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**Executive Board  
Second Regular Session**

**Rome, 22–26 October 2007**

# PROJECTS FOR EXECUTIVE BOARD APPROVAL

Agenda item 9

*For approval*



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## DEVELOPMENT PROJECT RWANDA 10677.0

### Food Assistance Support for Education

Number of beneficiaries	290,000
Duration of project	January 2008 – December 2012
WFP food tonnage	25,990 mt
<b>Cost (United States dollars)</b>	
WFP food cost	11,325,498
Total cost to WFP	20,461,299

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## EXECUTIVE SUMMARY

Rwanda has made significant progress in addressing poverty but important challenges remain, particularly in addressing malnutrition and tackling children's participation in education. Primary-school enrolment is 85 percent, but completion and retention rates remain unacceptably low. Rwanda has a large number of orphans and other vulnerable children, many unable to attend primary school. This WFP development project will provide cooked meals in schools to reduce dropout rates and to allow more children to complete their primary education. WFP will also provide those orphans and vulnerable children attending primary school with a take-home ration for their host families.

The recent evaluation of the country programme recommended that WFP focus more on education, and in particular enable access for orphans and vulnerable children. It also recommended stronger integration with Government structures. This project is consistent with those recommendations.

The Government of Rwanda's 2008–2012 Economic Development and Poverty Reduction Strategy prioritizes education and includes plans to implement a national school-feeding programme in the most food-insecure areas. This WFP development project will provide the Government with technical capacity-building assistance to develop the programme. As the Government takes over with the gradual transfer of programme activities to government and community structures, WFP's support will be phased out. It is projected that the Government will have assumed all school-feeding responsibilities in Rwanda by the end of 2012.

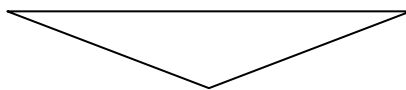
Rwanda is a pilot country for the "One UN" initiative. The United Nations country team prepared the 2008–2012 United Nations Development Assistance Framework as a basis for the One UN programme followed by a common operational document. The framework identifies five thematic areas where the United Nations has a comparative advantage. One of these is education, with the agreed outcome that "All children in Rwanda acquire a quality basic education and skills for a knowledge-based economy." This development project is integrated with the United Nations Development Assistance Framework. Further resources will be available through the One UN fund.

The intended outcomes of this project are: (i) improved school attendance and retention of boys and girls in WFP-assisted primary schools; (ii) increased enrolment and retention of orphans and vulnerable children; and (iii) increased ability to manage school-feeding programmes by the Government at the national, regional and district levels. This corresponds to WFP's Strategic Objectives 4 and 5 and to Millennium Development Goals 2 and 3.

WFP development allocations will provide resources of up to US\$4.5 million per year. Additional resources will also be required: US\$943,000 in the first year, US\$678,000 in the second year and US\$585,000 in the third year. WFP will seek additional funding beyond regular contributions. It is also anticipated that the One UN programme budget will provide further resources in joint pooled funds.



## DRAFT DECISION\*



The Board approves the proposed development project Rwanda 10677.0 “Food Assistance Support for Education” (WFP/EB.2/2007/9-A/3).

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document (document WFP/EB.2/2007/15) issued at the end of the session.



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## SITUATION ANALYSIS

1. A low-income, food-deficit and least-developed country, Rwanda ranks 158<sup>th</sup> of 177 countries in the 2006 Human Development Report. Annual gross domestic product (GDP) per capita is US\$195. Following the 1994 genocide, GDP fell by 50 percent and most economic sectors collapsed. In Rwanda, orphans and households headed by single women account for 36 percent of the population.<sup>1</sup> With the resumption of economic activity and reconstruction, the Government has managed to stabilize the economy and ensure rapid growth. Agriculture is the main component of Rwanda's development and accounts for 43 percent of GDP, 37 percent of which is subsistence crop production.
2. Of Rwanda's estimated 9 million population, 90 percent depend on agriculture or agriculture-related activities. Rainfed agriculture is central to rural food security; southern and eastern areas are vulnerable to erratic rainfall. Agriculture is constrained by a number of factors: high population density of 345 people per km<sup>2</sup>, small farms averaging 0.2 ha, declining soil fertility, low levels of fertilizer use, environmental fragility and limited off-farm employment.
3. Rwanda remains highly dependent on external aid: external grants comprise 42 percent of public revenue. In 2005, aid per capita rose to US\$53, an increase from US\$40 in 2000. In January 2006, Rwanda qualified for the Multilateral Debt Relief Initiative, which will contribute an annual relief flow of 0.5 percent of GDP. Significant grant financing will be required to support achievement of the Millennium Development Goals (MDGs).<sup>2</sup>
4. Food insecurity is widespread among the most vulnerable people. The 2006 National Institute of Statistics (NIS) and WFP joint Comprehensive Food Security and Vulnerability Assessment (CFSVA) indicated that 28 percent of households – 2.1 million people – are food insecure. These households are typically headed by children, women or elderly people. Maternal and child malnutrition rates are high: 45 percent of children under 5 are stunted, of whom 19 percent are severe; 33 percent of women and 50 percent of children are anaemic.<sup>3</sup>
5. Relative poverty is declining: in 2001, national statistics indicated that 60.4 percent of people lived below the poverty line of US\$0.53 per day. The 2005/06 survey indicates that poverty is 56.9 percent and that poverty in rural areas has declined from 66.1 percent to 62.5 percent. But the number of people in absolute poverty has increased because of population growth.
6. The 1994 genocide and HIV/AIDS brought the proportion of orphans to 30 percent of children.<sup>4</sup> By 2005, 210,000 children under 17 had lost mother or father or both to AIDS.<sup>5</sup> An estimated 3.1 percent of adults aged 15–49 were living with HIV at the end of 2005. HIV prevalence is 3.6 percent among women and 2.3 percent among men; in towns the rate is 7.3 percent; in rural areas it is 2.2 percent.

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<sup>1</sup> 2002 National Population and Housing Census, the Ministry of Finance and Economic Planning.

<sup>2</sup> Republic of Rwanda, Assessment of the Government's Education Strategy and Financial Framework, 2006-2015, September 2006.

<sup>3</sup> Demographic and Health Survey (DHS) 2005.

<sup>4</sup> 2002 General Population Census.

<sup>5</sup> DHS III.



7. The 2008–2012 Economic Development and Poverty Reduction Strategy (EDPRS) is based on (i) promoting good governance, peace and security, (ii) promoting pro-poor sustainable economic growth and (iii) promoting human development, including expansion of basic education and improvement in health and nutrition services. The Government has prioritized the establishment of a national school-feeding programme with a target coverage of 60 percent of primary-school children by the end of 2012, including WFP-supported schools.
8. The EDPRS goals are reflected in the United Nations Development Assistance Framework (UNDAF), which has the following outcomes: (i) good governance is enhanced and sustained; (ii) the growth of the population is reduced and its health is improved; (iii) all children acquire a quality basic education and skills for a knowledge-based economy; (iv) the management of the environment, natural resources and land is improved in a sustainable way; and (v) the population is less vulnerable to social and economic shocks.
9. The Government's Education Sector Strategic Plan (ESSP) has been incorporated into the EDPRS. Under ESSP, the Government introduced free primary education in 2003 and has steadily increased annual capitation grants, which are paid directly to schools. Teacher training has been increased and the curriculum and examination system has been reformed. National survey results show that primary net enrolment in rural areas has grown from 73 percent – boys 73.9 percent and girls 72.3 percent – in 2002 to 85 percent – boys 84.8 percent and girls 85.3 percent – in 2006, with gender equality.
10. Rwanda's significant poverty affects education. The low completion and retention rates are particularly troubling, especially in the poorest and most food-insecure areas Southern Plateau, Bugesera and Eastern Curve (see Tables 1-A and 1-B).

<b>TABLE 1-A: EDUCATION DROPOUT RATES (percent)</b>			
	<b>Overall</b>	<b>Boys</b>	<b>Girls</b>
National	15.0	14.7	15.4
South Plateau	28.0	26.2	30.4
Bugasera and Eastern Curve	26.0	25.7	26.8

<b>TABLE 1-B: EDUCATION COMPLETION RATES (percent)</b>			
	<b>Overall</b>	<b>Boys</b>	<b>Girls</b>
National	52.0	53.7	50.4
South Plateau	44.0	45.0	43.1
Bugasera	45.0	44.9	45.3
Eastern Curve	44.0	44.8	44.3

11. WFP will assist the education sector by providing nutritious food for primary schoolchildren in the most food-insecure areas, supporting attendance among orphans and other vulnerable children (OVC) and building the Government's capacity to implement a



national school-feeding programme. This is consistent with the Food Aid and Development (FAAD) policy of enabling poor households to invest in human capital through education.

12. It is anticipated that the negative impact on food markets will be negligible: 94 percent of the food in this project is delivered directly to the schools and served as a cooked meal; 6 percent is vegetable oil for take-home rations for OVC.

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## PAST COOPERATION AND LESSONS LEARNED

13. WFP has had two operations in Rwanda: the country programme (CP) supports development through a school-feeding programme for 290,000 primary schoolchildren and income-generation for 4,500 people living with HIV (PLHIV). The protracted relief and recovery operation (PRRO) supports 45,000 Congolese and Burundian refugees in Rwanda, provides initial food stocks for Rwandans returning from countries where they have been refugees, and supports recovery for 180,000 food-insecure Rwandans. Both programmes are implemented with the Government and include capacity-building for Government counterparts.
14. The 2006 evaluation of the CP concluded that targeting was focused appropriately on the most food-insecure areas and endorsed the strategy of providing school meals for primary schoolchildren because it increased attendance, enhanced retention and completion rates and improved students' ability to concentrate.
15. Major lessons learned indicated that the CP was insufficiently integrated into national development programmes, especially at the district level. To ensure sustainability, greater priority should be given to technical and managerial training, including the development of skills and additional financial support. National and community ownership should be enhanced, more support given to government budgetary planning and more assistance offered for community involvement in programme design and delivery. The evaluation recommended that the country programme increase its focus on education, including support to enable OVC to attend primary school. Support for girls through take-home rations should be discontinued because gender parity in enrolment has been achieved. Subsequent consultations concluded that WFP should support the development of a national school-feeding programme owned and managed by the Government.
16. The CP evaluation confirmed the need for (i) support for education through school feeding and (ii) support for livelihood and income generation for PLHIV. However, the 2006 joint needs assessment for the PRRO concluded that the HIV interventions should be consolidated into one operation. The development portfolio is therefore a single component – food assistance support for education.

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## PROJECT STRATEGY

17. Development project (DEV) 10677.0 will improve boys' and girls' access to primary education in the most food-insecure areas by providing daily meals in primary schools. The project will help the Government to develop a national school-feeding programme covering 60 percent of primary schools by the end of 2012.
18. Nutritious food will be provided as a daily cooked meal in primary schools, and a monthly take-home ration of edible oil for OVC host families. Food assistance is projected to be procured 20 percent locally, 40 percent regionally and 40 percent internationally, the latter including in-kind contributions. Local purchases will be increased if domestic production and market conditions allow.



19. WFP's enhanced commitments to women will be integrated and applied in joint programmes with other United Nations agencies under One UN and will be part of all operational agreements with partners. WFP will continue to emphasize results-based management, including targets and goals that will be incorporated in all related agreements and operations.

20. The intended outcomes of DEV 10677.0 are:

- i) improved school attendance and retention of boys and girls in WFP-assisted primary schools, corresponding to UNDAF Outcome 2;
- ii) increased enrolment and retention of orphans and vulnerable children, corresponding to UNDAF Outcome 1; and
- iii) increased ability to manage school-feeding programmes by the Government at the national, regional and district levels, corresponding to UNDAF Outcomes 2 and 4.

These outcomes correspond to WFP's Strategic Objectives 4 and 5. DEV 10677.0 contributes to Millennium Development Goals 2 and 3.

21. The outputs of the project will include:

- i) school meals for 290,000 students;
- ii) health services, including HIV-prevention education and deworming treatment for all children in primary schools with school-feeding programmes;
- iii) a take-home ration for host families of OVC with primary-school attendance of at least 80 percent;
- iv) training to expand gender-sensitive institutional, technical and operational capacities in the 12 districts where WFP-assisted schools are located and in communities for district and community-level implementation of the locally grown school-feeding programme; and
- v) training to expand gender-sensitive capacities in policy and procedure development, planning, implementation, monitoring and evaluation (M&E) and resource management at the national and district levels for national and district design, management and oversight of the locally grown school-feeding programme.

22. The beneficiaries will be primary schoolchildren, including OVC, in food-insecure areas – Eastern Curve, Bugesera, Crete of the Nile, Lake Shore and South Plateau. The primary school-age population of these areas, including OVC, is estimated at 1.2 million.

23. There are 2,000 primary schools, with 2 million children of whom 10 percent are OVC. WFP will assist 290,000 students in the first year. In 2008–2009, WFP will conduct awareness-building and sensitization sessions in communities and with partners. It is estimated that enrolment increases will be 3 percent annually. From 2010, WFP will provide a take-home ration for OVC. WFP participation will phase out as the Government's school-feeding programme expands to cover all 1.2 million children in the food-insecure areas by the end of 2012. Table 2 illustrates this transition for the WFP-supported schools.





	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
WFP school feeding	290 000	269 000	215 000	127 000	65 000
OVC	0	0	22 000	13 000	7 000
Government school feeding	0	30 000	92 000	190 000	261 000
OVC		0	9 000	19 000	26 000

24. This project, part of the pilot One UN, is built on collaboration and partnerships: WFP will work with the United Nations Children's Fund (UNICEF), the World Health Organization (WHO), the Food and Agriculture Organization of the United Nations (FAO), the Joint United Nations Programme on HIV/AIDS (UNAIDS) and the International Fund for Agricultural Development (IFAD) to support WFP food-assisted schools. This will include delivery of the school health package of HIV prevention and deworming and provision of separate latrines and water points for boys and girls. WFP and UNICEF will coordinate the school-feeding programme with the child-friendly model school programme. The national implementing partners will be the Ministry of Education and the Ministry of Economic Development and Finance. District implementing partners will be the Ministry of Education and the Ministry of Local Government, Good Governance, Community Development and Social Affairs.
25. Local partners will include the school administrations and communities through parent-teacher associations (PTAs). Community-based organizations (CBOs) and non-governmental organizations (NGOs) will be engaged to develop, implement and support local participatory-planning. WFP will support community-based activities for HIV mainstreaming and the integration of OVC into schools in collaboration with the *Comité national de lutte contre le SIDA* (CNLS) and the *Comité de district de lutte contre le SIDA* (CDLS). School gardening, including inputs and training in nutrition, will be implemented with the Ministry of Agriculture, FAO, IFAD and UNICEF, which will provide water and sanitation. Health services, particularly deworming and HIV education, will be provided in collaboration with the Ministry of Health, UNICEF, WHO, CDLS and UNAIDS.
26. WFP will provide capacity-building assistance at all levels, including the collaborative development of training materials and a training-of-trainers strategy. WFP, the Ministry of Education and the Ministry of Local Government, Good Governance, Community Development and Social Affairs, will develop training and resource materials providing guidance for managing and overseeing the school-feeding programme. Training materials will be produced to cover local participatory planning, nutrition, HIV, water and sanitation, agriculture, the environment and health. WFP will incorporate its experience in other countries in the region. Government capacity-building support will include familiarization visits to countries with successful school-feeding programmes.
27. The Government's goal is to provide school feeding for all primary schools and OVC in the most food-insecure areas by the end of 2012. The aim of DEV 10677.0 is to help to achieve this goal. The Ministry of Finance and Economic Planning is budgeting to support the development and implementation of the national school-feeding programme.<sup>6</sup> Further

<sup>6</sup> Initial considerations in mid-2007 were to budget RWF50 per meal for 1.2 million students, totalling RWF 12 billion or US\$22 million at current exchange rates. But this ambitious target is unlikely to be achieved and the Government is expected to budget a lower amount, providing additional amounts annually as revenue flows and implementation capacities improve.



resources, particularly volunteer labour and gifts in kind, will be mobilized at the community level. Schools will receive additional support through community participatory planning, which with district-level backing will bring in support from the Ministry of Education, the Ministry of Local Government, Good Governance, Community Development and Social Affairs, the Ministry of Agriculture and Animal Resources, the Ministry of Health and CDLS.

28. The sustainability of the programme and the transfer of responsibility to national and district government institutions will depend on the Government's capabilities and the commitment of resources; this will be challenging in districts with poor social services and infrastructure. WFP, UNICEF, UNFPA and the Office of the United Nations High Commissioner for Refugees (UNHCR) will provide skills and financial support to help the Government to develop structures and capacities. The Government has asked WFP to help it to develop a plan of operations that includes timelines, targets, resource requirements and implementation modalities. WFP will hand over as Government and community capacities mature. By the end of 2012, WFP will have phased out of school feeding and the Government will have assumed full responsibility.

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## MANAGEMENT, MONITORING AND EVALUATION

29. The 2008–2012 UNDAF was prepared for Government approval in August 2007. It identifies support for education as one of the United Nations' comparative advantages.
30. Lead and support responsibilities have been allocated to United Nations agencies. UNICEF is the lead agency for education. In the UNDAF results matrix,<sup>7</sup> outputs include the school-feeding programme and support for the development of a national school-feeding programme owned and managed by the Government by 2012.
31. Accountability will reflect the Government's decentralized structure, which places policy and oversight functions at the national level. Programme coordination and operations are delegated to the district and community levels.
32. Institutional arrangements reflect the current structure of WFP's relationship with the Government. Its relationship with United Nations agencies and other organizations reflects agreements reached in UNDAF and the One UN pilot; these will be modified as refinements are agreed. WFP is part of the Rwanda One UN steering committee.
33. The Ministry of Finance and Economic Planning provides national-level accountability and chairs the One UN steering committee, which includes ministries, FAO, UNICEF, WFP, WHO and three donor representatives. It is responsible for national management of the One UN programme, including regular review of performance.
34. Under its health-management unit, the Ministry of Education is responsible for implementing the school-feeding programme at the national level. The unit collaborates with ministries and United Nations partners to ensure programme delivery; its mandate needs to be extended to include school-feeding issues.
35. For district-level accountability, the current proposal is that United Nations programme steering committees will be created, chaired by the Ministry of Finance and Economic Planning and including the Ministry of Education, the Ministry of Local Government, Good Governance, Community Development and Social Affairs, the Ministry of Health, the Ministry of Agriculture and Animal Resources, CDLS, WFP and United Nations

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<sup>7</sup> Final Draft 12 April 2007.



- agencies. The committees would meet quarterly to provide policy guidance, coordination and monitoring of internal and external resources, and integration of sectoral strategies.
36. For operational management, district mayors are responsible for coordinating departments and agencies, including planning and budgeting. United Nations support will probably be incorporated into district medium-term plans. At the ministry level, activities will be mainstreamed into regular programmes. Districts will be responsible for planning, budgeting and coordinating the Government's school-feeding programme.
  37. WFP's Rwanda logistics unit will be responsible for clearance, delivery and storage of food at the national and provincial levels. Regular deliveries to schools will be arranged, determined by each school's term dates. With the Ministry of Education, WFP and NGO implementing partners manage delivery from extended delivery points to schools. Responsibility for logistics and activity management will be transferred gradually to the enlarged Health Management/School Feeding Unit of the Ministry of Education. With WFP assistance, this unit will be encouraged to assume full responsibility before the end of the DEV.
  38. At the community level, the DEV will be implemented in a participatory manner with PTAs; communities and CBOs will be involved. Participatory planning will be emphasized through training; this local ownership will facilitate implementation and handover to the Government and communities.
  39. To enhance monitoring and evaluation (M&E), the joint baseline on education will be updated and indicators disaggregated to the community level in the targeted districts. Planning and implementation for the baseline will include ministries, United Nations agencies, NGOs and CBOs. Vulnerability analysis will be used to monitor food security in targeted areas. WFP school-feeding locations will be adjusted so that school feeding is implemented only in the most food-insecure districts.
  40. Discussions in the One UN programme indicate that outcome monitoring, evaluation and reporting will be based in the Resident Coordinator's office. United Nations agencies will design and implement a common M&E system at the outcome level, building on common tools and processes that include an annual school census, the Education Management Information System and the annual joint education sector reviews. System design and expansion will include utilization of the DevInfo<sup>8</sup> database.
  41. United Nations agencies with primary responsibility for each output level will be responsible for output monitoring and evaluation. They will report results regularly to the Resident Coordinator's office. The design and allocation of responsibility for measuring results will be refined in the One UN pilot.
  42. WFP will conduct an evaluation in 2010 in collaboration with partners, the Office of Evaluation (OEDE) and the regional bureau. It will focus on effectiveness and efficiency at the outcome level and will include progress in integration into community structures, partnership with United Nations agencies in the One UN initiative, progress in national, district and community ownership and government capacities for managing school-feeding.

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<sup>8</sup> DevInfo is software that assists countries to monitor progress towards the Millennium Development Goals. It is a general purpose package for the compilation and presentation of data.



43. WFP development allocations will provide up to US\$4.5 million per year. Additional resources of US\$943,000 in the first year, US\$678,000 in the second year and US\$585,000 in the third year will be required, so WFP will seek additional funding beyond regular contributions. The pilot One UN will also appeal for additional resources.
44. WFP will engage consultants and staff to support this project. Skills will be needed to support operations in schools and to build Government coordination and management capacities. WFP will provide technical assistance and funding for training in all relevant subjects, using direct training and training-of-trainers approaches.



## ANNEX I-A

BENEFICIARY COVERAGE AND FOOD ALLOCATION						
	Food (mt)	Feeding days per child per year	Number of beneficiaries			Percent of women beneficiaries
			Men	Women	Total	
<b>Total</b>	<b>25 990</b>	<b>180</b>	<b>142 100</b>	<b>147 900</b>	<b>290 000</b>	<b>51</b>

## ANNEX I-B

FOOD TYPE AND RATION SIZE		
Food type	Individual ration size per person per day	Nutritional content – kcal, % kcal from protein
Beans	30 g/day	100.5 kcal; 23.8%
Maize meal	100 g/day	360 kcal; 8.3%
Vegetable oil	8 g/day	71 kcal; 0 %
Vegetable oil for OVC*	3.6 kg/month	
Salt	3 g/day	0 kcal; 0%

\* Support for OVC will start in the third year: 4.5 litres will be provided per month for host families whose OVC attend school at least 80 percent.

## ANNEX II: RESULTS AND RESOURCES MATRIX

Results chain	Performance indicators	Risks, assumptions	Resources (US\$)
<p><b>Goal at the national level</b></p> <p>Access to quality, equitable and effective education to all Rwandans.</p>			
<p><b>UNDAF Outcome 1</b></p> <p>Enrolment for all children, especially girls, vulnerable children and children in emergency situations, increased.</p> <p><b>UNDAF Outcome 2</b></p> <p>Retention and completion of all children in primary and lower secondary increased.</p> <p><b>UNDAF Outcome 4</b></p> <p>Effective education management system.</p>	<p><b>UNDAF outcome indicators</b></p> <ul style="list-style-type: none"> <li>➤ % of children completing basic education: completion 51.7% (FTI,<sup>1</sup> 2006).</li> <li>➤ % of budget in education MTEF: <sup>2</sup> 17% of budget versus FTI benchmark of 20%.</li> </ul>	<p><b>Risks/assumptions</b></p> <ul style="list-style-type: none"> <li>➤ External support and current level of Government expenditure is increased.</li> <li>➤ A poverty-monitoring system is in place.</li> <li>➤ Government implements a national school-feeding programme to cover 1.2 million primary schoolchildren by end of 2012.</li> </ul>	<p>WFP development allocations 17 981 575</p> <p>Requirements for additional funding 2 172 805</p> <p><b>Total 20 154 380</b></p>



<sup>1</sup> The Fast-Track Initiative (FTI) is a global partnership between donor and developing countries to ensure accelerated progress towards the Millennium Development Goal of universal primary education by 2015.

<sup>2</sup> The Medium Term Expenditure Framework (MTEF) is a transparent planning and budgeting process used by the Government to manage public expenditure.

## ANNEX II: RESULTS AND RESOURCES MATRIX

Results chain	Performance indicators	Risks, assumptions	Resources (US\$)
<b>1: School feeding</b>			
<p><b>Outcome 1</b></p> <p>Improved attendance and retention of boys and girls in WFP-assisted primary schools. (Strategic Objective 4).</p>	<ul style="list-style-type: none"> <li>➤ Attendance rate: % of boys and girls attending classes in WFP-assisted primary schools.</li> <li>➤ Retention rate: % of boys and girls completing the school year.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Sustained security situation.</li> <li>➤ Any disasters are managed effectively.</li> <li>➤ Current national education strategies and priorities maintained during the next five years.</li> </ul>	<p>Included in resources for school feeding.</p>
<p><b>Output 1.1</b></p> <p>Timely provision of food in sufficient quantity for all children in WFP-assisted schools.</p>	<ul style="list-style-type: none"> <li>➤ Actual tonnage of food distributed.</li> <li>➤ Number of boys and girls receiving in-school meals in WFP-assisted schools; target 290,000.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Adequate resource provisions from donors and the Government.</li> <li>➤ Adequate number of qualified teachers.</li> <li>➤ Timely provision of inputs from UNICEF, FAO, the Ministry of Health, the Ministry of Education, the Ministry of Finance and Economic Planning.</li> </ul>	<p>Country office monitoring plan: Detailed M&amp;E matrix to be prepared. Baseline study to be conducted.</p> <p>Regular data collection and monthly reporting by cooperating partners and WFP field monitors.</p> <p>Twice-yearly consolidated reports for each component as part of the standard project report.</p> <p>Annual performance measurement for each component.</p> <p>Mid-term evaluation including results-based management follow-up survey in 2010.</p>
<p><b>Outcome 2</b></p> <p>Increased enrolment and retention of OVC (Strategic Objective 4).</p>	<ul style="list-style-type: none"> <li>➤ Absolute enrolment of OVC: number of boys and girls from vulnerable host families receiving take-home rations enrolled in WFP-assisted primary schools.</li> <li>➤ Retention rate of OVC, disaggregated by sex.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Any disasters are effectively managed.</li> <li>➤ Current national education strategies and priorities maintained during the next five years.</li> </ul>	<p>Included in resources for school feeding.</p>





## ANNEX II: RESULTS AND RESOURCES MATRIX

Results chain	Performance indicators	Risks, assumptions	Resources (US\$ )
<p><b>Outcome 3</b></p> <p>Improved attendance of OVC in WFP-assisted primary schools (Strategic Objective 4).</p>	<ul style="list-style-type: none"> <li>➤ Attendance rate: % of OVC from vulnerable host families receiving take-home rations attending classes in WFP-assisted primary schools.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Any disasters are managed effectively.</li> <li>➤ Current national education strategies and priorities maintained during the next five years.</li> </ul>	<p>Included in resources for school feeding.</p>
<p><b>Output 3.1</b></p> <p>Timely provision of food in sufficient quantity for targeted OVC.</p>	<ul style="list-style-type: none"> <li>➤ Actual tonnage of food distributed to targeted OVC.</li> <li>➤ Actual number of OVC receiving in-school meals; target 22,000.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Cooperation of district school authorities in identifying OVC needing special attention.</li> <li>➤ Adequate resources from donors and the Government.</li> <li>➤ Adequate number of qualified teachers.</li> <li>➤ Timely provision of inputs from UNICEF, FAO, the Ministry of Health, the Ministry of Education, the Ministry of Finance and Economic Planning.</li> <li>➤ Sufficient food stocks for take-home rations.</li> <li>➤ Targeted host families support the activity.</li> </ul>	<p>Monitoring plan: same as for Output 1.1.</p>
<p><b>Output 3.2</b></p> <p>Cooking oil provided as take home rations to host families of OVC.</p>	<ul style="list-style-type: none"> <li>➤ Actual amount of cooking oil distributed to host families.</li> <li>➤ Actual number of host families receiving cooking oil.</li> </ul>		



## ANNEX II: RESULTS AND RESOURCES MATRIX

Results chain	Performance indicators	Risks, assumptions	Resources (US\$)
<b>2: Strengthening the capacity of Rwanda Government to establish and manage school-feeding programmes</b>			WFP Development allocations 273 831 Requirement for additional funding 33 088 <b>Total 306 919</b>
<b>Outcome 4</b> Increased ability to manage school-feeding programmes by the Government (Strategic Objective 5).	<ul style="list-style-type: none"> <li>➤ Proportion of education budget allocated to school feeding.</li> <li>➤ Number of government planned and managed school-feeding programmes, disaggregated by location.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Economic growth is sustained at the planned EDPRS levels, enabling availability of sufficient Government resources.</li> <li>➤ Any disasters are managed effectively.</li> <li>➤ Current national education strategies and priorities maintained during the next five years.</li> </ul>	See total resources for strengthening the capacity of the Government to establish and manage school-feeding programmes.
<b>Output 4.1</b> Capacity-building assistance provided to the Government.	<ul style="list-style-type: none"> <li>➤ Actual number of counterpart staff trained under WFP's technical assistance.</li> <li>➤ Quantity of food distributed under the Government school-feeding programme.</li> <li>➤ Number of training sessions organized.</li> <li>➤ Quantity of funds invested by WFP and partners in capacity-building, including the type of technical assistance provided.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Counterpart staff willing and available to participate.</li> <li>➤ Sufficient government backing and coaching provided.</li> <li>➤ Staff turnover in schools and education sector reduced.</li> <li>➤ Timely provision of inputs from the Government, WFP and partners.</li> </ul>	Monitoring plan: same as for Output 1.1 above.



## ANNEX III

<b>BREAKDOWN OF PROJECT COSTS</b>			
	<b>Quantity (mt)</b>	<b>Average cost per mt (US\$)</b>	<b>Value (US\$)</b>
<b>WFP COSTS</b>			
A. Direct operational costs			
Food <sup>1</sup>	25 990		
- Maize meal		17 393	
- Beans		5 218	
- Vegetable oil		2 858	
- Salt		521	
<b>Total food</b>			<b>11 325 498</b>
<b>External transport</b>			<b>1 589 639</b>
<b>Total landside transport, storage and handling</b>		<b>147.19</b>	<b>3 825 404</b>
<b>Other direct operational costs</b>			<b>574 680</b>
<b>Total direct operational costs</b>			<b>17 315 221</b>
B. Direct support costs <sup>2</sup>			1 807 489
C. Indirect support costs (7.0 percent) <sup>3</sup>			1 338 590
<b>TOTAL WFP COSTS</b>			<b>20 461 299</b>

<sup>1</sup> This is a notional food basket used for budgeting and approval. The contents may vary.

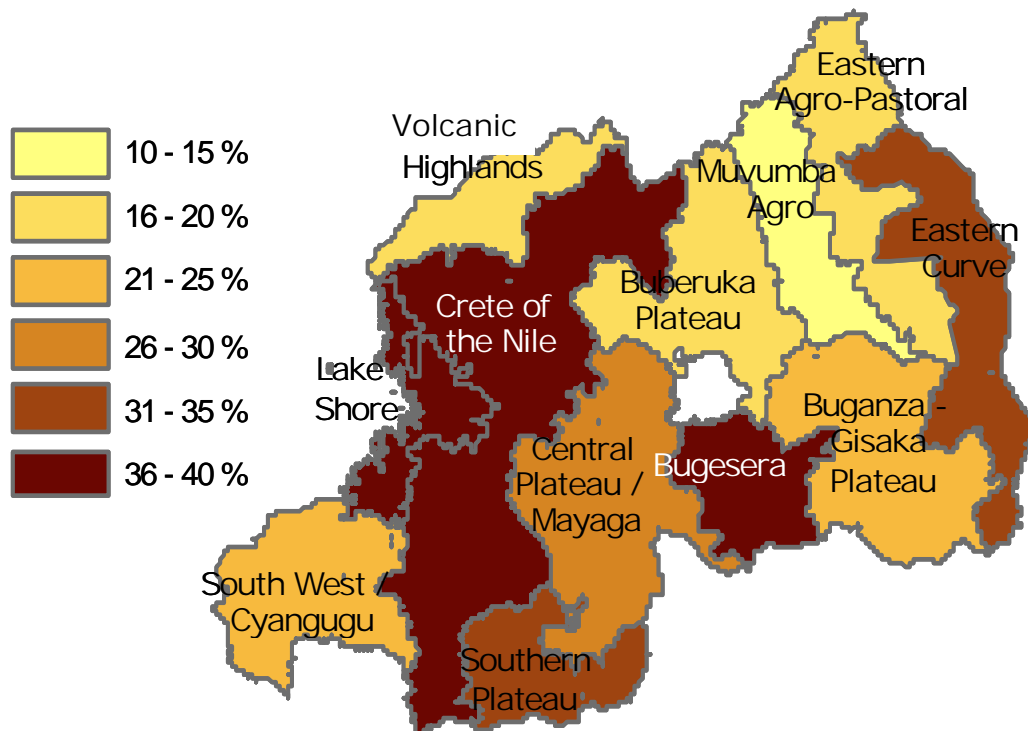
<sup>2</sup> The DSC amount is an indicative figure for information purposes. The annual DSC allotment is set annually following an assessment of DSC requirements and resource availability.

<sup>3</sup> The ISC rate may be amended by the Board during the project.



## ANNEX IV

### Map Showing Percentage of Food-Insecure Households in Each Food Economy Zone



Source: WFP 2006 Comprehensive Food Security and Vulnerability Analysis

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

## ACRONYMS USED IN THE DOCUMENT

AIDS	acquired immune deficiency syndrome
CBO	community-based organization
CDLS	<i>Comité de district de lutte contre le SIDA</i>
CFSVA	Comprehensive Food Security and Vulnerability Assessment
CNLS	<i>Comité national de lutte contre le SIDA</i>
CP	country programme
DEV	development project
DHS	demographic and health survey
EDPRS	Economic Development and Poverty Reduction Strategy
ESSP	Education Sector Strategic Plan
FAAD	Food Aid and Development
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
HIV	human immunodeficiency virus
IFAD	International Fund for Agricultural Development
M&E	monitoring and evaluation
MDG	Millennium Development Goal
MTEF	Medium-Term Expenditure Framework
NGO	non-governmental organization
NIS	National Institute of Statistics
ODK	East and Central Africa Regional Bureau
OEDE	Office of Evaluation
OVC	orphans and other vulnerable children
PLHIV	people living with HIV
PRRO	protracted relief and recovery operation
PTA	parent-teacher association
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WHO	World Health Organization