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**Executive Board  
First Regular Session**

**Rome, 4–6 February 2008**

## **PROJECTS FOR EXECUTIVE BOARD APPROVAL**

**Agenda item 9**

*For approval*



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## **PROTRACTED RELIEF AND RECOVERY OPERATION UGANDA 10121.2**

### **Targeted Food Assistance for Relief and Recovery of Refugees, Displaced Persons and Other Vulnerable Groups**

Duration of project	36 months (1 April 2008–31 March 2011)
Number of beneficiaries	1,257,000 (yearly average)
WFP food tonnage	562,029 mt
<b>Cost (United States dollars)</b>	
WFP food cost	187,385,086
Total cost to WFP	378,876,056

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## NOTE TO THE EXECUTIVE BOARD

**This document is submitted to the Executive Board for approval.**

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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## EXECUTIVE SUMMARY

Over the past few decades, Uganda has experienced the damaging effects of recurrent natural disasters, civil conflict within its borders and political instability in neighbouring countries. Increasingly frequent droughts and ongoing violence in the Karamoja sub-region of northeastern Uganda have rendered many of its inhabitants unable to provide for their immediate needs. A civil war fought across the Acholi, Teso and Lango sub-regions in the north has left 940,000 people displaced in camps and transit sites. Instability in the Sudan and the Democratic Republic of the Congo has led 187,000 refugees to seek asylum in the West Nile and Southwest sub-regions of western Uganda. Over 900,000 people were affected by drought or floods in 2007.

However, there are now potential opportunities for resolving some of these long-standing crises. The initiation of peace talks between the Lord's Resistance Army and the Government of Uganda in 2006 has rekindled hope for a resolution to the conflict and to the predicament of internally displaced people in camps. The signing of the Sudan Comprehensive Peace Accord in 2005 has likewise increased the prospect that Sudanese refugees in West Nile may be able to return home.

In response to this changing context, the Government launched its Peace, Recovery and Development Plan to mobilize human and financial resources to the conflict-affected areas in October 2007. The Plan provides a framework for the efforts of the humanitarian community and has specific provisions for humanitarian assistance and recovery activities. An evaluation of protracted relief and recovery operation 10121.1 and the findings of emergency food security assessments have confirmed the continued importance of food assistance in the crisis-affected areas. Therefore, the overall goal of the new operation is to support the Government's efforts to provide life-saving relief and help food-insecure households make the transition, where possible, to greater self-reliance in a manner consistent with the unique challenges and opportunities of each location. In pursuing these ends, WFP will give the highest priority to saving lives through relief.

To meet relief requirements, WFP and its partners will provide food assistance to crisis-affected populations on the basis of assessed need. To assist in the transition to self-sufficiency, they will support the re-establishment of household livelihoods and the strengthening of community services (such as education, health and nutrition), infrastructure and natural resources. The food rations provided for these activities will meet the net food gap of the populations. These relief and recovery efforts will be handed over through the development of the capacity of the Government and other partners. The activities are consistent with WFP Strategic Objectives 1, 2, 3, 4 and 5, and Millennium Development Goals 1, 2, 3, 4, 5, 6 and 7. However, the success of the activities will depend upon continued positive political developments in Uganda and neighbouring countries.



## DRAFT DECISION\*



The Board approves the proposed PRRO Uganda 10121.2 “Targeted Food Assistance for Relief and Recovery of Refugees, Displaced Persons and Other Vulnerable Groups” (WFP/EB.1/2008/9/3).

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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 (WFP/EB.1/2008/15) issued at the end of the session.



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## SITUATION ANALYSIS AND SCENARIOS

### Overall Context

1. Since the 1990s, the Government of Uganda has promoted a development agenda that has led to a reduction in national poverty levels, with notable improvements in many welfare indicators. Its score on the Human Development Index (HDI) has increased steadily since 1995,<sup>1</sup> and Uganda now ranks 154<sup>th</sup> out of 177 countries worldwide. HIV prevalence has been reduced from 18 percent in 1993 to 6.4 percent in 2005. Economic growth has averaged 5.5 percent per year since 2000. Progress has also been made on reaching the hunger target for Millennium Development Goal 1, “Eradicate extreme poverty and hunger”, with the prevalence of undernourishment decreasing from 24 to 19 percent between 1990 and 2000.<sup>2</sup>
2. However, this trend of overall improvement has not been reflected in three areas directly affected by crises. Recurrent drought and ongoing violence in the Karamoja sub-region of northeastern Uganda have left many of its inhabitants unable to provide for their immediate needs. As a result of 21 years of civil war in northern Uganda, 940,000 people in the Acholi, Lango and Teso sub-regions remain internally displaced and live in squalid camps and transit sites, with limited access to their homes. In addition, political instability in the Democratic Republic of the Congo (DRC), the Sudan and Rwanda has led 187,000 refugees to seek asylum and assistance in the West Nile and Southwest sub-regions of western Uganda.
3. As a result, conditions in these areas are among the poorest in the country. HIV prevalence in the camps for internally displaced persons (IDPs) is 12 percent, or almost double the national figure. Over 27 percent of women in the camps and in Karamoja have experienced sexual violence.<sup>3</sup> The ratio of health workers to the population ranges from 1:4000 in Acholi and Lango to 1:2500 in Karamoja.<sup>4</sup> The school drop-out rate in the north is nearly 21 percent and is compounded by afternoon absenteeism, in part due to hunger.<sup>5</sup> These rates are higher for girls (23.5 percent) and for children left orphaned by HIV/AIDS or conflict. Basic infrastructure, such as feeder roads, has fallen into disrepair, and concentrated populations in IDP camps and resettlement areas have contributed to environmental degradation. National deforestation rates now exceed 500 km<sup>2</sup> per year.<sup>6</sup>
4. In recent years, signs of change have emerged. For northern Uganda, the initiation of peace talks in Juba (the Sudan) between the Lord’s Resistance Army (LRA) and the Ugandan Government in 2006 has rekindled hope for a resolution to the longstanding conflict and to the predicament of IDPs in camps. The signing of the Sudan Comprehensive Peace Accord in 2005 has likewise increased the prospect that Sudanese refugees in West Nile may return home. However, the entire country – and especially

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<sup>1</sup> HDI was 0.434 in 1995 and 0.505 in 2007 (United Nations Development Programme (UNDP). 2007. *Human Development Report 2007/2008*).

<sup>2</sup> WFP. 2006. *World Hunger Series 2006: Hunger and Learning*.

<sup>3</sup> Uganda Bureau of Statistics. 2007. *Demographic and Health Survey. 2007*.

<sup>4</sup> Government of Uganda. 2007. *Peace, Recovery and Development Plan for Northern Uganda*.

<sup>5</sup> Ministry of Education. 2007. *Diagnostic Study on Causes of Primary Education Completion Rates*.

<sup>6</sup> Government of Uganda and UNDP. 2007. *Millennium Development Goals: Uganda’s Progress Report 2007*.



Karamoja – has experienced an increase in natural disasters, reflecting in part the impact of climate change. Uganda had seven droughts between 1991 and 2000 as compared to only eight in the previous 80 years.<sup>7</sup> The worst flooding in decades affected large portions of the north and northeast in 2007. In the country as a whole, nearly 900,000 people experienced the damaging effects of floods or drought during the year.

## Food Security and Nutrition Situation

5. In 2005, a WFP comprehensive food security and vulnerability analysis identified the crisis-affected areas as the most food-insecure in Uganda. This analysis has been followed up with regular nutritional surveys, emergency food security assessments and joint assessment missions to monitor trends over time.

⇒ *Karamoja sub-region*

6. Natural disasters and violence have combined to undermine the livelihoods of the agropastoral populations in this semi-arid region. Severe droughts have decreased household crop production, while also diminishing the pasture available for livestock. The violence, which revolves around cattle raiding and the Government's attempts to disarm the rustlers, has forced communities to keep their livestock in protected kraals with limited access to pasture. In response, households have resorted to alternative income-generating activities such as charcoal-making that have further damaged the fragile natural resource base. Rapid population growth has placed additional stress on the environment, which is needed to sustain livelihoods and maintain food security. The sub-region is therefore very susceptible to the impacts of shocks.
7. As a result of the drought in 2006, an April 2007 emergency food security assessment (EFSA) classified 75 percent of households in Karamoja as experiencing food insecurity during the lean season.<sup>8</sup> A March 2007 nutritional assessment found that the global acute malnutrition (GAM) rate in Abim, Kaabong and Kotido districts was 18.6 percent.<sup>9</sup> In several sub-counties in these districts, the rates exceeded 20 percent, which is above the emergency threshold. Throughout Karamoja, over 80 percent of the children and over 50 percent of women suffer from anaemia.

⇒ *Acholi, Lango and Teso sub-regions*

8. Many of the IDPs living in camps in northern Uganda have been unable to fully cultivate their lands due to insecurity. However, the peace negotiations and the resulting improvement in the security situation have enabled them to begin taking steps towards returning home.<sup>10</sup> In Acholi and Teso, most remain in camps and transit sites, but now have greater access to their lands. In Lango, almost all IDPs have gone back to their villages of origin with assistance from the humanitarian community.
9. In camps and transit sites, the overall malnutrition levels have stabilized and even improved slightly. According to the annual nutritional survey conducted in May 2007, the GAM rate for Gulu and Amuru districts had fallen to 3.1 percent from a June 2006 rate of

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<sup>7</sup> Ministry of Agriculture, Animal Industry and Fisheries. 2007. *Horn of Africa Consultations on Food Security Country Report: Uganda*.

<sup>8</sup> WFP Uganda. 2007. "Emergency Food Security Assessment of Karamoja Region".

<sup>9</sup> WFP Uganda. 2007. "Rapid Nutrition Assessment in the Greater Kotido".

<sup>10</sup> Originally, over 80 percent of the Acholi population was displaced as a result of the conflict.



4.3 percent.<sup>11</sup> The rates for Pader and Kitgum were 4.5 and 7.2 percent, respectively. But these relatively low figures mask the continuing reliance of these populations on food assistance to maintain their nutritional status. On average, only 50 to 60 percent of the IDPs' food baskets came from their own production, markets, gathering and borrowing. The remainder was made up of food aid.

10. In areas to which IDPs have returned, there appears to have been an increase in malnutrition rates. According to a survey by *Action Contre La Faim* (ACF), the GAM rate for children under 5 rose from 1.9 percent in February 2005 to 5.9 percent in May 2006 and 7.1 percent in April 2007.<sup>12</sup> The survey attributed the increase to two main factors: the lack of basic services and infrastructure, and inadequate food during the long hunger gap. The absence of basic services in health, water and sanitation undermined food utilization, while the lack of basic infrastructure such as feeder roads limited access to markets. Moreover, food supplies did not last the population through to the first harvest. The protracted relief and recovery operation (PRRO) evaluation suggested that returnees may require assistance during the lean season through three successful agricultural harvests – that is, for between 18 and 24 months.<sup>13</sup>

⇒ *West Nile and Southwest sub-regions*

11. Most refugees in Uganda have not yet attained food self-sufficiency. In West Nile, there is limited access to cultivable land. In the Southwest, land is less of a problem, but refugees lack sufficient inputs and technical support. In both places, there has been considerable environmental degradation due to the presence of large numbers of refugees over long periods. GAM rates have been kept below 10 percent. However, as in the IDP camps, food aid continues to account for a significant amount of total food access, ranging from 40 to 100 percent of refugees' caloric needs.<sup>14</sup>

## Scenarios

12. In August 2007, the Government, WFP, representatives of IDPs and refugees, and other partners reviewed the likely future scenarios and the appropriate programme responses in workshops at the district and national levels.

⇒ *Karamoja sub-region*

13. Severe natural disasters are likely to affect the region in at least two of the next three years. This projection is consistent with recent experience. Between 2005 and 2007, the region faced two major droughts and a flood. The disarmament of Karamojong warriors by the Government is also expected to continue, with accompanying low levels of conflict. However, there is a danger that the process could precipitate a more intense conflict, leading to displacements and compounding any food-insecurity crises arising from natural disasters. Given the erosion of coping capacities over time, it is projected that future disasters will lead to even greater food needs.

<sup>11</sup> These and the other GAM rates in the paragraph are taken from annual joint nutrition surveys by the District Health Office, WFP, the United Nations Children's Fund (UNICEF) and *Action Contre La Faim* (ACF).

<sup>12</sup> ACF. 2007. *Nutritional Anthropometric Survey: IDP Camps and Resettlement Areas of Lira District, Northern Uganda*.

<sup>13</sup> Smart, Tembo, Adonga and Wagubi. 2007. *Findings of the Independent Evaluation of WFP PRRO 10121.1*.

<sup>14</sup> Office of the United Nations High Commissioner for Refugees (UNHCR), WFP and Office of the Prime Minister (OPM). 2007. *Joint Assessment Mission Report*.



⇒ *Acholi, Lango and Teso sub-regions*

14. For Acholi sub-region, it was generally agreed that the most likely scenario was a continuation of the current “wait-and-see” situation at least until the conclusion of the peace negotiations, which are currently focused on the third of five principal agenda points. The peace negotiations process is expected to continue through 2008, with people gradually returning home. In Lango and parts of Teso, people would go back home after the floods to try to re-establish their livelihoods.
15. However, there is a need to be prepared for two less likely, but possible, variations on this scenario. A more positive scenario would involve the rapid conclusion of a peace agreement between the LRA and the Government, leading to mass homeward movements of IDPs in Acholi – and posing challenges for humanitarian response. Another, less positive scenario would be a breakdown of the peace negotiations and a resumption of fighting, causing renewed displacement.

⇒ *West Nile and Southwest sub-regions*

16. Although the rate of repatriation of refugees in West Nile will initially be slow due to the ongoing political tensions in southern Sudan, the pace could accelerate if the peace agreement is fully implemented. Continuing instability in the DRC suggests that the humanitarian community will have to be prepared for the possibility of a significant influx of refugees into Southwest.

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## **POLICIES, CAPACITIES, AND ACTIONS OF THE GOVERNMENT AND OTHERS**

### **Policies, Capacities and Actions of the Government**

17. In October 2007, the Government launched its Peace, Recovery and Development Plan for Northern Uganda (PRDP) 2007–2010, which focuses on the Acholi, Teso, Lango and Karamoja sub-regions. The programme aims to mobilize human and financial resources to the conflict-affected districts. It has four strategic objectives: consolidation of state authority, rebuilding and empowering of communities, revitalization of the economy and peace-building and reconciliation. It makes specific provisions for humanitarian assistance and community recovery. The PRDP functions within the Poverty Eradication Action Plan (PEAP) 2004, developed to meet the Millennium Development Goals (MDGs).
18. For refugees in the West Nile and Southwest sub-regions, the Government and UNHCR have developed the Self-Reliance Strategy (SRS) and the Development Assistance to Refugee-Hosting Areas (DAR) programme, under which the Government allocates land to the refugees and UNHCR provides complementary inputs. The PRDP and SRS are supplemented by national sector plans.
19. The Ministry of Health (MoH) has prepared an updated National Health Sector Strategic Plan. MoH and the Uganda AIDS Commission have also developed a National Strategic Plan in which nutrition is a key component. The Government has requested assistance from the humanitarian community to implement the programmes outlined in the PRDP, the SRS and their associated plans.



## Policies, Capacities and Actions of Other Major Actors

20. There is a strong humanitarian community in Uganda. WFP, the Food and Agriculture Organization of the United Nations (FAO), UNICEF, the United Nations Population Fund (UNFPA) and the World Health Organization (WHO) are the principal United Nations agencies engaged in the areas of food security, health, nutrition, emergency education and, as a joint programme, HIV/AIDS. UNHCR works in camp management and protection in IDP areas and oversees repatriation and resettlement in refugee locations. The Office for the Coordination of Humanitarian Affairs (OCHA) facilitates joint planning and response. Non-governmental organizations (NGOs) are active in the areas of education, HIV/AIDS, food security and nutrition across the regions.

## Coordination

21. The Office of the Prime Minister (OPM) leads coordination efforts in the humanitarian field. For the PRDP, a policy and monitoring committee provides a forum for dialogue between central and local levels. Under the decentralized structure, the District Chief Administrative Officer coordinates all investments at the local level through sector committees. The government-chaired District Disaster Management Committees (DDMCs) oversee emergency planning and response.
22. Within the humanitarian community, the Humanitarian Coordinator and the Inter-Agency Standing Committee/United Nations country team lead response efforts applying the cluster approach. The clusters include: food security; emergency education; water and sanitation; health, HIV/AIDS and nutrition; protection; and early recovery. Clusters are composed of line ministries, United Nations agencies, NGOs and interested donors, meeting on a monthly basis both in Kampala and at the district level.

## OBJECTIVES OF WFP ASSISTANCE

23. Within this context, the overall goal of this PRRO is to support government efforts to provide relief to food-insecure households and assist them to make the transition, where possible, to greater self-sufficiency, in a manner consistent with the unique challenges and opportunities of each location. Its objectives include:
- **Provide relief to food-insecure people**

Save lives of IDPs and returnees in Acholi, Teso, and Lango, refugees in West Nile and Southwest, disaster-affected populations in Karamoja and, as required, other parts of the country (Strategic Objective 1<sup>15</sup>)
  - **Support the transition of food-insecure people to self-sufficiency**
    - i) Strengthen household livelihoods in Acholi, Teso, Lango, West Nile, Southwest, and Karamoja (Strategic Objective 2)
    - ii) Help support establishment of essential community services (including education, health and nutrition), infrastructure and natural resources in Acholi, Teso, Lango,

<sup>15</sup> WFP's Strategic Objectives include: 1 – Save lives in crisis situations; 2 – Protect livelihoods in crisis situations and enhance resilience to shocks; 3 – Support the improved nutrition and health status of children, mothers and other vulnerable people; 4 – Support access to education and reduce gender disparity in access to education and skills training; and 5 – Strengthen the capacities of countries and regions to establish and manage food assistance and hunger-reduction programmes.



West Nile, Southwest and Karamoja (Strategic Objective 3 and, partially, Strategic Objective 4)

➤ **Develop government capacity to address needs of food-insecure people**

Assist the Government to monitor and respond to food crises, strengthen household livelihoods and support community services, infrastructure and natural resources in Acholi, Teso, Lango, West Nile, Southwest and Karamoja (Strategic Objective 5).

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## WFP RESPONSE STRATEGY

### Nature and Effectiveness of Food-Security Related Assistance to Date

24. WFP has provided food assistance to IDPs since 1996 and to refugees since 1988. The Executive Board approved PRRO 10121.1 in 2005 for 2.6 million beneficiaries. In June/July 2007, an independent PRRO evaluation noted several findings, which are summarized below.

- General food distribution (GFD) and supplementary and therapeutic feeding centres (SFC/TFC) played a critical role in keeping GAM rates below 10 percent, while food packages helped 300,000 IDPs in Lango return home. However, the evaluation noted with concern the increased undernutrition rates in return areas once food assistance stopped, and the emergency-level undernutrition rates in Karamoja. Food-for-asset (FFA) activities, which included food for work (FFW) and food for training (FFT), made substantial achievements in support of livelihoods (e.g. 120 fish farms), infrastructure (e.g. 343 km of feeder roads), the environment (e.g. 580 ha of community woodlots) and education (e.g. 1,612 teachers' houses). The evaluation recommended that these activities be scaled-up and integrated into a formal productive safety-net in Karamoja. Food assistance was effective in bringing women to mother-and-child health and nutrition (MCHN) clinics and thereby improving infant feeding practices in food-insecure areas. The National AIDS Commission confirmed that nutrition support, when combined with anti-retroviral therapy (ART), bolstered immune systems and delayed the progression from HIV to AIDS.<sup>16</sup>
- Emergency school feeding (ESF) was instrumental in maintaining educational services in camps and transit sites, while the presence of WFP sub-offices facilitated government service delivery in conflict-affected areas.

25. These successes and recommendations for improvement informed the design of the strategy for the new PRRO.

### Strategy Outline

26. While the overall goal of the PRRO is to provide life-saving relief and, where possible, to support the transition of communities to greater self-sufficiency, WFP will adapt its strategy for achieving this aim to the specific context in each of the three major food-insecure areas. These approaches are embedded in district plans and are consistent with the aims of the PRDP. They have been reviewed by donors and United Nations joint programming mechanisms, and support the 2006–2010 United Nations Development

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<sup>16</sup> Ministry of Health. 2004. *Nutritional Care and Support for People Living with HIV/AIDS in Uganda: Guidelines for Service Providers*.



Assistance Framework (UNDAF) objectives and the MDGs.<sup>17</sup> In all locations, however, WFP will give priority in its strategies to saving lives through relief.

⇒ *Karamoja strategy: Laying the groundwork for a productive safety net*

27. In the past, WFP has responded to recurrent natural disasters in Karamoja with one-off interventions to mitigate their worst effects. In order to end this pattern of crises and ad hoc responses, the strategy for Karamoja over the next three years will be to lay the groundwork for a government-led productive safety net. This strategy implies that WFP take a twin-track approach within this PRRO.
28. Until the safety net can be put in place, WFP will continue to provide targeted assistance when required to stabilize and reduce malnutrition and mortality rates for highly food-insecure populations. Relief assistance will be timed to expand during the lean season and contract after the harvest, with special attention given to the nutritional needs of vulnerable groups through support to targeted supplementary and therapeutic feeding.
29. Wherever possible, food assistance will be used to strengthen and diversify households' livelihoods to enhance their capacity to meet their own food needs. For pastoralist communities, WFP will provide support to partner-coordinated FFW activities, such as the construction and maintenance of valley dams for livestock, that strengthen livelihoods. For agricultural communities, the focus will be on livelihood diversification through FFT activities such as beekeeping, gum arabic and fruit production.
30. WFP and partners will also use food to help fill urgent gaps in community services, infrastructure and natural resource rehabilitation. Community health services have been identified as a local priority in many areas. In these locations, WFP will complement MoH, United Nations and NGO activities focused on MCHN and HIV/AIDS, by providing food both as a nutritional support and as a means to improve access and utilization of health care services. The services will emphasize education on health and nutrition to change behaviours and to sensitize beneficiaries on the importance of utilizing the centres. WFP and partners will also use FFT activities to help mitigate gender-based sexual violence and to prevent HIV transmission.
31. Some FFA activities will address infrastructure problems (e.g. community roads, which are key first steps for recovery), but given the fragility and importance of natural resources in Karamoja, the emphasis will be on environmental activities (e.g. community woodlots that protect soil, improve water infiltration and provide fuel and construction material). The use of cash-based activities will be explored: in some cases, cash may not be the best option given the limited access to markets in parts of Karamoja, the risks of spiralling inflation during periods of food scarcity and security concerns due to the proliferation of small arms. The food- and cash-based activities (whether implemented by WFP or partners) will serve as pilots for incorporation, on a larger scale, into the future productive safety net.
32. At the same time, the country office will work with Government and other humanitarian partners to establish the foundations for the formal safety net. Activities will include carrying out feasibility assessments, developing partnerships, conducting visits to countries such as Ethiopia with relevant experience, analysing design options, piloting activities, establishing a funding base, preparing guidelines and conducting training.

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<sup>17</sup> This PRRO supports the following MDGs: 1 - Eradicate extreme poverty and hunger; 2 - Achieve universal primary education; 3 - Promote gender equality and empower women; 4 - Reduce child mortality; 5 - Improve maternal health; 6 - Combat HIV/AIDS, malaria and other diseases; and 7 - Ensure environmental sustainability.



⇒ *Acholi, Teso and Lango strategy: Creating conditions for the voluntary and food-secure return of IDPs*

33. As IDPs consider options for the future, the strategy will be to enable them to make a voluntary choice about their location by providing them with sufficient support, wherever they are. Learning lessons from the return process in Lira district, relief will be given on the basis of assessed need, whether people are in camps, transit sites or areas of return. Requirements will be determined and adjusted using the results of land-use surveys, EFSAs and nutritional surveys. Currently, the ration varies between 40 and 60 percent of the recommended dietary allowance (RDA)<sup>18</sup> for most IDPs. However, extremely vulnerable individuals (EVIs),<sup>19</sup> such as the disabled and the elderly, will be given 100 percent of the RDA. Pregnant and lactating women and infants will receive supplementary and therapeutic feeding.
34. Promoting greater self-sufficiency, especially in the critical early stages of recovery in return areas, will involve two mutually-reinforcing activities: (1) the reestablishment of households' livelihoods; and (2) the restoration of community services, infrastructure and natural resources to improve food security. Consistent with the PRDP, the support to livelihoods will be tailored to the needs and priorities of the communities. In collaboration with the Ministry of Agriculture, FAO and other partners, WFP will help strengthen the primary livelihood – agriculture – through activities such as seed and cassava multiplication that increase the planting material available to recently returned IDPs. It will also help people to diversify their livelihoods through activities such as fish farming that provide alternative sources of income.
35. In assisting communities, WFP's efforts will concentrate on urgent gaps in services (such as education, health and nutrition), infrastructure and natural resources in locations where food is the most appropriate form of relief or recovery assistance. WFP will support essential community services in three ways:
- First, it will support the construction of facilities (such as classrooms, health clinics and waiting shelters at clinics) through FFA activities.
  - Second, it will encourage the use of services through a food incentive, which will be a mid-day meal for school children and a take-home ration for pregnant and lactating women, their children and people living with HIV/AIDS. These incentives have multiplier effects. For example, participants in MCHN clinics have access not only to food but also to medical care, immunization, iron and folic acid supplementation, and education through partner programmes. School meals are part of an inter-agency "essential package" for children that includes deworming, HIV education and psycho-social support. This package helps provide a sense of normalcy to children affected by extreme violence and displacement. HIV/AIDS programmes are linked to livelihood activities (such as microcredit and training in income-generating activities) to prepare beneficiaries for the phase-out of food aid.
  - Third, through its presence in certain areas, it will attract other partners and resources to those food-insecure locations.

<sup>18</sup> WHO has estimated a reference value of 2,100 kcal as the mean per capita energy requirement, or RDA, in emergency situations globally.

<sup>19</sup> EVIs are people who cannot provide for themselves and do not have any other means of food support. They are identified by communities in collaboration with the Government and NGOs.



36. WFP will address gaps in community infrastructure by using FFA activities for the construction of feeder roads that reconnect communities with markets. FFA activities will also focus upon reforestation and the preservation of existing forest cover. Either cash or food interventions might be appropriate depending upon the circumstances (e.g. functioning of markets).<sup>20</sup> It will therefore undertake a critical analysis of food and cash options before implementation of projects. If cash is more appropriate, WFP will encourage partners with cash-based programmes to fill the gap, while piloting its own cash-based activities.

⇒ *West Nile and Southwest strategy: Supporting refugee repatriation and self-sufficiency*

37. The strategy for refugees in the West Nile and Southwest sub-regions will consist of supporting UNHCR's voluntary repatriation efforts for those who are ready to return and increasing self-sufficiency for those who remain. The emphasis of the strategy will differ with the context.

38. In West Nile, where prospects for peace make repatriation more likely, the country office will explore with UNHCR the possibility of setting up a joint task force with WFP Sudan to ensure the coordination of repatriation efforts on both sides of the border. The remaining refugees will be progressively moved off relief support to FFA activities that focus on livelihood diversification, given that land access is the main obstacle to self-sufficiency in the area. Food-for-asset activities to construct fish farms and provide vocational training on skills such as carpentry will offer alternatives to cropping; their selection will be based on community planning sessions and assessments that consider their economic viability and environmental impact.<sup>21</sup>

39. In the Southwest, where the number of refugees will likely increase, the emphasis of the strategy will continue to be on making the population more self-sufficient. General food distributions and, where necessary, support to supplementary and therapeutic feeding, will be offered at a higher level to new arrivals and at reduced levels for refugees who have been in the settlements for more than two years, based on the net food gap. To support livelihoods, FFA activities will focus on livelihood diversification through activities such as fish farms. The host communities in this sub-region are, in general, better-equipped with services, infrastructure and natural resources. However, where gaps exist, WFP will support UNHCR in addressing them with appropriate programmes such as food-for-asset activities for road construction.

⇒ *Strategy for all regions: Developing government capacity*

40. The long-term success of these efforts depends on increasing the Government's capacity to implement these activities. WFP will work to strengthen government capacity to monitor and respond to food insecurity, by providing training to OPM and DDMC partners on assessment methodologies and emergency response; by jointly implementing assessments and programmes; and by exploring short-term 'staff swaps' between members of WFP's vulnerability analysis and mapping (VAM) and emergency units and government officials from OPM and the DDMCs.

<sup>20</sup> See Levine, S. 2006. *Cash based Programming for Returning IDPs in Northern Uganda: Does It Make Sense, and Can It Be Done?* A study for the Norwegian Embassy, Kampala.

<sup>21</sup> In addressing problems with community services, infrastructure and natural resources in this sub-region, special attention will be given to the construction of teachers' houses through food-for-asset activities.



41. In developing government capacity to support community services, infrastructure, and natural resources, WFP will focus on bolstering the skills of health workers and other service providers in running and effectively monitoring MCHN and HIV/AIDS food assistance programmes. WFP and United Nations partners will continue to work with the Government on joint programming, particularly on implementing the national sector policies related to food and nutrition responses to HIV/AIDS.

### **Hand-Over Strategy**

42. The hand-over strategy will differ by area, but in each case it will involve transferring responsibility to communities and the Government.

#### *⇒ Karamoja sub-region*

43. In this area, longer-term efforts will be needed to strengthen and diversify livelihoods, restore the natural resource base and bring peace to the region before food security can be assured. Until then, WFP will have a role in meeting the food needs of the population. By advocating for and supporting the development of a productive safety net, however, WFP will be able to promote household self-sufficiency and increasingly transfer direct responsibility for any unmet food needs to the local government.

#### *⇒ Acholi, Lango and Teso sub-regions*

44. Before the civil unrest in the north, Acholi and Lango provided 20 percent of Uganda's food supplies. If peace holds, these regions should be able once again to produce food surpluses, trade and enjoy secure livelihoods. WFP and partners will be able to hand over support of the various service provision and feeding programmes to the district authorities once several criteria have been met. First, food incentives are no longer needed since the community is food secure and has been sensitized through education efforts about the benefits of the services. Second, local government and communities have the capacity and resources to manage the ongoing food-based programmes (such as HIV/AIDS and supplementary feeding). Third, a critical mass of other partners and resources is present, making WFP's catalytic role less important. It is unlikely, however, that all these conditions will be met in all locations by the end of this PRRO.

#### *⇒ West Nile and Southwest sub-regions*

45. In these sub-regions, the hand-over will occur when refugees currently in resettlement areas either repatriate or achieve food self-sufficiency. The major impediments for repatriation would be continued instability in neighbouring countries and the breakdown of fragile peace agreements. The main constraints on attainment of self-sufficiency are land access and use, and the restoration of the natural environment. In the past, addressing these constraints through food-based activities has helped almost 30,000 refugees achieve self-sufficiency.



## BENEFICIARIES AND TARGETING

46. Based on consultations with the Government, United Nations agencies, NGO partners and current beneficiaries, this PRRO will address the basic needs of the following groups:
- an annual average caseload of 600,000 food-insecure agropastoralists and small farmers affected by natural disasters in Karamoja sub-region and, when applicable, other parts of the country;<sup>22</sup>
  - 939,000 IDPs and returnees in camps, transit sites and home areas in Acholi, Teso and Lango sub-regions;<sup>23</sup> and
  - 187,000 refugees in resettlement areas in West Nile and Southwest sub-regions.
47. Specific attention will be given to: EVIs; pregnant and lactating women and children under 2; people affected by tuberculosis (TB) and HIV/AIDS; and schoolchildren, especially those in food-insecure communities.

**TABLE 1: TOTAL BENEFICIARIES BY TYPE OF INTERVENTION<sup>24</sup>**

Activities	2008/09			2009/10			2010/11		
<b>Relief</b>									
<b>GFD and SFC/TFC</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>
➤ IDPs/returnees	469 500	469 500	<b>939 000</b>	250 000	250 000	<b>500 000</b>	-	-	-
➤ Refugees	91 630	95 370	<b>187 000</b>	86 630	90 370	<b>177 000</b>	81 630	85 370	<b>167 000</b>
➤ Disaster-affected	312 000	288 000	<b>600 000</b>	312 000	288 000	<b>600 000</b>	312 000	288 000	<b>600 000</b>
<b>Total beneficiaries</b>	<b>873 130</b>	<b>852 870</b>	<b>1 726 000</b>	<b>648 630</b>	<b>628 370</b>	<b>1 277 000</b>	<b>393 370</b>	<b>373 370</b>	<b>767 000</b>
<b>Average beneficiary number for 2008/09–2010/11 is 1,256,667. These beneficiaries may also receive assistance from “Support to Self-Sufficiency” activities listed below (see footnote 24).</b>									
<b>Support to Self-Sufficiency</b>									
	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>
MCHN	207 640	78 360	<b>286 000</b>	214 170	80 830	<b>295 000</b>	219 250	82 750	<b>302 000</b>
HIV/AIDS and TB	126 000	54 000	<b>180 000</b>	137 900	59 100	<b>197 000</b>	152 600	65 400	<b>218 000</b>
ESF	312 000	338 000	<b>650 000</b>	239 000	259 000	<b>498 000</b>	239 000	259 000	<b>498 000</b>
FFA (FFW/FFT)	212 913	212 913	<b>425 913</b>	328 000	328 000	<b>656 000</b>	308 000	308 000	<b>616 000</b>

<sup>22</sup> This figure represents a slight increase on the average number of people affected by natural disasters over the past three years (600,000 in 2005, 100,000 in 2006 and 900,000 in 2007). It is consistent with the findings of the 2005 comprehensive food security and vulnerability assessment (CFSVA) and a 2006 Institute of Policy Research and Analysis study entitled *Food Security and Livelihood Trends in Karamoja*.

<sup>23</sup> This figure is based on estimates provided by the Protection Cluster (led by UNHCR) and endorsed by the Inter-Agency Standing Committee in Uganda.

<sup>24</sup> The total number of beneficiaries is not the sum of the individual activity components since some households may benefit from more than one activity. Also, when MCHN, HIV/AIDS, TB and ESF programmes are undertaken in camps and transit sites, they are considered relief, rather than self-sufficiency, activities.



48. If IDPs return home and re-establish their livelihoods, it should be possible to phase out relief by the third year. For refugees, increases in self-sufficiency and repatriation may be partially offset by new influxes in Southwest, leading to only a gradual decline in the overall caseload. For the disaster-affected, the beneficiary figures represent an average that takes into account the recurrent droughts in Karamoja and the possibility of renewed flooding across the north.
49. The slight rise in the numbers for MCHN activities reflects population growth. The increase in beneficiaries for HIV/AIDS and TB programmes (i.e. ART home-based care, prevention of mother-to-child transmission (PMTCT), orphans and other vulnerable children and directly observed treatment with short-course chemotherapy) represents an expected improvement in access and demand for these services, due in part to food assistance. Emergency school feeding, by contrast, will decrease as learning centres in camps and transit sites close and communities in return areas become more self-sufficient. FFA activities will increase in IDP areas as more people return home and require support for livelihoods and community services, infrastructure and natural resources.
50. While figures have been based on the most likely scenarios for each of the crisis-affected areas, WFP will undertake an in-depth assessment of resource requirements during its mid-term review and will make any necessary adjustments to reflect significant changes in the context (such as the conclusion of a peace agreement in the north).
51. The targeting of food-insecure communities and households is based on rigorous periodic needs assessments.
- **GFD and SFC/TFC:** WFP will target relief to areas with a substantial net food gap that cannot be made up through other means. A comprehensive combination of crop yield and land use surveys, EFSAAs (which include market analysis) and nutritional surveys will be used to determine need. Entry and exit from supplementary and therapeutic feeding centres will be based on undernutrition criteria (wasting or weight-for-height).
  - **ESF:** The Ministry of Education, WFP and other partners target emergency school feeding to schools in food-insecure camps, transit sites and return areas in Acholi, Teso and Lango and refugee settlement areas in West Nile and Southwest. Targeting criteria include the highest drop-out rates, lowest completion rates and the capacity to undertake school feeding.
  - **MCHN and HIV/AIDS:** MoH and District Health Offices target MCHN to pregnant and lactating women and children under 2 in areas selected using two criteria: 1) the food insecurity of the catchment areas; and 2) the capacity of the health facilities to manage the programmes. People living with HIV/AIDS (PLWHA) are targeted on the basis of stringent household food-insecurity criteria.
  - **FFA:** FFA activities will be in line with district plans and implemented in the most food-insecure areas. They will be timed to be carried out during periods of low agricultural activity.

## NUTRITIONAL CONSIDERATIONS AND RATIONS

52. In deciding upon the rations, WFP considered the appropriateness of both their size and composition.
53. *Ration size.* WFP, in collaboration with its United Nations and specialized NGO partners, carries out district nutritional surveys, land use and crop yield surveys and EFSA that provide the basis for accurate programming, including ration adjustments. The total food needs for the current PRRO have been calculated on the basis of the assessed net food gap for cereals and pulses for the Karamojong beneficiary caseload<sup>25</sup> and for cereals, pulses and oil for IDPs and refugees. EVIs in all locations will receive 100 percent of the RDA. The specific rations for various activities are provided in Table 2 below.
54. *Ration composition.* GFD rations continue to meet local food preferences, as determined in participatory rapid appraisals and corroborated by the experience of the last two PRROs. Take-home rations for MCHN, HIV/AIDS and SFC contribute to clients' micronutrient needs and take into consideration family size, the purpose of the programme, the food security situation and the views of stakeholders. The composition of the school feeding ration has been adjusted to provide a balanced supplement comprised of locally available foods. This composition will make it easier for parents or caregivers to eventually take over by providing the food themselves. This PRRO will continue to provide corn-soya blend (CSB), which contributes to the RDA and also addresses micronutrient deficiencies in women and children.

**TABLE 2: FOOD BASKET BY ACTIVITY (weight is g/person/day)<sup>26</sup>**

Type of Intervention	Duration of activity	Cereals (g)	Maize meal (g)	Pulses (g)	Vegetable oil (g)	CSB (g)	Sugar (g)	Kcal/day/person
GFD – 50%*	Assessment-based	240	--	40	10	--	--	1 063
GFD – 100%		--	415	70	20	50	--	2 130
GFD – Drought-affected		--	225	30	--	--	--	924
MCHN/SFC/PMTCT*	90 days	--	--	--	25	229	15	1 197
TFC	30 days	--	--	--	10	60	10	369
TB on-site	60 days	--	400	70	25	100	15	2 380
TB /PLWHA*	7–12 months	--	150	60	20	100	--	1 327
FFA*	80 days	300	--	60	10	--	--	1 340
ESF	150 days/year	--	150	45	10	--	--	788

<sup>25</sup> The Karamojong prefer not to receive oil.

<sup>26</sup> The GFD 50 percent ration represents an average of recently used rations, which range from 40 to 60 percent of RDA. A family ration (indicated by \*) multiplies the food basket by six. Household food security assessments are the basis of PMTCT, ART and PLWHA's entry into and exit from food support.



<b>TABLE 3: TOTAL COMMODITY REQUIREMENTS FOR 3 YEARS* (mt)</b>						
<b>Type of Intervention</b>	<b>Cereals</b>	<b>Pulses</b>	<b>Vegetable Oil</b>	<b>CSB</b>	<b>Sugar</b>	<b>Total</b>
GFD and SFC/TFC	259 039	40 817	9 631	7 267	268	317 022
FFA (FFW/FFT)	40 759	8 152	1 359	--	--	50 270
MCHN	-	-	7 363	67 447	4 418	79 228
HIV/AIDS and TB	23 185	9 206	3 141	16 078	72	51 678
ESF	47 873	14 362	1 596	--	--	63 831
<b>Total</b>	<b>370 856</b>	<b>72 533</b>	<b>23 090</b>	<b>90 792</b>	<b>4 757</b>	<b>562 029</b>

\* Average number of beneficiaries: 1,257,000

## IMPLEMENTATION ARRANGEMENTS

### Participation

55. The formulation of the PRRO strategy and implementation arrangements has been based on extensive consultation with beneficiary representatives. District-level workshops involving camp leaders and women representatives were held in each of the project areas to identify lessons from previous interventions and design an appropriate response to the changing realities on the ground. The PRRO evaluation mission interviewed households directly about their experiences and concerns with WFP's programmes. Those views have been taken into account in the design of the PRRO.
56. In implementation, the beneficiaries will continue to form community food management committees. Fifty percent of the members are women. The committees work with WFP and its cooperating partners to register beneficiaries. Once registered, the beneficiaries receive family ration cards in the women's names, since women are the food entitlement holders. The cooperating partners and committees then organize monthly distributions of food rations to registered beneficiaries.

### Partners

57. Partnership with government and humanitarian agencies will be key to the success of the PRRO. The Government at the national, district, sub-county and parish levels provides the framework within which the PRRO activities are undertaken. District officials and line ministries have been involved in the development of the PRRO strategies through national- and district-level stakeholder consultations and will lead or complement the implementation efforts.
58. WFP also works with other humanitarian agencies on joint assessments and joint programming. It relies on a range of partners to help conduct the assessments that inform its interventions, including UNICEF, ACF, FAO and UNHCR. WFP's selection of partners for programme implementation depends on the activity and the partners' areas of expertise. For activities in this PRRO, partners include: Norwegian Refugee Council, World Vision, Samaritan's Purse, *Aktion Afrika Hilfe*, International Rescue Committee, UNICEF, WHO, UNFPA, the Joint United Nations Programme on HIV/AIDS (UNAIDS), Northern Uganda Social Action Fund, Northern Uganda Recovery Programme, *Arbeiter Samariter Bund* and many community-based organizations.



## Non-Food Inputs

59. For relief and self-sufficiency programmes, WFP other direct operational costs (ODOC) funds will be used for assessments, cooperating partner activities, physical inputs (such as weighing scales and energy-saving stoves) and other requirements. For government capacity-building, the focus will be on training, safety-net feasibility studies, joint missions, staff swaps and cross-site visits. In turn, Government and other partners will provide non-food inputs such as agricultural implements for FFA activities.

## Environmental Issues

60. This PRRO takes account of environmental issues in several ways. First, it has a number of activities focused on the restoration of the natural resource base. Recovery activities can help to reverse the ecological damage in and around the oldest IDP camps and refugee settlement areas by creating woodlots, orchards, water harvesting structures and drainage works.

61. Second, the practical implementation of all PRRO activities considers their environmental impact. Thus, in the school feeding programme, energy-saving stoves have been introduced and will continue to be used. These stoves lower the demand for charcoal and help conserve the trees around the schools.

## Logistics Arrangements

62. The country office logistics unit moves imported and locally procured food and non-food items to final distribution points in Karamoja, Acholi, Teso, Lango, West Nile and Southwest sub-regions. For imported commodities, the success of the first leg of the operation depends on the efficiency and capacity of Mombasa port and the Kenya-Uganda railway. Commodities arriving at Mombasa are transported to WFP central delivery points (CDPs) at Tororo and Kampala by rail (25 percent) and road (75 percent). Locally procured commodities are purchased in surplus regions of Uganda and then moved to the CDPs. From there, the commodities are transported to 19 extended delivery points (EDPs) and over 1000 final delivery points (FDPs) located in WFP operational areas around the country. Generally, commercial transporters move commodities to EDPs, but where necessary, the country office's strategic fleet trucks are utilized.

## Procurement Plans

63. The WFP Kampala procurement unit purchases food commodities locally in Uganda to support food assistance programmes in Burundi, DRC, Rwanda and Uganda. During 2005 and 2006, WFP procured 301,000 mt of food commodities in Uganda valued at US\$87 million. In 2007, the procurement unit purchased 171,000 mt in Uganda with a total value of US\$44 million.

64. Local procurement has several benefits. First, it can support the livelihoods of small farmers: about 8 percent of maize purchases (representing 7,000 mt) from-Uganda-for-Uganda have been made from small-scale farmer groups. Second, the approach is consistent with the Plan for Modernisation of Agriculture, by encouraging wider production for the market. Third, it reduces transport costs for operations in Uganda and the region, making them more cost-effective. Finally, the foods are more appropriate and adapted to the tastes of WFP's beneficiaries. Therefore, WFP aims to procure 50 percent of required food commodities locally, though the actual amount will depend upon the availability of cash resources and on the volume and quality of food in the market.



65. Local procurement can also have potential negative effects, such as contributing to the inflation of local prices. Markets will be monitored and any necessary adjustments will be made to prevent such adverse impacts.

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## PERFORMANCE MONITORING

66. The results-based management approach provides the basis for WFP Uganda's existing monitoring and evaluation system. The system captures and analyses performance results and disseminates them for management decision-making, corporate reporting and joint United Nations and Government use.
67. The summary logical framework matrix for the PRRO is presented in Annex II. A mid-term evaluation of the PRRO activities will be undertaken in 2009 in collaboration with partners, including United Nations agencies, interested donors and the WFP Regional Bureau.

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## RISK ASSESSMENT AND CONTINGENCY PLANNING

68. Since conditions in Uganda are unpredictable, provision must be made for possible changes to activities. Factors that continue to hold the potential to disrupt operations have been outlined in the scenarios. Joint contingency plans have been developed and are regularly reviewed by the humanitarian community.

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## SECURITY CONSIDERATIONS

69. Concerns over the security situation remain paramount in WFP's operational planning. Karamoja is Phase III; Acholi, Lango, Teso and West Nile are Phase II; and Southwest is Phase I. WFP is part of the United Nations Country Security Plan and the "area security plan" for each main operational area (usually demarcated by district). Each area has a security coordinator who can recommend evacuations to the agency security officers and to the United Nations country security team. The country office is also compliant with minimum operational security standards and minimum security telecommunications standards.

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## RECOMMENDATION

70. The Executive Board is requested to approve the proposed Uganda PRRO 10121.2 "Targeted Food Assistance for Relief and Recovery of Refugees, Displaced Persons and Other Vulnerable Groups".



## ANNEX I-A

<b>BREAKDOWN OF PROJECT COST</b>			
	<b>Quantity (mt)</b>	<b>Average cost per mt (US\$)</b>	<b>Value (US\$)</b>
<b>WFP COSTS</b>			
<b>Direct operational costs</b>			
Commodities <sup>1</sup>			
– Cereals	370 856	229.5	85 111 452
– Pulses	72 533	504.6	36 600 152
– Corn-soya blend (CSB)	90 792	394	35 772 048
– Vegetable oil	23 090	1 213.6	28 022 024
– Sugar	4 758	395	1 879 410
<b>Total commodities</b>	<b>562 029</b>		<b>187 385 086</b>
External transport			41 043 751
- Landside transport			32 277 727
- Internal transport, storage and handling			50 945 119
Total landside transport, storage and handling			83 222 845
Other direct operational costs			15 260 539
<b>A. Total direct operational costs</b>			<b>326 912 220</b>
<b>B. Direct support costs<sup>2</sup> (see Annex I-B)</b>			<b>27 177 552</b>
<b>C. Indirect support costs (7.0 percent)<sup>3</sup></b>			<b>24 786 284</b>
<b>TOTAL WFP COSTS</b>			<b>378 876 056</b>

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

<sup>2</sup> Indicative figure for information purposes. The direct support costs allotment is reviewed annually.

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



## ANNEX I-B

<b>DIRECT SUPPORT REQUIREMENTS (US\$)</b>	
<b>Staff</b>	
International professional staff	7 285 410
National professional officers	2 069 100
National general service staff	4 297 288
Temporary assistance	533 926
Overtime	286 032
Incentives	266 963
International consultants	159 000
National consultants	381 000
Staff duty travel	2 669 625
Staff training and development	457 647
<b>Subtotal</b>	<b>18 405 991</b>
<b>Office expenses and other recurrent costs</b>	
Rental of facility	1 054 600
Utilities (general)	286 031
Office supplies	484 347
Communication services	995 389
Insurance	217 876
Equipment repair and maintenance	268 128
Vehicle maintenance and running costs	2 126 454
Other office expenses	419 510
United Nations organizations services	736 000
<b>Subtotal</b>	<b>6 588 335</b>
<b>Equipment and other fixed costs</b>	
Furniture, tools and equipment	1 093 900
Vehicles	135 888
Communications equipment	953 438
<b>Subtotal</b>	<b>2 183 226</b>
<b>TOTAL DIRECT SUPPORT COSTS</b>	<b>27 177 552</b>



ANNEX II: LOGICAL FRAMEWORK		
Results chain	Performance Indicators	Risks and assumptions
<b>Objective: Save lives (Strategic Objective 1)</b>		
<b>Outcome 1</b> Reduced and/or stabilized malnutrition and mortality among IDPs, refugees and disaster-affected populations (Strategic Objective 1)	Prevalence of acute malnutrition among children under 5, assessed using weight-for-height Crude mortality rate, by beneficiary category Recovery and default rate at SFC	No major outbreaks of diseases occur in the project areas
<i>Output 1.1</i> Timely provision of food in sufficient quantities to targeted beneficiaries	Proportion of planned beneficiaries receiving food assistance, by gender and age group Proportion of planned food commodities distributed, by food type	No major access problems occur due to conflict or natural disasters Sufficient and timely resources secured from donors
<b>Objectives: Strengthen livelihoods, and support essential community services, infrastructure and natural resources (Strategic Objectives 2, 3 and 4)</b>		
<b>Outcome 2</b> Increased ability to meet food needs within targeted households in crisis situations or vulnerable to shocks (Strategic Objective 2)	Proportion of beneficiary household expenditures devoted to food	Cooperating partners have technical capacity for FFA activities
<i>Output 2.1</i> Skills training provided to targeted women and men	Proportion of planned trainings undertaken by training category	Targeted beneficiaries willing to participate
<i>Output 2.2</i> Rehabilitation/creation of assets supported	Proportion of planned assets created Number of beneficiaries receiving food aid, by gender against plan Actual tonnage of food distributed against plan	Cooperating partners have technical capacity for FFA activities



## ANNEX II: LOGICAL FRAMEWORK

Results chain	Performance Indicators	Risks and assumptions
<p><b>Outcome 3</b></p> <p>Improved service uptake in health and nutrition programmes, and improved service uptake and treatment adherence in ART, PMTCT and TB beneficiaries in HIV/AIDS/TB programmes (Strategic Objective 3)</p>	<p>Proportion of mothers accessing and utilizing MCHN services</p> <p>Treatment adherence and completion rates for ART/TB patients</p>	<p>Secure environment prevails</p> <p>Drugs available and free</p> <p>Clients can access the centres</p>
<p><i>Output 3.1</i></p> <p>Timely provision of food in sufficient quantities to beneficiaries</p>	<p>Proportion of planned beneficiaries receiving food assistance, by activity category, beneficiary type and gender</p>	<p>No pipeline breaks</p>
<p><b>Outcome 4</b></p> <p>Sustained attendance of girls and boys at WFP-assisted schools (Strategic Objective 4)</p>	<p>Percentage of girls and boys attending classes in WFP-assisted schools</p>	<p>Secure environment prevails</p>
<p><i>Output 4.1</i></p> <p>Timely provision of food in sufficient quantities to beneficiaries</p>	<p>Proportion of planned beneficiaries receiving food assistance, by activity category, beneficiary type and gender</p>	<p>No pipeline breaks</p>
<p><b>Objective: Develop government capacities (Strategic Objective 5)</b></p>		
<p><b>Outcome 5</b></p> <p>Increased capacity of Government to assess food needs, develop strategies and carry out food-based programmes within target areas (Strategic Objective 5)</p>	<p>Number of actions taken based on the recommendations of joint assessments</p>	<p>Government at all levels remains committed to reducing food insecurity</p>
<p><i>Output 5.1</i></p> <p>Provision of capacity-building assistance</p>	<p>Number of counterpart staff trained at local, regional, and national levels under WFP's technical assistance activities</p>	<p>Government counterparts willing to participate in training</p>

ANNEX III

PRRO UGANDA 10121.2



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

ACF	<i>Action Contre La Faim</i>
ART	anti-retroviral therapy
CDP	central delivery point
CSB	corn-soya blend
DDMC	District Disaster Management Committees
DRC	Democratic Republic of the Congo
EDP	extended delivery point
EFSA	emergency food security assessment
ESF	emergency school feeding
EVI	extremely vulnerable individuals
FAO	Food and Agriculture Organization of the United Nations
FFA	food for assets
GFD	general food distribution
GAM	global acute malnutrition
HIV/AIDS	human immunodeficiency virus/acquired immune deficiency syndrome
IDP	internally displaced person
LRA	Lord's Resistance Army
MCHN	mother-and-child health and nutrition
MDGs	Millennium Development Goals
MoH	Ministry of Health
NGO	non-governmental organization
OCHA	United Nations Office for the Coordination of the Humanitarian Affairs
OPM	Office of the Prime Minister
PEAP	Poverty Eradication Action Plan
PLWHA	people living with HIV/AIDS
PMTCT	prevention of mother-to-child transmission
PRDP	Peace, Recovery and Development Programme
PRRO	protracted relief and recovery operation
RDA	recommended dietary allowance
SFC	supplementary feeding centre
SRS	Self-Reliance Strategy
TB	tuberculosis

TFC	therapeutic feeding centre
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNHCR	United Nations High Commission on Refugees
UNICEF	United Nations Children's Fund
UNFPA	United Nations Population Programme
WHO	World Health Organization