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Operational matters – Country strategic plans
For decision

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Draft Uganda country strategic plan (2026–2030)

Duration	1 January 2026–31 December 2030
Total cost to WFP	USD 784,745,367
Framework on accountability for results score*	2.7

* The framework on accountability for results is a performance measurement approach that incorporates programme and financial tracking and delivers a results-based approach to people-centred programming.

Executive summary

Uganda's Vision 2040 has the aim of transforming the country from a low-income, agrarian economy into a modern, prosperous society with upper-middle-income status. Prioritizing a competitive economy, advancing equality and promoting employment and inclusive growth, Vision 2040 aspires to elevate Uganda's economy to one with a gross domestic product of USD 581 billion and a per capita income of USD 9,500 per year by 2040 – roughly ten times the current figures.

Despite significant development gains over recent decades, major challenges threaten the achievement of this ambition. Forty-two percent of Uganda's 49.5 million people experience multidimensional poverty. With the population projected to double by 2050, the demand for services is outpacing supply: 1 million young people enter the labour market each year, intensifying the pressure for job creation and deepening vulnerabilities. The 2025 Integrated Food Security Phase Classification analysis for Karamoja found that 45 percent of households faced acute food insecurity, putting them in phase 3 or worse. Uganda hosts 1.9 million refugees, the largest refugee population in sub-Saharan Africa, and new refugees continue to arrive as a result of protracted regional crises.

Ensuring access to safe, affordable and nutritious diets, resilient livelihoods, strengthened food systems and expanded safety nets is vital for advancing self-reliance and human capital development in Uganda. WFP will strategically layer, sequence and integrate its interventions, identifying synergies among sectors, systems, actors and territories, and concentrating efforts

Focal points:

Ms. V. Guarnieri
Assistant Executive Director
Programme Operations Department
email: valerie.guarnieri@wfp.org

Ms L. Landis
Country Director
email: lauren.landis@wfp.org

where the impact is likely to be greatest. Engaging diverse partners, communities, the private sector and international financial institutions through multisectoral approaches that address urgent needs while tackling the structural drivers of vulnerability, WFP will expand its enabling role, supporting the Government through innovative, risk-informed programming that complements national strategies.

Underpinned by systems thinking and informed by insights from the country strategic plan for 2018–2025, relevant evaluations and the United Nations sustainable development cooperation framework for 2026–2030, this five-year plan supports the ending of hunger, enhances global partnerships and leverages WFP's comparative strengths to deliver three integrated outcomes:

- *Outcome 1:* Vulnerable refugees and crisis-affected people in Uganda have equitable access to safe, adequate and nutritious food in anticipation of, during, and in the aftermath of crises.
- *Outcome 2:* Refugees and Ugandans in targeted areas, especially women and young people, benefit from a strengthened food system and diversified livelihoods that enhance their resilience to withstand shocks, increase their consumption of healthy food and advance their self-reliance by 2030.
- *Outcome 3:* By 2030, government institutions and other stakeholders have improved capacity and systems for social protection, school meal programmes, nutrition and disaster risk management that enhance food security and enable human capital development throughout the life cycle.

WFP operates at the humanitarian–development–peace nexus, applying a people-centred approach that mainstreams nutrition, protection, equality, environmental sustainability and accountability into all its interventions. The country strategic plan prioritizes marginalized and at-risk people and communities, enabling sustainable, collective responses to food and nutrition insecurity, while accelerating progress towards government-led solutions.

Draft decision*

The Board approves the Uganda country strategic plan (2026–2030) (WFP/EB.2/2025/7-A/9) at a total cost to WFP of USD 784,745,367.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis and needs assessment

1. Despite significant gains in development over the past 15 years, Uganda remains a low-income country¹ with one in five people living below the national poverty line of USD 1 per day.² With the sixth highest rate of population growth in the world, and 47 percent of the population being of ages 0–14 years, the age dependency ratio is high, at 97.8,³ placing considerable pressure on the working-age population.⁴ Agriculture is a key economic sector, employing 68 percent of the workforce – predominantly women, who account for 76 percent of the agricultural workforce – in operating smallholder farms.⁵
2. Uganda ranks 159th of the 193 countries on the Human Development Index,⁶ and faces major education and health gaps.⁷ The prevalence of multidimensional poverty is nearly twice as high in rural areas as in urban ones. Karamoja remains the poorest subregion, with two-thirds of its 1.45 million people living below the national poverty line, and 85 percent experiencing multidimensional poverty.⁸ Persistent poverty stems from historical underdevelopment, conflict, weak infrastructure, market instability, and inadequate health care. Uganda faces recurring, intense floods, landslides and droughts, threatening livelihoods and food security in northern and western parts of the country, with Karamoja being particularly vulnerable.⁹
3. Food insecurity in Uganda remains a pressing challenge, and is often driven by climate shocks, high food prices, poor diets, and seasonal pests and diseases. Production is highly dependent on rainfed systems that are vulnerable to changing weather patterns, and is further undermined by limited irrigation infrastructure, low rates of mechanization, weak post-harvest practices, and restricted access to credit.¹⁰ Women face persistent barriers to landownership and access to agricultural extension services and inputs, limiting their productivity and livelihoods. Karamoja, which also suffers from cattle raiding, is particularly affected: 45 percent of its population experiences high levels of acute food insecurity, at Integrated Food Security Phase Classification phase 3 or above, one of the highest rates in the country.¹¹ Levels of food insecurity among refugees are stark: 62 percent of refugee households are food-insecure, compared with 28 percent of households in host communities, with 96 percent of food-insecure refugee households resorting to negative coping strategies.¹²

¹ Food and Agriculture Organization of the United Nations (FAO). 2023. [Low-Income Food-Deficit Countries \(LIFDCs\) – List updated June 2023](#).

² World Bank. 2023. [Poverty & Equity Brief – Africa Eastern & Southern: Uganda](#).

³ Meaning that there are 97.8 dependants for every 100 people of working age.

⁴ Central Intelligence Agency. 2024. [The World Fact Book: Country comparisons – Population growth rate](#) (accessed 22 April 2025).

⁵ FAO. 2022. [National Gender Profile of Agriculture and Rural Livelihoods – Country Gender Assessment Series: Uganda](#).

⁶ United Nations Development Programme. 2025. [Human Development Index](#) (accessed 18 March 2025).

⁷ World Bank. 2025. [Country overview: Uganda](#).

⁸ United Nations. 2025. *Common country analysis: Uganda* (not published).

⁹ Ibid.

¹⁰ International Trade Administration, United States Department of Commerce. 2025. [Uganda Country Commercial Guide](#).

¹¹ Integrated Food Security Phase Classification. 2024. [IPC Acute Food Insecurity Analysis for Karamoja: March 2024 – February 2025](#).

¹² United Nations Children's Fund, Ministry of Health, Uganda Bureau of Statistics, Office of the Prime Minister, Ministry of Agriculture, Animal Industries and Fisheries, Ministry of Local Government, Office of the United Nations High Commissioner for Refugees and WFP. 2023. [Food Security and Nutrition Assessment in Refugee Settlements, Refugee Host districts, and Kampala, 2023](#).

4. Malnutrition remains a critical concern: 37 percent of the population is undernourished; anaemia affects 44 percent of children and 26 percent of women; and one in four children under 5 is stunted, rising to 41 percent in Karamoja,¹³ where acute malnutrition is driven by low dietary diversity and inadequate food consumption, poor water and sanitation conditions, disease, and sociocultural norms that hinder access to healthy diets. Undernutrition rates are also high among people living with HIV in Karamoja subregion. Conversely, rates of obesity are rising in wealthier population groups, with 45 percent of women and 17 percent of men in the highest wealth quintile being overweight, compared with just 8 percent of women and 4 percent of men in the lowest.¹⁴
5. Uganda's progressive policy towards refugees, which grants refugees access to land, schooling, health care, vocational training and employment, highlights its commitment to sustainable humanitarian responses. However, the hosting of 1.9 million refugees,¹⁵ – 56 percent of whom are under the age of 18 – with an average of 10,000 more arriving every month, and humanitarian funding declining,¹⁶ poses critical challenges to sustaining this policy. More than 90 percent of refugees live in 13 remote settlements in northern and western regions, where limited economic opportunities contribute to poverty rates among refugees that are nearly twice the national average and that increase to 2.3 times as high when aid support is excluded.¹⁷
6. Uganda ranks 163rd of the 187 countries in the Notre-Dame Global Adaptation Initiative Index, reflecting high exposure to environmental shocks and limited capacity to respond.¹⁸ Disaster-related losses in 2020/2021 alone reached USD 150 million, or 0.4 percent of gross domestic product.¹⁹ Uganda has also faced epidemics, including the coronavirus disease 2019 (COVID-19), Ebola and Marburg virus disease. Uganda is one of the “fast-track” countries that is making significant strides towards ending HIV/AIDS as a public health threat by 2030, but the prevalence of HIV remains high, at 5.4 percent, meaning that approximately 1.4 million people in the country are living with HIV. The institutional capacity to manage such threats remains limited, with fragile financing instruments for managing disaster risks, inadequate budgets, and insufficient district-level support. Innovative approaches to disaster risk management, such as anticipatory action, have not yet been fully institutionalized.²⁰
7. Children typically start school at 4 years of age and complete an average of 6.8 years by the age of 18, but the poor quality of education means that this equates to only 4.3 years of effective learning,²¹ with Karamoja facing the worst deprivation.²² According to the 2024 national population and housing census, 26 percent of children aged 6–12 years were out of school, with Karamoja reporting the highest rate, at 75 percent.²³

¹³ Uganda Bureau of Statistics. 2023. [Uganda Demographic and Health Survey 2022](#).

¹⁴ Uganda Bureau of Statistics. 2024. [National Population and Housing Census 2024 – Final Report – Volume 1 \(Main\)](#).

¹⁵ [Office of the United Nations High Commissioner for Refugees. 31 July 2025. Uganda Comprehensive Refugee Response Portal](#). As cited in the United Nations common country analysis for Uganda, the preliminary 2024 census report estimates the country's refugee population at approximately 800,000.

¹⁶ Office of the United Nations High Commissioner for Refugees. 2025. [Uganda Comprehensive Refugee Response Portal](#).

¹⁷ World Bank Group. 2024. [Using Poverty Lines to Measure Refugee Self-Reliance](#).

¹⁸ University of Notre Dame. [Notre Dame Global Adaptation Index](#) (accessed 19 March 2025).

¹⁹ Government of the Republic of Uganda. 2024. [Uganda's 3rd Voluntary National Review Report on the Implementation of the 2030 Agenda for Sustainable Development](#).

²⁰ United Nations. 2025. *Common country analysis. Uganda* (not published).

²¹ World Bank. 2025. [Country overview: Uganda](#).

²² Uganda Bureau of Statistics. 2022. [Multidimensional Poverty Index Report 2022](#).

²³ Based on WFP programme monitoring data for the Karamoja school feeding programme in 2025.

8. National social protection programmes are limited and underfunded, with effective coverage reaching only 3.1 percent of Ugandans – far below the African average of 17.4 percent – and expenditure accounting for just 1.3 percent of gross domestic product.²⁴ While a life cycle approach is envisioned for social protection programmes, provision remains limited and is centred mainly on grants for older people, with gaps in coverage at other stages of the life cycle, and only rudimentary shock-responsive mechanisms.²⁵
9. Negative sociocultural norms, attitudes, beliefs and practices are still deeply entrenched throughout the country, leading to unbalanced power relations between men and women that marginalize women. This impedes women's agency, their human capital development and their economic opportunities.²⁶ The country has persistently high levels of sexual ~~and gender-based~~ violence, ~~mostly affecting mainly against~~ women, with detrimental health and economic effects on individual women, their families, and society at large.²⁷

2. National priorities and collective assistance

10. In developing this country strategic plan (CSP), WFP engaged with the Government of Uganda, communities, civil society – including community-based and refugee-led organizations – donors, other United Nations entities, and local partners, sharing its strategic orientation, incorporating feedback, and identifying opportunities for joint and complementary programmes that support national priorities and the United Nations sustainable development cooperation framework (UNSDCF).
11. ~~Uganda has integrated the Sustainable Development Goals into its~~ Uganda's institutional structures ~~and~~, national planning and budgeting processes, ~~are~~ guided by Vision 2040. Vision 2040 is operationalized through five-year national development plans. The CSP for 2026–2030 is aligned with the fourth national development plan, which covers the same period. Mid-term reviews of the second national development plan, covering the period from July 2015 to June 2020, and the third, for July 2020–June 2025, revealed significant gaps in implementation, particularly in hard-to-reach districts, with progress under the third plan reaching only 17 percent of expectations at the mid-term. Fiscal constraints are a key challenge: nearly one third of government revenue is absorbed by debt repayments, and more than 93 percent of the budget is allocated to statutory obligations. Despite calls for the prioritization of high-impact sectors, limited fiscal space and institutional capacity gaps continue to undermine development planning and service delivery at both the central and decentralized levels.²⁸
12. The 2024 Voluntary National Review²⁹ called for stronger multi-stakeholder partnerships and greater recognition of citizens' roles in shaping solutions and highlighted the importance of disaggregated data in informing efforts to address the needs of vulnerable groups, including women, young people, and persons with disabilities. In response, Uganda ~~has committed to the principle of "leaving no one behind" and~~ is accelerating its development efforts through initiatives that include the parish development model; fair trade, adaptive investments and economic and social development; the leveraging of

²⁴ International Labour Organization. [World Social Protection Data Dashboards](#) (accessed 25 June 2025).

²⁵ United Nations. 2025. *Common country analysis: Uganda* (not published).

²⁶ African Development Bank Group. 2016. *Uganda Country Gender Profile*.

²⁷ Uganda Bureau of Statistics. 2021. *National Survey on Violence in Uganda – Module 1: Violence Against Women and Girls*.

²⁸ United Nations. 2025. *Common country analysis: Uganda* (not published).

²⁹ Government of the Republic of Uganda. 2024. *Uganda's 3rd Voluntary National Review Report on the Implementation of the 2030 Agenda for Sustainable Development*.

science, technology and innovation; and the strengthening of data use and service delivery mechanisms.

13. The UNSDCF and WFP's CSP are closely aligned with the fourth national development plan, for July 2025–June 2030, and its strategic objectives of sustainable agricultural productivity and value addition; human capital development through education, expanded safety nets, and universal nutrition; economic growth through resilient livelihoods, private sector engagement, and innovation; and strengthened state capacity through robust policy, and institutional and regulatory frameworks, supported by decentralized service delivery and an integrated response for refugees.³⁰
14. As part of its work towards ending hunger, the Government is committed to creating an enabling environment for sustainable food and nutrition security, supported by a comprehensive suite of policies that include the Uganda food and nutrition policy of 2003,³¹ the national agricultural policy of 2013, the national nutrition action plan for 2020–2025, and the national adaptation plan for the agriculture sector of 2018, which is underpinned by the disaster preparedness and management policy of 2010.³² In its Voluntary National Review, Uganda reaffirmed its focus on improving access to, and the consumption of, safe and nutritious foods by boosting budgets for agriculture, integrating nutrition and food security into development planning, and strengthening education aimed at changing behaviour in relation to nutrition.
15. The fourth Northern Uganda Social Action Fund will deliver income support to poor and vulnerable households and facilitate community asset creation through labour-intensive public works. While policy and programme development are advancing,³³ efforts to expand social protection and address sectoral challenges will require greater fiscal investment, stronger government capacities, supportive legal frameworks, improved targeting through a comprehensive social registry and the operationalization of the national single registry, enhanced shock-responsive capabilities, and strengthened monitoring, coordination and referral systems.³⁴
16. Uganda joined the Global School Meals Coalition in 2023, with school meal programmes recognized as a critical safety net, a strategic intervention under the national social protection strategy for 2024–2029, and a systemic game-changer identified during the 2021 national food systems summit. The draft multisectoral national school feeding and school health policies, which are pending cabinet approval, reflect a shift towards home-grown school feeding, away from an emphasis on parent-led school meal programmes. While these shifts signal growing commitment, the policy landscape is still at an early stage of development. With the launch of the “Karamoja Feeds Karamoja” initiative, the Government made a historic multi-year contribution to WFP's home-grown school feeding programme. At the same time, broader dialogue on domestic financing for school meals is beginning and needs to continue throughout this CSP. Moreover, there are significant gaps in schools' capacity to prepare and provide meals in regions other than Karamoja. Coverage is limited,

³⁰ Government of the Republic of Uganda. 2024. *Fourth National Development Plan (NDPIV) 2025/26-2029/30*.

³¹ Currently under review.

³² Government of the Republic of Uganda. 2024. *Uganda's 3rd Voluntary National Review Report on the Implementation of the 2030 Agenda for Sustainable Development*.

³³ Ministry of Gender, Labour and Social Development. 2020. *Uganda Social Protection Sector Review 2019*.

³⁴ Ministry of Gender, Labour and Social Development. 2015. *The National Social Protection Policy – Income security and dignified lives for all*.

with less than 17 percent of the country's 8.8 million primary schoolchildren receiving meals.³⁵

17. As a signatory to the Global Compact on Refugees, Uganda implements the principles of the compact through a comprehensive refugee response framework which emphasizes the humanitarian–development–peace nexus approach. The framework aims to transform the refugee response model from the provision of short-term humanitarian assistance to the implementation of long-term, sustainable strategies that enhance the resilience of refugees and host communities by targeting both groups for interventions, and integrating refugees into national systems – particularly those for education, health and livelihoods – that support their transition to sustainable self-reliance.
18. Uganda's refugee response is led by the Office of the Prime Minister through its Department of Refugees, in coordination with the Office of the United Nations High Commissioner for Refugees (UNHCR), other United Nations entities, non-governmental organizations and other partners, and under the Uganda country refugee response plan for 2022–2025. During consultations on the CSP, the Government underscored the importance of strengthening and sustaining support for coordinated responses.
19. Chronic underfunding – such as the 54 percent shortfall in the budget for the country refugee response plan in 2024³⁶ – has curtailed the collective response in Uganda, deepening refugees' vulnerability, straining government systems and host communities' resources, and forcing actors to prioritize life-saving assistance. In response to sustained funding constraints, in 2021, the Office of the Prime Minister, WFP and UNHCR initiated a phased shift from a status-based to a needs-based targeting approach for the provision of general food assistance for refugees, prioritizing the most vulnerable households while discontinuing assistance for those deemed least vulnerable. Supported by the WFP–UNHCR joint hub for programme excellence and targeting, the prioritization approach balanced contextual factors, resource constraints, data, and community feedback, and had a strong focus on engagement, communication, and appeals mechanisms. While the process has increased the demand for support for livelihoods and refugees' self-reliance, it has also highlighted persistent gaps in coordination in that area.³⁷

3. WFP's comparative advantage, capacity and ability in Uganda

20. The design of the new CSP for 2026–2030 is grounded on the experience, capacities and partnerships built over the course of implementation of the CSP for 2018–2025. As acknowledged in the evaluation of the CSP for 2018–2025, WFP fortified its enabling role throughout the CSP, demonstrating thought and operational leadership in advancing national priorities, capacities and systems. Drawing on its multisectoral expertise in food security, nutrition, safety nets, disaster risk management, and assessment and data analysis, WFP provided technical assistance through structured frameworks and sustained collaboration with government ministries, departments and agencies. Consultations on this new CSP reaffirmed WFP's robust partnership with the Government, demonstrated by the Government's request for the continued strengthening of capacity and systems, and direct programme support when needs exceed its own resources. WFP's tested strengths, institutional credibility and lessons learned form the foundation for its strategic choices and positioning in this next phase of programming.

³⁵ School Meals Coalition. 2022. [Country details: Uganda, 2022 statistics](#).

³⁶ UNHCR. [Uganda Comprehensive Refugee Response Portal](#) (accessed 24 March 2025).

³⁷ UNHCR–WFP Joint Programme Excellence and Targeting Hub. 2025. [Uganda Learning Review: Learning from UNHCR–WFP collaboration on prioritizing food assistance for refugees, with support from the UNHCR–WFP Joint Hub](#).

21. The evaluation noted that WFP's activities were concentrated in the areas where it held long-standing expertise, partnerships and a steadfast reputation, particularly in crisis response and nutrition initiatives. Stakeholders highlighted WFP's broad operational footprint and rapid provision of support when large numbers of refugees arrived and during the Ebola and COVID-19 outbreaks. Its comparative advantage in nutrition was also recognized, particularly in relation to food systems. Key areas of achievement included the strengthening of policy frameworks such as the national school feeding policy and the social protection strategy; institutional effectiveness and accountability systems, such as grievance reporting and redress mechanisms; strategic planning and financing, such as disaster risk financing; programme design and delivery, including anticipatory action; and the engagement of non-governmental actors.
22. WFP has strengthened its role in, and contributions to, national safety net programmes, positioning itself as a partner of choice by leveraging its expertise to support the Government's efforts to upgrade beneficiary information systems, including through the management of information systems, a social registry, monitoring and evaluation, and grievance mechanisms; strengthening policy and system frameworks, including through strategy development and the design of shock-responsive interventions; enhancing targeting and assurance mechanisms; and advancing adaptive programming. As part of the broader CSP programme, WFP and the United Nations Children's Fund (UNICEF), in collaboration with government ministries and international organizations, implemented NutriCash, an integrated cash-based transfer (CBT) and nutrition education programme targeting vulnerable people and communities. Demonstrating a systems approach in practice, NutriCash strengthened Uganda's safety net and health systems, and has been fully adopted for scale-up by the Government and the World Bank under the fourth Northern Uganda Social Action Fund.
23. In disaster risk management, WFP, in collaboration with the Government and partners such as the Food and Agriculture Organization of the United Nations (FAO) and the Red Cross Movement advanced anticipatory action through policy dialogue, developing and testing approaches, strengthening early warning systems, and building local capacity for contingency planning, risk profiling and impact forecasting.
24. WFP was less visible in the area of livelihoods and market development, partly owing to a siloed approach to its involvement in agricultural market support, asset creation and livelihoods, innovation with the private sector, and retail market development. However, consultations with stakeholders highlighted WFP's comparative advantages in post-harvest management, the provision of assistance in emergency and hard-to-reach settings, coordination services, and capacity strengthening in support of localization, with a particular focus on extension services, enabling market development and district-level private sector engagement.
25. In accordance with Uganda's overarching development priority of advancing self-reliance – and in response to evaluation findings highlighting the lack of data on programme outcomes – WFP played a pivotal role in supporting the Government in the development of Uganda's national framework for the measurement of self-reliance, which now serves as the benchmark for assessing the livelihood, resilience and self-reliance status of refugees, while contributing to coordination, programme quality and harmonization among actors in that area.
26. Through direct implementation and the strengthening of capacity and systems, WFP significantly advanced school meal programmes in Uganda. Advocacy efforts contributed to Uganda's joining of the School Meals Coalition, elevating the national school meals agenda, prompting the formation of a multisectoral coordination group, and securing the

Government's pledge to fund school meal programmes as part of its provision of universal primary education. In Karamoja, WFP's direct implementation of school meal programmes serves as a safety net and provides a platform for testing and refining approaches that inform national models, driving innovation in "greening" the value chain, clean cooking, and improved meal quality and nutritional impact.

27. Since 2017, WFP has progressively strengthened its assurance architecture through targeted investments in data systems, analytics and risk oversight. The 2024 assurance action plan outlines improvements in identity management, supply chain tracking and end-to-end monitoring throughout the CSP portfolio. Despite having limited resources, WFP will continue to prioritize critical investments that ensure the full implementation of these systems. Key measures include scaling up the use of WFP's digital beneficiary information and transfer management platform for digital registration, authentication and entitlement management in all programme areas, along with the consolidation of pre- and post-distribution verification, and improved data governance. From 2018 to 2024, WFP significantly expanded its CBT programming in the delivery of general food assistance to refugees, and now operates the largest CBT programme in Uganda, while continuing to use in-kind food assistance in areas with limited access to markets, or where the functioning of markets is limited. The evaluation concluded that the shift to CBT interventions had positive effects on refugees and host communities, including increased incomes, improved livelihoods, and greater spending flexibility. Supply chain interventions also boosted the development of retail markets, linking retailers to banks and mobile money providers, promoting digital inclusion as a powerful tool for empowering women and strengthening their access to financial services and livelihoods, and expanding business opportunities in host communities.
28. In 2024, in line with the World Health Organization's guideline on the prevention and management of wasting and nutritional oedema, and responding to funding shortfalls in Karamoja, WFP shifted to community-based approaches to the management of wasting through interventions based on local foods and healthy dietary habits in prioritized at-risk districts.
29. Findings from the evaluation indicate that while WFP was responsive to changing conditions in Uganda, its ability to fully achieve and sustain CSP results was hampered by funding shortfalls and the nature of the funding modalities used, as well as dramatic increases in the needs of refugees and other vulnerable population groups.

4. Strategic positioning, programme priorities and partnerships

Country strategic plan direction and intended impacts

30. The new CSP builds on lessons learned and WFP's established comparative advantages. It is informed by the recommendations from the evaluation of the CSP for 2018–2025. It supports the most vulnerable people in Uganda in meeting their essential food and nutrition needs, improving their well-being and productivity, and progressing towards self-reliance.
31. The CSP consolidates WFP's enabling role and affirms the organization's position as a technical partner of choice by deepening WFP's support for government capacity, and strengthening partnerships with local actors, while nurturing localization in accordance with WFP's localization policy and the Government's Vision 2040. Wherever possible, WFP will deliver its interventions through national programmes. Support for local governments will focus on the strengthening of planning, implementation, monitoring and accountability at the parish and district levels in order to enhance coordination and reduce duplication.

Programme integration

32. Reflecting strategic shifts from the CSP for 2018–2025, this CSP enhances synergies and impact by increasing the integration of activities, enhancing the geographic convergence of interventions, and embedding cross-cutting priorities throughout the portfolio, including through people-centred design, capacity strengthening initiatives, nutrition-sensitive approaches, environmental and social safeguards, women's economic empowerment, and accountability to affected people.
33. Adopting a holistic approach to supporting systems, WFP's technical assistance for safety nets, nutrition, disaster risk management and supply chain management will be streamlined under a single outcome with a view to enhancing coherence, efficiency and multisectoral collaboration. At the same time, interventions in the areas of agricultural market support, asset creation and livelihoods, and retail market development will be consolidated so as to enable the layering and sequencing of livelihood interventions and to maximize resilience outcomes.
34. Leveraging its expertise in supply chains, WFP will prioritize local procurement and explore the opportunities for advancing interactions between its cash-based programmes and local markets that promote financial inclusion and economic empowerment, while boosting local economies, further supporting market-driven solutions, strengthening value chains, contributing to the transformation of food systems, and thereby laying the foundation for long-term self-reliance.
35. Context-specific social and behaviour change interventions will empower communities to address behaviours that hinder good nutrition practices, and the underlying social and cultural norms that influence food insecurity and poor nutrition. This work will focus on nutrition for infants, young children and their mothers and address the key drivers of stunting.

Strategic engagement with partners

36. Recognizing that tackling the root causes of food insecurity and achieving sustained self-reliance require coordinated, multisectoral approaches that leverage the strengths of diverse actors, WFP will centre its strategy on collaboration. It will intensify efforts to advance localization in recognition of the role of national and local actors, including the private sector, in driving sustainable change.
37. WFP will continue to collaborate closely with other United Nations entities to deliver people-centred, integrated, multisectoral responses that promote women's empowerment, protection, and accountability to affected people. Building on existing joint programmes such as the integrated social protection programme, which brings together WFP, UNICEF, FAO and the International Labour Organization (ILO), WFP will leverage the complementary mandates of the other entities to address the diverse needs of refugees and host communities throughout the life cycle.
38. To achieve the CSP outcomes, WFP will work with the Office of the Prime Minister and government ministries and engage in key technical groups and coordination platforms. As co-convenor of the Scaling Up Nutrition Business Network in Uganda, WFP will engage local food suppliers and businesses in strengthening food systems and markets, while partnering with financial service providers to support cash delivery mechanisms.

Country strategic plan outcomes and activities

Country strategic plan outcome 1: Vulnerable refugees and crisis-affected people in Uganda have equitable access to safe, adequate and nutritious food in anticipation of, during and in the aftermath of crises

39. CSP outcome 1 protects the food security and nutrition status of the most vulnerable refugees and crisis-affected Ugandans, enhances their digital financial inclusion, particularly for women, who face barriers in their access to financial services. It will strengthen the capacity of the Government and stakeholders to deliver the limited humanitarian resources available efficiently through improved targeting, anticipatory action, and the integration of activities for preventing and managing malnutrition into local health systems. This outcome is linked to enhanced resilience and self-reliance under CSP outcome 2, and to country capacity strengthening under CSP outcome 3.
40. Under activity 1, WFP will use planning tools such as Optimus to ensure that the most vulnerable refugee households receive general food assistance that is safe and nutritionally adequate to meet their basic needs. The modality and values of the assistance provided will be based on market functionality, resource availability and needs assessments, and ensuring that the assistance provided meets basic nutritional requirements. Digital and financial literacy training through the national curriculum, will accompany CBT distributions while communities gain increased access to formal financial services. This digital financial inclusion, and the strengthening of retail markets support the self-reliance model.³⁸
41. Following a major recategorization and reprioritization exercise in May 2025, the refugee response will focus solely on the households most vulnerable to food insecurity based on key vulnerability profiles, indicators and length of stay in Uganda. Newly arrived refugees will be eligible for assistance for up to one year, while those present in Uganda for more than seven years will no longer qualify for humanitarian support. In parallel, nutritionally at-risk refugees will receive nutrient-rich foods to address malnutrition, and social and behaviour change interventions designed to address the underlying determinants of malnutrition and promote healthier diets and behaviours.
42. Activity 2 focuses on crisis-affected Ugandans residing primarily in food-insecure, shock-prone areas. WFP will provide unconditional food assistance to acutely food-insecure people, in close coordination with the Government's systems and in synergy with activity 6. The activity will be carried out in collaboration with Uganda's national meteorological authority, the Red Cross Movement and FAO. Building on investments under activity 6, WFP will strengthen district-level disaster management committees and support the dissemination and use of early warning information to help local communities anticipate, prepare for and manage shocks.
43. Activity 3 supports the Government's efforts to address malnutrition in emergency settings, particularly in areas with high rates of chronic and acute malnutrition, such as Karamoja. WFP will provide nutrient-rich commodities at designated "nutrition sites" – including community-driven "nutrition resilience hubs"³⁹ and health facilities – for the prevention and management of malnutrition among children under 5, pregnant and breastfeeding women

³⁸ The self-reliance model refers to a WFP programme that comprises livelihoods promotion and diversification, CBTs, digital financial inclusion and social empowerment, and contributes to the Government's commitments to advancing refugees' self-reliance. It uses Uganda's national self-reliance measurement framework (see paragraph 25) to determine whether or not a refugee household is self-reliant.

³⁹ These hubs will play a pivotal role in empowering communities to sustainably produce and consume adequate, safe, diverse and nutritious foods. Each resilience hub is expected to reach approximately 400 vulnerable households in a target community through "nutrition resilience hub promoters".

and girls, and people living with HIV and tuberculosis. WFP will also build the capacity of local governments, health workers and community outreach providers to deliver nutrition services, including screening, counselling and messaging, that support the caregivers of children under 5 and the broader community in adopting healthier nutrition practices.

Alignment with national priorities

44. This outcome contributes to UNSDCF outcome 1 and is in line with the comprehensive refugee response framework, the refugee act of 2006, the disaster preparedness and management policy, the second Uganda nutrition action plan, [regional refugee response plans \(including for the Democratic Republic of the Congo, South Sudan and the Sudan\)](#) and the 2016 Uganda guidelines for the integrated management of acute malnutrition.

Country strategic plan outcome 2: Refugees and Ugandans in targeted areas, especially women and young people, benefit from a strengthened food system and diversified livelihoods that enhance their resilience to withstand shocks, increase their consumption of healthy food and advance their self-reliance by 2030

45. Under CSP outcome 2, food-insecure people have improved nutrition and enhanced resilience through increased incomes, greater consumption of affordable, safe and nutritious food, and equitable access to a strengthened food system. These objectives are driven by integrated efforts to [enhance and diversify smallholder farmer livelihoods, enhance smallholders' productivity](#) and value addition; strengthen market functioning and linkages; and expand access to productive assets, skills and inclusive financial services. Under activity 4, WFP will provide capacity-strengthening support to the Government [in the area of social protection](#), and integrated nutrition-sensitive livelihood support to targeted Ugandans and refugees, especially women and young people.
46. WFP will leverage its comparative advantages in supply chain management and local procurement to support smallholder farmers and market actors in reducing post-harvest losses, diversifying crops, and obtaining access to reliable markets. Activities will target women and young people, and include capacity strengthening on post-harvest management techniques, value addition – including through fortification and adherence to food quality standards – and support for aggregation, storage and marketing for farmer organizations. WFP will create linkages to institutional demand, including home-grown school feeding programmes, the retailers involved in CBT programmes, and WFP's own procurement, maximizing community-level impact. The activities will be implemented with the Government and FAO, leveraging each organization's operational capacity and technical expertise in strengthening national systems and value chains. [In particular, WFP will draw on FAO's technical leadership in agricultural production and policy development, while utilizing its operational reach to ensure that support is integrated, effective and aligned with national priorities.](#)
47. In parallel, WFP will strengthen food security and enhance communities' resilience to withstand climate shocks through the creation and rehabilitation of community assets that safeguard natural resources and restore livelihoods, while providing food assistance to cover immediate food needs. [These assets will include locally appropriate, low-cost technologies such as check dams and water pans.](#) This will be aligned with Government-led public works programmes, the parish development model, and WFP's three-pronged approach. These initiatives will be complemented by skills development in asset and resource management, and support for income-generating activities that promote sustainability, local ownership and opportunities for scale-up. WFP will also integrate anticipatory action into its nutrition, resilience and asset creation programming so as to reduce the costs of recovery and protect development gains. Using market intelligence, WFP

will design market development activities that leverage private sector retailers to increase the availability, affordability and consumption of nutritious foods.

48. In line with the Government's commitment to fostering refugees' self-reliance, the WFP country office in Uganda will work in coordination with key stakeholders and government programmes to empower refugees and host communities through a set of livelihood and complementary interventions that help them to achieve self-reliance by breaking the cycle of dependence and fostering sustainable solutions.

Alignment with national priorities

49. Outcome 2 contributes to UNSDCF outcome 2, the agro-industrialization programme of the third national development plan, the national agriculture policy of 2013, the third agriculture sector strategic plan for 2020/21–2024/25, the national labour-intensive public works programme strategy of 2023, the development response to displacement impacts project of 2017 and the comprehensive refugee response framework of 2017.

Country strategic plan outcome 3: By 2030, government institutions and other stakeholders have improved capacity and systems for social protection, school meal programmes, nutrition and disaster risk management that enhance food security and enable human capital development throughout the life cycle

50. Under outcome 3, building on its track record in developing nutrition-sensitive and shock-responsive social protection interventions, WFP will contribute to collective efforts to strengthen national programmes, systems and capacity for building human capital at all stages of the life cycle. In support of actions under CSP outcomes 1 and 2, WFP will provide the Government with technical assistance that facilitates the delivery of nutrition-sensitive and shock-responsive services for vulnerable people through Uganda's own systems for social protection, school meal programmes, nutrition, disaster risk management and supply chains. In Karamoja and other regions, WFP will engage with the Government at the national and subnational levels on assessing the feasibility of implementing the Harmonized Approach to Cash Transfers⁴⁰ for the joint delivery of programmes- through government systems.
51. Under activity 5, WFP will support the Government in scaling up and implementing sustainable models of home-grown school feeding that amplify the positive effects that home-grown school feeding programmes have on education and nutrition, while increasing community-level socioeconomic empowerment. In parallel, WFP will support the implementation of the upcoming national school feeding policy and enhance the foundations for sustainable, nationally financed school meal programmes. This includes enhancing the policy and financing frameworks for the provision of school meals, developing healthy menus and food procurement systems, reinforcing institutional and multisectoral coordination, strengthening the national evidence base and digitalization, and delivering practitioner-level training at scale, including support for the Government in meeting its commitments under the School Meals Coalition. Logistics services for school meal interventions may be provided at the Government's request.
52. WFP will provide safe, nutritious meals to primary schoolchildren in food-insecure areas, primarily Karamoja, while positioning the programme as a platform for demonstrating and advancing home-grown school feeding models and informing efforts to strengthen national capacity. To refine the national model, WFP will pilot the provision of technical assistance in

⁴⁰ Launched by the United Nations Sustainable Development Group, the Harmonized Approach to Cash Transfers is a set of common policies and procedures for the management and monitoring of cash transfer programmes by United Nations entities, including programmes implemented by cooperating partners.

selected districts hosting refugees, outside Karamoja. It will also promote school gardens and linkages to smallholder farmers as sources of biofortified crops – such as orange-fleshed sweet potatoes – that can improve food security and dietary diversity. In parallel, WFP will support collective efforts to advance clean cooking and invest in improved kitchen infrastructure and proper storage facilities to strengthen food safety and quality. WFP will work closely with UNICEF and other actors to complement WFP's school-based interventions by improving access to safe water, sanitation and essential health and nutrition services, alongside the promotion of proper hygiene practices.

53. Under activity 6, WFP will support national actors in developing a framework of systems for social protection, school meals, nutrition and disaster risk management initiatives, including policies, financing mechanisms, digital infrastructure for payments and data management, targeting mechanisms such as the planned national social registry, and coordination structures. WFP will work with the Government to expand the reach of nutrition-sensitive safety nets that prevent malnutrition, combining cash transfers with social and behaviour change interventions so as to maximize the impact of transfers and equip recipients with financial literacy.

54. ~~Joint initiatives – such as the integrated social protection programme planned Integrated Social Protection Programme with FAO, ILO, and UNICEF; coordinated technical assistance with FAO, the United Nations Office for Disaster Risk Reduction and the Red Cross movement to strengthen disaster risk management and anticipatory action capacities; and collaboration with FAO and UNICEF on school health and nutrition services – will be prioritized in order to facilitate promote the sharing of resources and expertise and enable the implementation of activities at support the scale.~~

55. ~~54.~~ up of strategic initiatives. Support for disaster risk management will focus on strengthening the capacity of the Government and communities to generate, analyse and use early warning data and risk information; supporting contingency planning and coordination at the national and district levels; promoting disaster risk financing, including weather-related risk insurance; advancing anticipatory action; and providing logistics and supply chain services for emergency preparedness and response, at the Government's request. These actions will also support WFP's broader work on food systems, including in local and regional procurement, food safety and quality assurance, and supply chain optimization.

56. ~~55.~~ WFP will provide inclusive, evidence-based capacity strengthening support for the Government while working with the private sector and other partners, such as UNICEF, to support the joint design and delivery of multisectoral programmes that prevent malnutrition and increase access to and consumption of nutritious foods. WFP will leverage innovation and private sector-driven solutions to enhance diet quality through food fortification, food safety and dietary diversification, innovative financing, and public-private partnerships that promote sustainable, long-term food security.

57. ~~56.~~ Under activity 7, WFP will provide operational support and technical assistance to the Government and humanitarian and development actors through the facilitation of “on-demand” services, including for transportation, storage and procurement, and access to strategically pre-positioned stocks of emergency response equipment.

Alignment with national priorities

58. ~~57.~~ Outcome 3 contributes to UNSDCF outcome 1, the human capital development pillar of the third and upcoming fourth national development plans, the second Uganda nutrition action plan, the national school feeding and school health policies, the national social protection policy of 2015, the disaster preparedness and management policy, the disaster risk management bill, which is pending adoption, the disaster risk financing strategy, the Uganda

national anticipatory action road map, and the Uganda food and nutrition policy of 2003, which is currently under review.

5. Prioritization and sustainability

Prioritization approach

59.58. The Uganda country office's resourcing levels have fluctuated significantly since 2021, peaking in 2022, dropping sharply in 2023, partially recovering in 2024, and being disrupted again in early 2025 amid a severe global contraction in humanitarian and development funding. These shifts reflect donors' evolving priorities and global humanitarian and economic trends, underscoring the need for a comprehensive strategy for broadening the funding base and securing predictable, multi-year financing.

60.59. Amid rising needs and declining donor contributions, WFP has developed an evidence-based CSP that prioritizes life-saving assistance and targets the people who are most affected by food insecurity and malnutrition – refugees and crisis-affected people – while supporting their transition from dependence on humanitarian assistance to resilience and self-reliance. The support provided by WFP will be calibrated in line with the vulnerability-based targeting model so as to maximize the impact generated from limited resources. WFP will strengthen national targeting systems and institutional capacity so as to enable the Government to direct its limited humanitarian resources to only the most food-insecure refugees. Efforts will also focus on reinforcing the capacity of the Government and local partners as part of the gradual handover of responsibility for key programmes, ensuring sustainability within the limits of existing financial challenges.

Sustainability and transition strategies

61.60. Under CSP outcome 1, WFP will contribute to ~~the progressive shift outlined in~~ Uganda's ~~upcoming national transition strategy, which aims efforts to move the delivery of services for refugees from partner-led to government-managed systems. This shift is coherent advance the humanitarian-development-peace nexus and support alignment with the national refugee policy of 2024~~ Comprehensive Refugee Response Framework and the second settlement transformation agenda, which promote inclusion, self-reliance and sustainable livelihoods for refugees. WFP will support this shift through work along four interlinked pathways: the alignment of its assistance with the ~~national transition strategy, the second settlement transformation agenda and sector-specific transition plans;~~ Refugee Response Plans (RRPs); the strengthening of national and district-level institutions through joint planning, technical support and the secondment of staff; the establishment of referral systems for shifting households from humanitarian assistance to livelihood opportunities (CSP outcome 2), national social protection systems (CSP outcome 3), and development initiatives such as the World Bank's ~~development response to displacement impacts project;~~ Development Response to Displacement Impacts Project (DRDIP); and the co-development of handover strategies to the Government that include clear milestones and criteria to ensure a structured transition and continuity in service provision. WFP will also invest in establishing enabling conditions such as data systems and infrastructure, while shifting from the direct delivery of programmes to a role in strengthening the systems that support government-led responses for refugees. This approach is expected to reduce the size of the humanitarian operation over time. In the event of funding shortfalls, WFP will prioritize life-saving interventions targeting the most vulnerable refugees and crisis-affected people.

~~62-61.~~ Under outcome 2, WFP, ~~together – in collaboration~~ with the Office of the Prime Minister; ~~the Ministry of Agriculture, Animal Industry and Fisheries; the Ministry of Gender, Labour and Social Development; the Ministry of Education and Sports; the Ministry of Trade, Industry and Cooperatives; the Ministry of Local Government;~~ and UNHCR, ~~–~~ will facilitate the transition of refugees and ~~Ugandans~~ host community members from dependence on humanitarian assistance to self-reliance by strengthening food systems and diversifying livelihoods. This approach emphasizes government ownership, local capacity strengthening, and sustainable resource mobilization. In collaboration with the Government, FAO and other technical partners, WFP will scale up adaptive agriculture, regenerative practices, and support for inclusive agricultural markets with a view to improving incomes and access to nutritious foods. Investments in community infrastructure will reduce post-harvest losses and support resilient local economies. Activities will be aligned with national policies and designed with clear handover strategies, empowering national and district-level institutions to lead implementation over time. With a focus on capacity strengthening, young people's engagement, and women's economic empowerment, WFP will help to lay the foundation for inclusive, shock-responsive food systems that reduce long-term reliance on humanitarian aid.

~~63-62.~~ Under outcome 3, WFP will support Uganda's transition to nationally led systems for social protection, school meal provision, nutrition and disaster risk management. WFP will progressively shift from the direct implementation of programmes and delivery of services to a facilitative role focused on support for systems, engagement in policy implementation, and coordination. The transition will be informed by capacity assessments, carried out under multi-year agreements with the relevant government ministries and agencies and local government, and organized along three main pathways: support for the development of sectoral policies and associated strategies; strengthening of the relevant operational delivery systems, the technical and operational capacity of government institutions at the national and subnational levels through staff secondments, the deployment of technical expertise in government institutions, and long-term partnerships for the provision of technical assistance; and the design of plans for a phased transition and handover with national counterparts, using agreed criteria to guide the timing of the transition, ensure continuity and maintain service quality. These efforts will enable government-led, shock-responsive programmes that reduce long-term dependence on humanitarian assistance.

ANNEX I

SUMMARY OF THE LINE OF SIGHT OF THE UGANDA COUNTRY STRATEGIC PLAN FOR 2026–2030			
Goal	Ending hunger	Ending hunger	Partnerships for the goals
Target	Access to food	Sustainable food systems	Capacity strengthening
Focus area	Crisis response	Resilience building	Root causes
CSP outcome	CSP outcome 1 Vulnerable refugees and crisis-affected people in Uganda have equitable access to safe, adequate and nutritious food in anticipation of, during and in the aftermath of crises.	CSP outcome 2 Refugees and Ugandans in targeted areas, especially women and young people, benefit from a strengthened food system and diversified livelihoods that enhance their resilience to withstand shocks, increase their consumption of healthy food and advance their self-reliance by 2030.	CSP outcome 3 By 2030, government institutions and other stakeholders have improved capacity and systems for social protection, school meal programmes, nutrition and disaster risk management that enhance food security and enable human capital development throughout the life cycle.
Activity	Activity 1 Provide integrated food and nutrition assistance and promote financial inclusion for targeted refugees, while strengthening the systems of national and sub-national actors.	Activity 4 Provide capacity-strengthening support to the Government, and integrated nutrition-sensitive and people-centred livelihood support to targeted Ugandans and refugees, especially women and young people, in order to enhance their livelihoods and increase the availability of affordable, safe and nutritious foods.	Activity 5 Strengthen national and subnational capacities to deliver nutrition-sensitive, environmentally and financially sustainable school meal programmes, while supporting implementation of those programmes through the provision of nutritious hot meals to schoolchildren in food-insecure areas.
	Activity 2 Provide food and nutrition assistance to crisis-affected Ugandans, while supporting communities in anticipating, preparing for and responding to shocks.		Activity 6 Advocate for and provide technical assistance and complementary programming to the Government and other stakeholders at the national and subnational levels in nutrition, social protection, disaster risk management and efficient supply chains.

SUMMARY OF THE LINE OF SIGHT OF THE UGANDA COUNTRY STRATEGIC PLAN FOR 2026–2030			
Goal	Ending hunger	Ending hunger	Partnerships for the goals
Target	Access to food	Sustainable food systems	Capacity strengthening
Focus area	Crisis response	Resilience building	Root causes
	Activity 3 Provide integrated nutrition support to nutritionally vulnerable Ugandans in order to prevent and manage malnutrition.		Activity 7 Provide administrative and supply chain-related on-demand services to the humanitarian and development community.

ANNEX II

Monitoring, evaluation, evidence and risk management

Monitoring, evaluation and evidence generation arrangements

1. The Uganda country office will maintain its commitments to robust accountability to affected people, transparency and advocacy, in compliance with its 2023 assurance plan and its global assurance project for 2025. The monitoring of CSP activities – covering outcomes, outputs and processes – and coherent evidence generation will benefit from an enhanced WFP workforce, detailed standard operating procedures, automated systems, and strengthened protocols that improve the quality and timeliness of reporting and the dissemination of information. WFP will implement its monitoring and evaluation plan, which integrates monitoring into CSP activities, effectively leveraging data to inform decision making and advocacy, while meeting corporate minimum requirements for monitoring, and standards for community feedback mechanisms. Capacity strengthening for cooperating partners is also prioritized. The CSP employs the new corporate accountability for results framework, which integrates programme and financial tracking and delivers a results-based approach to people-centred programming. Innovative monitoring methods, such as the use of remote satellite imagery, enhance the measurement of life-saving outcomes and reinforce the focus on communities. Monitoring, vulnerability analysis and community engagement are increasingly interlinked, enabling the triangulation of findings and generating actionable insights. Longitudinal surveys are embedded into routine monitoring, while studies by third parties continue to assess WFP's contributions to self-reliance, and the broader impacts of prioritization decisions on refugees and host communities. A strong evaluation agenda is planned, including impact evaluations of prioritization in 2026, the school meals programme in 2026 and the self-reliance model in 2027, along with a CSP mid-term review in 2027 and an end-of-term evaluation in 2029.
2. The generation, dissemination and use of evidence and learning will be at the centre of reporting, analysis, monitoring and knowledge management efforts and will contribute to evidence-based programming. Insights from the evidence will inform the mid-term review and final evaluation of the CSP; the decentralized and impact evaluations, in which WFP will apply an integrated approach covering multiple programme areas, including school meal programmes, anticipatory action and the self-reliance model; and the development of methodologies for assessing the effectiveness of capacity strengthening initiatives. In accordance with the Government's priorities, WFP will continue to provide technical support for the measurement of self-reliance and for national monitoring and reporting systems. This work will include contributing to the joint programme on data and statistics,¹ Voluntary National Reviews, the evaluation of the fourth national development plan, and reporting of results under the UNSDCF.

Risk management and mitigation measures

3. *Insufficient resources:* WFP is adapting its needs-based planning processes in order to formulate a realistic CSP budget based on funding forecasts and available resources and aligned with WFP's capacity and strengths, resource trends, forecasts and operational constraints. WFP will focus on maximizing resource mobilization and diversifying funding sources, engaging donors and encouraging them to match their contributions to needs and funding gaps, while recognizing that large-scale shocks may necessitate future budget

¹ The Joint Programme on Data and Statistics is a United Nations initiative aimed at harmonizing and supporting the work of the Uganda Bureau of Statistics across sectors and thematic areas.

revisions. The broader repercussions of the 2025 funding crisis throughout the aid sector are likely to exacerbate the vulnerability of at-risk populations and may increase operational costs as the sector contracts. WFP will continue to refine vulnerability-based targeting, strengthen identity management, and enhance programme quality and monitoring systems to ensure efficient and effective support for the people most in need.

4. *Fraud and corruption:* The prevention and mitigation of fraud and corruption is a priority in WFP's work on community feedback mechanisms, data analytics, and data-sharing agreements with UNHCR, along with its due diligence of partners and vendors, and its risk assessments in areas susceptible to fraud. Resource management will be strengthened by enhanced cost-efficiency measures aligned with donors' requirements and ensuring regulatory compliance and the adoption of mandatory national requirements.
5. *Mainstreaming protection in all operations:* WFP mainstreams protection in all of its operations in order to avoid creating unintended risks for affected people, including by mitigating the risks that could fuel community tension, ensuring the safety of distribution and other sites, detecting resource misappropriation, and preventing sexual exploitation and abuse. Transparent, vulnerability-based targeting, paired with proactive communication, community engagement and a functioning appeals system, helps to reduce tensions and ensure accountability to affected people. WFP also assesses market options, including those with financial service providers, with a view to securing competitive rates and optimizing transfer values and cost-efficiencies. WFP strengthens security measures through awareness-raising sessions and comprehensive contingency planning. It takes a zero-tolerance approach towards sexual exploitation and abuse, mainstreaming protection principles and good practices throughout its operations, training initiatives and tools.
6. *Workplace integrity:* WFP is committed to ensuring that all of its workplaces are free from offensive behaviour, harassment, abuse of authority, and discrimination, and that employees who report misconduct in good faith are protected from retaliation.

Social and environmental safeguards

7. Guided by corporate standards, WFP screens all development and emergency operations with a view to preventing or minimizing potential negative impacts on people and the environment. Capacity strengthening for employees, partners and communities, along with strengthened reporting and referral mechanisms, enhances the mitigation of, and response to, risks, reinforces transparency and accountability, and improves programme quality.
8. WFP is committed to reducing inclusion and exclusion errors in its beneficiary targeting by taking into account the different needs, barriers and preferences of different community members. WFP will continue to promote meaningful community participation in all activities and locations, and will enhance accountability through strengthened identity management and robust community feedback mechanisms.
9. Environmental sustainability is integrated into support operations and programme activities. Supply chain practices and facility management include measures to ensure the recycling and reuse of materials such as empty food containers and bags. WFP will also gradually shift to solar power at distributions points, primarily focusing on solar lighting at final distribution points. In its programmes, WFP conducts systematic environmental impact assessments for all activities and develops activity-specific environmental mitigation plans. WFP also advances nature-based solutions, especially those aimed at reversing land degradation through sustainable soil and water management. These measures contribute to more resilient, environmentally responsible programming that safeguards both people and ecosystems.

ANNEX III

Country portfolio needs budget and cost breakdown by CSP outcome (USD)

TABLE 1: COUNTRY PORTFOLIO NEEDS BUDGET (USD)							
CSP outcome	Activity	2026	2027	2028	2029	2030	Total
1	1	123 357 886	114 989 082	106 218 720	106 862 300	106 035 000	557 462 986
	2	4 177 544	4 114 260	4 223 435	4 304 142	4 427 496	21 246 876
	3	6 040 005	6 155 174	6 359 194	6 559 800	6 743 490	31 857 663
2	4	9 944 575	10 123 073	10 108 776	10 198 227	10 156 368	50 531 019
3	5	10 932 894	11 643 608	11 680 077	11 980 733	12 333 724	58 571 036
	6	9 832 094	9 993 452	10 358 158	13 990 528	14 147 224	58 321 456
	7	1 361 948	1 378 760	1 357 643	1 332 107	1 323 873	6 754 331
Total		165 646 944	158 397 410	150 306 002	155 227 837	155 167 175	784 745 367

TABLE 2: INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)				
	WFP strategic outcome 1	WFP strategic outcome 2	WFP strategic outcome 3	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	
Focus area	Crisis response	Resilience building	Root causes	
Transfers	481 088 963	32 451 372	88 982 690	602 523 025
Implementation	39 019 248	10 576 908	16 633 585	66 229 741
Direct support costs	53 194 630	4 418 686	10 896 264	68 509 580
Subtotal	573 302 841	47 446 966	116 512 539	737 262 346
Indirect support costs	37 264 685	3 084 053	7 134 284	47 483 021
Total	610 567 526	50 531 019	123 646 822	784 745 367

ANNEX IV

TABLE 3: BENEFICIARIES BY YEAR						
	2026	2027	2028	2029	2030	Total
Total beneficiaries (without overlaps)	1 857 745	1 851 964	1 831 035	1 763 451	1 661 602	2 665 530

Revision mode

ANNEX V

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY													
	CSP outcome 1												
	Activity 1							Activity 2		Activity 3			
Beneficiary type	Refugees	Refugees – new arrivals	Refugees – general food distribution	Refugees – SFP (6–59 months)	Refugees – SFP (pregnant and breast-feeding women and girls)	Refugees – MCHN (6–23 months)	Refugees – MCHN (pregnant and breast-feeding women and girls)	Crisis-affected people					
								General food distribution		BSFP (6–59 months)	BSFP (pregnant and breast-feeding women and girls)	SFP (6–59 months)	SFP (pregnant and breastfeeding women and girls)
Modality	CBTs	Food	Food	Food	Food	Food	Food	CBTs	Food	Food	Food	Food	Food
Cereals	-	-	222	-	-	-	-	-	420	-		-	-
Pulses	-	90	48	-	-	-	-	-	100	-		-	-
Oil	-	30	14	-	-	-	-	-	30	-		-	-
Salt	-	5	3	-	-	-	-	-	5	-		-	-
Sugar	-	-	-	-	-	-	-	-	-	-		-	-
Maize meal	-	440	48	-	-	-	-	-	-	-		-	-
Super Cereal	-	-	-	-	-	-	-	-	-	-		-	-
Super Cereal Plus	-	-	-	-	200	100	100	-	-	100	100	-	200
Micronutrient powder	-	-	-	-	-	-	-	-	-	-		-	-
Plumpy'Sup	-	-	-	100	-	-	-	-	-			100	-
Total kcal/day		2 181	1 282	535	787	394	394		2 138	394	394	535	787

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY													
	CSP outcome 1												
	Activity 1							Activity 2		Activity 3			
Beneficiary type	Refugees	Refugees – new arrivals	Refugees – general food distribution	Refugees – SFP (6–59 months)	Refugees – SFP (pregnant and breast-feeding women and girls)	Refugees – MCHN (6–23 months)	Refugees – MCHN (pregnant and breast-feeding women and girls)	Crisis-affected people					
								General food distribution		BSFP (6–59 months)	BSFP (pregnant and breast-feeding women and girls)	SFP (6–59 months)	SFP (pregnant and breastfeeding women and girls)
Modality	CBTs	Food	Food	Food	Food	Food	Food	CBTs	Food	Food	Food	Food	Food
% kcal from protein		10.5	11.1	10.5	16.6	16.6	16.6		11.5	16.6	16.6	10.5	16.6
CBTs (USD/ person/day)	0.35	-	-		-	-	-	0.41	-	-		-	-
Number of feeding days per year	360	30	360	90	90	360	360	90	90	90		90	90

Abbreviations: BSFP = blanket supplementary feeding programme; MCHN = maternal and child health and nutrition; SFP = supplementary feeding programme.

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY							
	CSP outcome 2		CSP outcome 3				
	Activity 4		Activity 5		Activity 6		
Beneficiary type	Refugees and Ugandans	Smallholder farmers	Primary schoolchildren	Primary schoolchildren	NutriCash - ISPP	NutriCash - SRM	Social transfers for older refugees
Modality	CBTs	CBTs	CBTs	Food	CBTs	CBTs	CBTs
Cereals	-			150	-	-	-
Pulses	-			30	-	-	-
Oil	-			10	-	-	-
Salt	-			-	-	-	-
Sugar	-	-	-	-	-	-	-
Maizemeal	-			-	-	-	-
Super Cereal	-	-	-	-	-	-	-
Super Cereal Plus	-	-	-	-	-	-	-
Micronutrient powder	-	-			-	-	-
Plumpy'Sup	-	-			-	-	-
Total kcal/day							
% kcal from protein							
CBTs (USD/ person/day)	1.5	100	0.200	-	0.44	0.44	0.23
Number of feeding days per year	40	1	192	192	365	365	365

Abbreviations: ISPP = integrated social protection programme; SRM = self-reliance model.

ANNEX VI

Links to technical and related resources

More operational and budgetary information is available through the [CSP data portal](#).¹

Specific information will be provided for the full duration of the CSP and will be updated annually, including the following:

- a) the transfer modality for each CSP outcome and activity;
- b) an overview of beneficiaries, broken down by age group, sex and residence status, and data on beneficiaries disaggregated by beneficiary group, sex and transfer modality for each CSP outcome and activity;
- c) the distribution of food rations or transfers for each CSP outcome and activity;
- d) a breakdown of transfers by modality;
- e) quantitative information in US dollar value for each CSP outcome and activity and by tonnage where applicable; and
- f) a prioritization plan calibrating implementation plans to reflect the resource outlook.

¹ As mandated by the 2016 [Policy on Country Strategic Plans](#).

Acronyms

CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
ILO	International Labour Organization
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework