			Current	173,615	132,468	207,292	209,289 ²	722,664
			Increase/decrease	1,873	1,793	17,333	17,562	38,561
			Revised	175,488	134,261	224,625	226,851	761,225

² The current overall number of boys (0-18 years)- has been adjusted to reflect the correct number. An error in the totalling occurred in BR 06, which was carried forward in the No cost extension BR 07 (207,289). This has now been amended under this BR.

3. COST BREAKDOWN

TABLE 2: COST BREAKDOWN OF THE REVISION ONLY (USD)						
CSP outcomes	CSP 1	CSP 2	CSP 3	CSP 4	CSP 5	Total
Focus area	Crisis Response	Resilience Building	Root Causes	Root Causes	Crisis Response	
Transfer	8,600,579	3,621,793	712,867	2,558,033	0	15,493,271
Implementation	409,270	680,146	80,087	201,075	0	1,370,578
Direct support costs	<i>(no figures in the grey cells)</i>					2,157,006
Subtotal						19,020,855
Indirect support costs						1,236,356
TOTAL						20,257,211

TABLE 3: OVERALL CSP COST BREAKDOWN FOLLOWING THE REVISION (USD)						
CSP Outcomes	01	02	03	04	05	Total
Focus Area	Crisis Response	Resilience Building	Root Causes	Root Causes	Crisis Response	
Transfer	175 514 207	55 174 209	12 936 527	27 753 916	1 157 840	272 536 700
Implementation	12 098 061	10 440 799	1 953 790	5 791 846	11 393	30 295 890
Direct support costs	16 151 338	5 688 406	1 267 735	3 000 237	81 938	26 189 655
Subtotal	203 763 607	71 303 414	16 158 053	36 545 999	1 251 171	329 022 244
Indirect support costs	13 244 634	4 634 722	1 050 273	2 375 490	0	21 305 120
TOTAL	217 008 241	75 938 136	17 208 327	38 921 489	1 251 171	350 327 364