

## COUNTRY PORTFOLIO EVALUATION

### Uganda: An evaluation of WFP's Portfolio (2009-2013)

#### Vol. II Annexes

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Prepared by: The KonTerra Group  
Abhijit Bhattacharjee (Team Leader), Hisham Khogali, Mary Jo Kakinda, Macline  
Kyalisiima

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**THE KONTERRA GROUP**

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### **Annex 1: Uganda CPE – Terms of Reference**

#### **1. Background**

##### **1.1 Introduction**

1. The purpose of these terms of reference (ToR) is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations during the various phases of the evaluation.
2. Country Portfolio Evaluations (CPE) encompass the entirety of WFP activities during a specific period. They evaluate the performance and results of the portfolio as a whole and provide evaluative insights to make evidence-based decisions about positioning WFP in a country and about strategic partnerships, programme design, and implementation. CPEs help Country Offices in the preparation of Country Strategies and provide lessons that can be used in the design of new operations.
3. The Uganda CPE is the first country portfolio evaluation covering a WFP Country Strategy (2009-2014). The Uganda Country Strategy (CS) was WFP's first Country Strategy. The CPE will focus on the WFP CS and the operations that are in place to implement it. In doing so, the evaluation will review the CS process and appropriateness as well as the performance and results of the WFP portfolio. It will provide evidence to inform the next WFP Uganda CS and Country Programme (CP).

##### **1.2. Country Context**

4. The Republic of Uganda, is a landlocked country in East Africa with common borders with Kenya on the east, South Sudan on the north, the The Democratic Republic of Congo on the west, Rwanda on the southwest and Tanzania on the south. The southern part of the country includes a substantial portion of Lake Victoria, shared with Kenya and Tanzania (Refer to the map of the country in annex 1). The estimated total population of 36.3 million Ugandans is mostly rural (with 84% of the total people living in rural areas) and young (70.3% of the people are below 24 years of age).<sup>1</sup>
5. Although generally equatorial, the climate is not uniform. Southern Uganda is wetter with rain generally spread throughout the year. At Entebbe on the northern shore of Lake Victoria, there are two rainy seasons from March to June and in the November/December period. Further to the north a dry season gradually emerges. The northeastern Karamoja region has the driest climate and has been prone to droughts which have affected millions of people in recent years. Table 1 below shows a recurrence of natural disasters, mainly droughts and floods, over the past ten years.

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<sup>1</sup> [http://www.indexmundi.com/uganda/demographics\\_profile.html](http://www.indexmundi.com/uganda/demographics_profile.html)

**Table 1 Top ten natural disasters for the period (2004-2013)**

Disaster	Date	Total Affected
Flood	2013	20,000
Flood	2012	15,000
Flood	2011	63,075
Drought	2011	669,000
Mass Movement Wet	2010	12,795
Drought	2008	1,100,000
Flood	2008	30,040
Flood	2007	718,045
Drought	2005	600,000
Flood	2004	20,000

Source: EM-DAT the OFDA/CRED International Disaster Database

6. The Lord's Resistance Army (LRA) rebellion has framed a significant part of Uganda's and the regional context in recent years. The movement, led by Joseph Kony since 1987, originally aimed to overthrow Yoweri Museveni's Ugandan government. It currently operates in South Sudan, eastern Democratic Republic of the Congo, and the Central African Republic.<sup>2</sup> The conflict, one of Africa's longest running, resulted in a very severe humanitarian crisis. The LRA is accused of widespread human right violations such as mutilation, torture, rape, the abduction of civilians, the use of child soldiers, and massacres. According to a recent UN report<sup>3</sup>, the LRA is responsible for 100,000 deaths over the past 25 years. It is also estimated to have abducted up to 100,000 children and caused the displacement of 2.5 million people over the same period in Northern Uganda and abroad.

7. Uganda's economy generates income from annual exports that include mainly coffee, tea and fishery products. The country has substantial natural resources, including fertile soils, regular rainfall, and sizable mineral deposits of copper and cobalt. While agriculture accounted for 57% of the economy in the 1990s, with coffee as its main export, it has now been surpassed by the services sector, which accounted for 51% of gross domestic product (GDP) in 2011.<sup>4</sup> In 2011, agriculture represented only 23% of GDP. These developments have not made any significant change to the livelihood pattern since 81% of all households are involved in agriculture (over 90% in the northern and western regions), and 69% in livestock production particularly in the northeast of Uganda.

8. The GDP per capita in 2011 was \$1,200 growing by 4.2 per cent in 2012 (6.1 percent in 2010, and 5.1 percent in 2011). The official development assistance (ODA) and official aid received (constant 2007 US dollar) was reported at 1,58 billion in 2011, according to a World Bank report published in 2012.<sup>5</sup> As with many least developed countries, Uganda is fairly dependent on development assistance. The value of bilateral aid is slightly higher than that of multilateral aid. The increase in ODA commitments to the country in the past five years has been mainly driven by bilateral assistance, although multilaterals have also contributed. Major donors include the US and the UK among the bilaterals and the World Bank and the European Union among the multilaterals. The historical data chart shows ODA trends from 2007-2011 as well as as the share of humanitarian aid within the overall ODA.

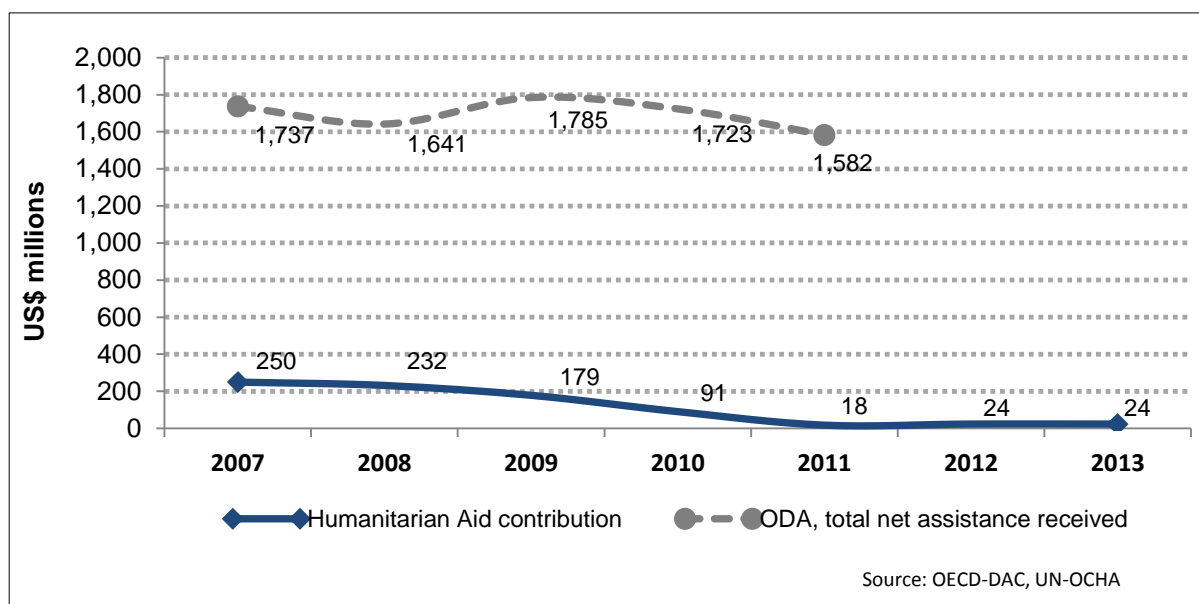
<sup>2</sup> The LRA was forced out of Uganda in 2005 and since then has been active in CAR, South Sudan and the Democratic Republic of Congo

<sup>3</sup> UN report on Central Africa produced by the office of High Commissioner for Human Rights, 2013

<sup>4</sup> Uganda's Economic Outlook, 2012

<sup>5</sup> The World Bank Data, 2012

**Figure 1. International Assistance to Uganda in 2007 - 2013**



9. Uganda is classified as a low-income food deficit country by the FAO and a low income country by the World Bank. According to the 2011 UN Human Development Report, Uganda's human development index increased from 0.446 in 2011 to 0.456 in 2012, reflecting improvements across all three key development dimensions: health, education and living standards. In 2012, Uganda was ranked 161<sup>st</sup> out of 187 countries.<sup>6</sup> Progress was made in the UN Millennium Development Goals (MDGs) in 2012, especially against child mortality and improving nutrition. Notwithstanding these gains, the MDGs relating to the environment, maternal health and the fight against HIV/AIDS remain a concern in Uganda.

10. Considerable progress has been made in recent years on improving the population's general health. The results of the 2011 Uganda Demographic Health Survey (2011 DHS) showed a sharp decline in infant mortality rates from 88 deaths per thousand live births in 2000-2001 to 54 in 2011. This partly reflects health care improvements, with births in a health facility increasing from 41% to 57%, the share of children under five with malaria having access to medication increasing from 61.3% to 64.5% during the same period. But the healthcare system still has deficiencies, particularly in areas such as child and maternal health, which remains underfunded. Maternal health is a serious concern. Uganda's maternal mortality ratio increased from 435 per thousand live births in 2005 to 438 in 2011, way above the MDG target of 131.

11. Although the 2011 DHS noted some improvements in nutrition, some indicators are still alarming. Among children under five years in Uganda, 32.8% are stunted, 5% are wasted, while 3% are overweight; 15% of infants are born with low birth weight and 12% of the women are malnourished. Micronutrient deficiencies are common among both groups: vitamin A deficiency affects 20% of young children and women of reproductive age, iron-deficiency anaemia affects 75% of children age 6 to 59 months and 50% of women and the prevalence of zinc deficiency ranges from 20-70% in young children and 20-30% in adults depending of regions. Drivers of malnutrition are inadequate food intake -either in quantity or quality, child diseases, insufficient or inappropriate caring and hygiene practices, poor infant and young child feeding practices.

<sup>6</sup> UNDP Human Development Report, 2013

12. Food security: According to the recent WFP Comprehensive Food Security and Vulnerability Analysis (CFSVA, 2013)<sup>7</sup>, almost half (48%) of Ugandans are food energy deficient, spiking at 59% in northern Uganda, which is the most food insecure region. More than 50% of female headed households are energy deficient (compared to 46% for households headed by a man). This is strongly linked to lack of access to loans and credits for women. Low dietary diversity is a key problem especially in western Uganda, which also has the highest rates of childhood stunting. Food insecurity and malnutrition are strongly associated with monetary poverty, which is firmly rooted in rural areas, especially in the northern region. Food security is seasonal. The almost total dependence on rain-fed agriculture means harvests are way below their potential, especially in drought prone areas such as Karamoja. Around 74% of northern Ugandan households had suffered drought /irregular rains in 2012, which nearly always led to a decline in food production (94%) and income (81%).

13. In education, primary school enrolment increased from about 2.7 million pupils in 1997 to 8.2 million in 2009<sup>8</sup>, partly due to the government's introduction of a Universal Primary Education policy in 1997. As a result, net enrolment rates were 92% in 2011<sup>9</sup>, close to the MDG target of 100%, whilst literacy rates reached 76% in 2011. Despite these improvements, Uganda's education sector still faces challenges. These include closing the education gender gap in a country where the adult literacy rate, females as a % of males 2007-2011 is only 78<sup>10</sup>. Completion rates are also poor, with only 52% of pupils that start grade one reaching grade seven. The education sector suffers from the poor quality of infrastructures, the lack (or insufficient) teaching materials and the inadequate training of teachers. In addition, there is a dropout rate of 22% at primary school level.

14. The national policy framework in Uganda is consistent with most international development priorities. The Uganda National Development Plan (NDP 2010-2015) is a medium-term development framework tailored to address the national context and development challenges in Uganda. Its overall goal is "to guide the country's path towards poverty eradication and prosperity". The NDP 2010-2015 also harmonizes the various development interventions by the Government of Uganda, bilateral and multilateral development partners, international and national Non Governmental Organizations (NGOs). There are sector plans which provide strategic framework for interventions amongst which are the National Health Sector Strategic Plan III, which guides health sector investments until 2015, the Uganda Nutrition Action Plan 2011-2016, the Education Sector Strategic Plan 2004-2015, the National Agriculture policy, 2011 and the Uganda National Disaster Preparedness Policy and Institutional Framework. There is also the Government's Karamoja Integrated Disarmament and Development Programme 2011-2013 (KIDDP) which guides WFP's interventions in Karamoja, northern Uganda. Development partners including UN agencies, have been actively engaged in an effort to ensure that their assistance strategies support these Government plans to enhance the alignment and effectiveness of development assistance. The Office of the Prime Minister coordinates humanitarian affairs and the National Monitoring and Evaluation Facility. The Ministry of Disaster Preparedness, Relief and Refugees is responsible for refugees and disaster management. The UN country team leads response efforts, applying the cluster approach.

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<sup>7</sup> WFP Comprehensive Food Security and Vulnerability Analysis (CFSVA) was conducted in April 2013

<sup>8</sup> The state of the world's children, UNICEF, 2012

<sup>9</sup> UNICEF Statistics on Uganda, 2011

<sup>10</sup> UNICEF Statistics on Uganda, 2007-2011

## **2. Reasons for the Evaluation**

### **2.1. Rationale**

15. Uganda has been selected for a CPE managed by the Office of Evaluation (OEV) as part of the on-going series of CPEs. Countries are selected on objectively verifiable criteria including regional balance, portfolio size, range and previous evaluation coverage and optimum timing to feed evidence into the development of WFP's Country Strategy. While various aspects of WFP's work in Uganda have been the subject of independent evaluations during the past five years<sup>11</sup>, there has been no country portfolio evaluation as a whole.

16. The WFP CS developed by the CO in 2009 will come to an end in 2014 together with the United Nations Development Framework (UNDAF 2010-2014). The current WFP Country Programme (CP) also ends in November 2014. The CPE will assess the appropriateness of the current CS and the performance and results of WFP's portfolio from 2009-2014. It will provide evidence to inform the next WFP Uganda CS and CP. Lessons from the evaluation will also be a useful contribution to the UNDAF process.

### **2.2. Objectives**

17. Evaluations serve the dual objectives of accountability and learning. As such, the evaluation will:

- assess and report on the performance and results of WFP's CS and portfolio operations in line with the WFP mandate and in response to humanitarian and development challenges in Uganda (accountability); and
- determine the reasons for observed success/failure and draw lessons from experience to produce evidence-based findings to allow the CO to make informed strategic decisions about positioning itself in Uganda, form strategic partnerships, and improve operations design and implementation whenever possible (learning).

### **2.3. Stakeholders and Users of the Evaluation**

18. Table 2 shows the role and interest of the evaluation stakeholders. A full stakeholder analysis will be done by the evaluation team during the inception phase.

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<sup>11</sup> OEV commissioned six independent evaluations in Uganda from 2009: "Impact of Food for Assets on livelihood resilience in Uganda" in 2013; "WFP Adapting to Changing Needs" in 2012; "WFP's Role in Social Protection and Safety Nets"; "WFP's Agriculture and Market Support in Uganda (2009-2014): A Strategic Evaluation (mid-term)"; WFP 2008-2013 Purchase for Progress (P4P) Initiative: A Strategic Evaluation (mid-term) in 2011 and; Effectiveness of WFP in Recovery Intervention" in 2009.



**Table 2 Preliminary Stakeholder Analysis**

Internal stakeholders	Role and interest in the evaluation
<b>The Country Office (CO)</b>	The CO is responsible for country level planning and implementation of WFP operations. The CO is the main stakeholder of the evaluation because it has an interest in enhancing accountability towards the Government, donors, partners and beneficiaries. The CO also needs to learn from the evaluation to inform decision-making and if necessary, use the finding to readjust programming and implementation.
<b>The Regional Bureau in Nairobi (OMN)</b>	The Regional Bureau (RB) covering Eastern and Central Africa is a stakeholder of this CPE. In light of the RB future stronger strategic and accountability role to the Country Offices (COs) in the region, the RB has a direct stake in the evaluation in ensuring that the portfolio is relevant, coherent, effective and efficient. The evaluation findings will also inform decision-making on the development of regional approaches to address food and nutrition security in the region.
<b>Headquarters Management</b>	Executive Management will especially be interested in the findings related to the performance of the Uganda portfolio, particularly because it was the first WFP CO to design a Country Strategy. Others HQ units based in Rome will also be interested in the findings of this evaluation. In particular: the Emergency Preparedness & Response branch, the Programme Innovation Division, the Performance and Accountability Management division, have an interest in ensuring that WFP units are informed by a review of the portfolio and evaluation findings.
<b>Executive Board (EB)</b>	As the governing body of the organisation, the EB has a direct interest in being informed about the effectiveness of WFP operations, their harmonisation with strategic processes of government and partners. For the same reasons mentioned above, The EB will be interested in the findings and recommendations of the Uganda's CPE.
<b>External stakeholders</b>	
<b>Beneficiaries</b>	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, their views and perspective on the portfolio performance is essential
<b>The Uganda Government</b>	The government has not only an interest in the effectiveness of WFP programmes impacting their populations, but also as the GVT is involved in key decision and support regarding WFP activities. It is also interested in the degree to which UN agency strategies align to its own country strategic vision (National Development Plan 2011-14).
<b>UN Country Team (UNCT)</b>	As a national strategic and operational partner whose harmonised actions should contribute to the achievement of the Government humanitarian and developmental agendas, the UNCT has an interest in better understanding whether WFP operations. The FAO, UNICEF and UNHCR as direct partners in project implementation will be especially interested in the findings and recommendations of the CPE.
<b>Non Governmental Organisations</b>	WFP NGO partners in implementation have a stake in the WFP assessment of its country portfolio performance as well as an interest in its future strategic orientation. The results of the evaluation might affect the WFP activities and therefore the partnerships.
<b>Donors</b>	WFP activities are supported by a group of donors. They all have an interest in knowing whether their contributions have been spent effectively and efficiently and if WFP's work contributes to their own strategies and programmes.

### 3. Subject of the Evaluation

#### 3.1. WFP's Portfolio in Uganda

19. WFP has been present in Uganda since 1965 and has implemented 87 operations for a total value of 1,823 billion US\$. At the beginning, WFP operations were mostly in support of school feeding and multipurpose rural development projects. Humanitarian assistance to refugees, returnees, internally displaced people (IDP), war victims and drought affected people started in the 1980s. In terms of contributions, humanitarian operations are the largest part of WFP assistance to the country to date. Annex 2 presents WFP interventions since 1965.

20. The overarching goal of the WFP CS 2009-2014 is to align with and support Government priorities as well as empower communities to reach the hunger target of MDG1 and ensure long-term solutions hunger in Uganda – recognizing that contexts and needs vary region by region in the country. The CS 2009-2014 identifies three priorities for WFP in Uganda: 1) emergency humanitarian action; 2) food and nutrition security; and 3) agriculture and market support. Priority area 1 is covered by PRRO 200429. Priority area 2 is addressed through Component 1 of CP 108070. Priority area 3 is addressed through Component 2 of CP 108070 (refer to table 4: activity by operation, WFP strategic objective and CS priority).

21. WFP has provided food assistance to refugees since 1988 and to IDPs since 1996. In 2005, WFP executive Board approved PRRO 100121.1 for 2.6 million beneficiaries. This was followed by an extension of the same project in 2008 for 1.3 million people. PRRO 100121.3<sup>12</sup> supersedes extension 2 with a clear focus on live-saving humanitarian assistance. PRRO 100121.3 addressed the causes of acute malnutrition through (i) general distributions of mostly food, (ii) supplementary feeding and (iii) therapeutic feeding. In line with Strategic objective 1, the overall goal of this PRRO was to save the lives of IDPs and refugees affected by protracted humanitarian crises.

22. PRRO 200429 is in line with Strategic objective 1. It aims to meet protracted relief needs only. Responses focus on the direct causes of inadequate food consumption and acute malnutrition including the (i) food and cash distributions for refugees, (ii) targeted distributions to vulnerable households in food-deficit areas of Karamoja, (iii) targeted supplementary feeding to treat moderately malnourished children, pregnant and lactating women and malnourished adults in Karamoja and (iv) support to the UNICEF led-therapeutic feeding.

23. CP 108070 has two components to support government's efforts to help communities stand on their own. Component 1 (food and nutrition security) focuses on disaster preparedness and mitigation and addressing chronic hunger through community based health and nutrition activities and a school feeding programme. By implementing Component 2 (agriculture and market support), the CO aims at improving market infrastructure, post-harvest handling, local purchase and agricultural livelihoods. Activities are designed to reinforce the capacities of smallholders to increase food production; provide them with market outlets; and increase incomes. The CP has a relatively small food component (approximately 20 percent of the total budget). Agricultural and market support interventions rely on long-term development investments. The CP is in line with WFP objectives 2, 3, 4 and 5.

24. EMOP 10118.0 was operationally closed on December 2010. This operation aimed to stabilize and reduce acute malnutrition among drought-affected people in Karamoja. The

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<sup>12</sup> Only the third revision falls under the scope of this evaluation.

objective of IR-EMOP 200123 which was implemented in 2010, was to provide live-saving general food distributions to flood and landslide affected populations in eastern Uganda, minimizing their risk of malnutrition. These two emergency operations are in line with WFP strategic objective1.

25. Previous OEV-managed evaluations<sup>13</sup> made the following main recommendations: i) mother and child health care (MCHN) and nutrition interventions should take a community-based approach to further reach the beneficiaries; these interventions should be better integrated into the normal operations of health facilities; ii) the CP needed to focus on market-oriented infrastructures and feeders roads and use participatory approaches to promote their maintenance; iii) for FFA activities, WFP needs to maximise synergies and ensure deployment of technical capacity; iv) to further reinforce the quality and quantity of the food procured locally, small-farmer groups need trainings on management, marketing, food handling and storage. In addition, there are numerous evaluations<sup>14</sup> from other development stakeholder's<sup>15</sup> which principally encourage the government and development partners to i) better coordinate on-going monitoring and evaluation initiatives in order to secure reliable M&E of poverty strategy and MDG; ii) reinforce the participation of regional and local actors to coordination mechanisms in order to address regional disparities in gender and poverty; iii) promote accountability for resource use and iv) build national capacities to improve sustainability of project benefits. Finally, there are also some recent decentralized WFP evaluations.<sup>16</sup>

26. As indicated in table 3 below, around 67% of WFP resources are allocated to emergency and protracted relief operations. Most of the beneficiaries of the country portfolio are supported through General Food Distributions (55%), 19% are beneficiaries of nutrition interventions, 17% are children in school feeding programmes and 9% are benefiting from FFW/FFT/FFA programmes as indicated in table 4, which also shows the distribution of activities by Strategic Objectives. The main modalities used by WFP are food, cash transfers, food procurement from smallholder farmers through Purchase for Progress (P4P) and capacity building.

**Table 3 WFP portfolio in Uganda (2009-2013) by Programme Category**

Type of Operation	No. of operations	Requirements (US\$ thousand)	% of require by project type	Actual received (US\$ million)	% Requirements vs Received
Relief and Recovery (PRRO)	2	319,514,653	49%	121,110,842	38%
Emergency Operation (EMOP)	2	115,090,106	18%	60,522,951	53%
Country Programme (CP)	1	222,101,116	34%	106,379,398	48%
<b>Total</b>	<b>5</b>	<b>656.705.875</b>	<b>100%</b>	<b>288.013.191</b>	<b>44%</b>

Source: WFP The Factory

<sup>13</sup> Impact of Food for Assets on livelihood resilience in Uganda” in 2013; “WFP Adapting to Changing Needs” in 2012; “WFP’s Role in Social Protection and Safety Nets”; “WFP’s Agriculture and Market Support in Uganda (2009-2014): A Strategic Evaluation (mid-term)”; WFP 2008-2013 Purchase for Progress (P4P) Initiative: A Strategic Evaluation (mid-term) in 2011 and; Effectiveness of WFP in Recovery Intervention” in 2009.

<sup>14</sup> Refer to the library for a comprehensive list of evaluations undertaken in the country.

<sup>15</sup> The Evaluation of the Paris Declaration, 2011; the IFAD country portfolio evaluation 2013; IASC cluster approach evaluation, 2010; the World Bank CAE, 2009; the UNDP assessment of Development Results, 2009;

<sup>16</sup> Refer to the library for a comprehensive list of evaluations undertaken in the country.

**Table 4 Activities by operation and beneficiaries proportion by activity**

Operation \ Activity	Education	Nutrition	GFD	FFW/FFT/ FFA	SO's	WFP Uganda Country Priorities
CP 108070	X	X		X	2, 3, 4, 5	2, 3
PRRO 200429*		X	X		1	1
EMOP 108110		X	X		1	1
IR-EMOP 200123			X		1	1
PRRO 101213		X	X		1	1
<b>Planned % of beneficiaries</b>	14%	26%	50%	10%		
<b>Actual % of beneficiaries</b>	17%	19%	55%	9%		

Source: WFP Dacota 2012, Project Documents, Country Strategy for WFP Uganda 2009-2014

\*Planned and actual beneficiary figures will be available in March 2014

27. The CP's has a 52% shortfall which affected implementation of CP activities, particularly livelihood support activities, nutrition interventions and school meals. IR-EMOP 200123 was funded at 70% reaching more beneficiaries than planned. PRRO 10121.3 had a 56% shortfall. Inadequate funding and renewed influx of Congolese refugees into Uganda in 2012 forced WFP to reduce food rations. PRRO 200429 started in January 2013 and is currently resourced at 29.3% as shown in table 5 below.

**Table 5 Overview of the portfolio operations and requirements vs contributions**

Operation	Title	Time Frame	2009	2010	2011	2012	2013
CP 108070	Supporting Government-Led Initiatives to Address Hunger in Uganda	Nov 09 - Nov 14			Req: 222,101,116 Contrib: 106,379,398		
PRRO 200429	Stabilizing Food Consumption and Reducing Acute Malnutrition among Refugees and Extremely Vulnerable Households	Jan 13 - Dec 15					Req: 127,919,046 Contrib: 37,543,644
EMOP 108110	Emergency Assistance to Communities Affected by the 2008 Drought in Karamoja, North-Eastern Uganda	Feb 09 - Dec 10	Req: 114,670,723 Contrib: 60,230,661				
IR-EMOP 200123	General Food Distribution for Populations Displaced by Landslides and Flooding in Eastern Uganda	Mar 10 - Jun 10		Req: 419,383 Contrib: 292,290			
PRRO 101213	Protracted Relief for Internally Displaced Persons and Refugees in Uganda	Apr 09 - Dec 12	Req: 191,595,607 Contrib: 83,567,198				
Direct Expenses (US\$ millions)			90,834,000	66,768,000	60,903,000	64,003,000	n.a.
% Direct Expenses: Uganda vs. WFP World*			2%	2%	2%	2%	n.a.
Food Distributed (MT)			137,595	44,210	39,065	60,839	n.a.
Total Beneficiaries (actual)			2,493,694	939,184	761,042	879,055	n.a.

Source: last SPR available in September 2013, Resource Situations, APR 2009-2012 Requirements (Req.) and Contributions (Contrib.) are in US\$

28. Actual funding received during the period 2010-13 is 288 million US\$ with about 940,000 beneficiaries reached. From 2010, 74% of the total contributions were donated by the USA, the UK, Japan, the European Commission and Germany as indicated in table 6.

**Table 6 Top donors by operation**

Top 5 Donors to the Portfolio	
Overall 2009-2013 (excl. Multilateral)	USA, UK, Japan, EC, Germany
CP 108070	USA, UK, Japan, Multilateral, Germany
PRRO 200429	USA, Japan, Multilateral, UK, EC
EMOP 108110	USA, UK, Multilateral, Spain, Japan
IR-EMOP 200123	Multilateral
PRRO 101213	USA, Multilateral, EC, Japan, UK

Source: WFP Donor Relations

29. WFP has a wide range of partners including UN agencies, operational government entities and international, national and local NGOs. Annex 6 presents a comprehensive list of WFP cooperating partners for each operation.

### 3.2. Scope of the Evaluation

30. The portfolio evaluation will cover five operations during the 2009-2013 period (annex 5: portfolio description) and will focus mainly on the PRRO 200429, 101201.3, EMOP 108110 and CP 108070. IR-EMOP 200123<sup>17</sup> will not be a focus of the evaluation and will receive attention only to the extent it contributed to the outcomes of the other operations.

31. In reviewing the Country Strategy Document 2009-2014, the evaluation team will also assess to what extent their conclusions corroborate WFP's strategic vision for Uganda during that period.

## 4. Evaluation Questions, Approach and Methodology

### 4.1. Evaluation Questions

32. The Uganda CPE will be addressing the following four key questions, which will be further tailored and detailed in a matrix of evaluation questions to be developed by the evaluation team during the inception phase. Collectively, the questions aim to generate evaluation insights and evidence that will help WFP make better strategic choices. The questions will also help draw key lessons from the WFP country presence and performance, which could inform future strategic and operational decisions.

33. **Question 1: Country Strategy and Strategic Positioning.** What has been the strategic alignment of the WFP CS and portfolio, including the extent to which: i) the CS's objectives and related portfolio operations have been relevant to the humanitarian and developmental needs of the Ugandan populations; ii) its objectives have been aligned with those of the Government in Uganda, including sector policies; iii) its objectives have been coherent and harmonised with those of partners (multilateral, bilateral and NGOs); iv) WFP has been strategic in its alignment and positioned itself where it can make the biggest difference; v) there have been trade-offs between aligning with national strategies on one hand and with WFP's mission, strategic plans and corporate policies on the other hand; vi) the strategy was adjusted as necessary in light of changing circumstances, and vii) the

<sup>17</sup> IR-EMOP 200123 was implemented during three months.

decision-making process was based on the best information available at the time, and geared to attaining the best results.

34. **Question 2: Quality of and Factors Driving Strategic Decision Making.** Reflect on the extent to which WFP: i) has analysed (or used existing analysis) the national hunger, food security and nutrition protection and gender issues in Uganda; ii) contributed to placing these issues on the national agenda, to developing related national or partner strategies and to developing national capacity on these issues; iii) positioned itself as a strategic partner for the government, multilateral, bilateral and NGO partners and in which specific areas; and iv) identify the factors that determined existing choices (perceived comparative advantage, corporate strategies, national political factors, resources, organisational structure, monitoring information etc.) to understand the drivers of the strategy, and how they were considered and managed when the CS 2009-2014 was developed.

35. **Question 3: Performance and Results of the WFP portfolio in Uganda.** Assess the level of efficiency, effectiveness and sustainability of the the CS and its main programme activities and explanations for these results (including factors beyond WFP's control); i) the coverage of food assistance operations in meeting needs across food insecure populations; ii) the overall efficiency of food assistance modalities; iii) the level of synergy and multiplying effect between the various main activities regardless of the operations; iv) the level of synergies and multiplying opportunities with partners (multilateral, bilateral and NGOs) at operational level.

36. **Question 4: Appropriateness of the CS (2009-2014) process.** Assess the extent to which i) the CS process and products added value to the effectiveness of WFP portfolio; ii) to what extent the CS played a role in decision making in the design of operations in the portfolio?

#### 4.2. Evaluability Assessment

***Evaluability** is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.*

37. The country strategy document 2009-2014 was intended to give strategic direction to WFP interventions implemented in the current portfolio. It is a key reference for evaluating WFP strategic positioning in Uganda.

38. The evaluation team will assess project performance results against the project documents of operations implemented during the evaluation period. These operations include a logical framework with outputs, outcomes and performance indicators as stated in the WFP's corporate Strategic Results Framework. CO standard project reports will also provide information on the results and performance of operations.

39. The evaluation team will also rely on data provided by WFP and partners needs assessments, regular food security monitoring assessments, surveys and assessments such as the CFSVA of 2009 and of 2013, joint assessment missions, and CO monitoring system. In doing so, the team will examine what is the process and quality of programme monitoring and how is it currently used to strengthen programming.

40. There is much more secondary data and analysis available on the strategic challenges in Uganda and the WFP portfolio than is typical. For example, as already indicated, numerous evaluations were conducted in Uganda from 2009, by WFP, the Government and other development partners.<sup>18</sup> OEV will ensure that an initial bibliography is made available to the team (refer to the library list in annex 7). This will be reflected in the evaluation methodology.

### **4.3. Methodology**

41. The evaluation will employ relevant internationally agreed evaluation criteria including those of relevance, coherence, efficiency, effectiveness, sustainability and connectedness – appropriately linked to the key evaluation questions.

42. During the inception phase, the evaluation team will design the evaluation methodology to be presented in the inception report. The methodology will:

- Examine the logic of the portfolio based on the CS and its translation into objectives arising across operations;
- Begin with an extensive analysis of the secondary data available from various sources in WFP (HQ, Regional Bureau, CO), the Government, UN agencies and NGOs, taking into account the relative quality of those sources. This analysis will form the basis for development of other methods to enable the evaluation team to answer the evaluation questions in full.
- Be geared towards addressing the evaluation questions using triangulation of information and analysis of both quantitative and qualitative data. A model looking at groups of “main activities/sectors” across a number of operations rather than at individual operations should be adopted.
- Take into account and specify the limitations to evaluability as well as budget and timing constraints.
- Be synthesised in an evaluation matrix, which should be used as the key organizing tool for the evaluation.

43. The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and following a systematic process to answering the evaluation questions with evidence. The criteria for selection of stakeholders to be interviewed should be specified.

44. The evaluation team will use collection of primary quantitative and qualitative data and its analysis in such a way as to complement the information and analysis available from secondary sources. This will include visits to WFP CO sub-offices.

45. Gender and protection should be an important concern during data collection methods and process. For instance, to the extent possible, data (including household-level data) should be disaggregated by sex and age. Gender and protection should also be a key concern in the CPE's review of documents and the design of interviews. This is to ensure that the CPE will assess the extent to which WFP's portfolio is effective in addressing the needs of different groups (women, men and the vulnerable groups), and that the portfolio contributes to equity.

46. The team will also assess programme efficiency and the extent to which outcomes were achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, etc).

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<sup>18</sup> The Evaluation of the Paris Declaration, 2011; the IFAD country portfolio evaluation 2013; IASC cluster approach evaluation, 2010; the World Bank CAE, 2009; the UNDP assessment of Development Results, 2009; DFID's Formative evaluation of WFP's livelihoods Programme in Karamoja.

#### 4.4. Quality Assurance

47. WFP's evaluation quality assurance system (EQAS) is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The evaluation manager will conduct the first level quality assurance, while the OE Director will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

48. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

### 5. Organization of the Evaluation

#### 5.1. Phases and Deliverables

49. The evaluation is structured in five phases summarized in table 7. The responsibilities of the evaluation team and those of the evaluation manager are indicated in the detailed timeline in Annex 4. The expected deliverables of the CPE are the report of the desk review (to be included in annex of the inception report), the inception report, preliminary findings and the evaluation report. Information is also available in EQAS which will be made accessible to the team during the inception phase.

**Table 7 Summary tentative timeline - key evaluation milestones**

Main Phases	Timeline	Tasks and Deliverables
1. Preparatory	September to mid-December 2013	Draft and Final TOR, Evaluation Team and/or firm selection & contract
2. Inception	Mid-December 2013 to March 2014	Desk Review of existing Literature, HQ Briefing, Inception Mission and, inception report including desk review report
3. Evaluation, including fieldwork	April to May 2014	Evaluation mission, data collection, exit debriefing, in-country workshop on the findings (TBD) and Analysis
4. Reporting	June to July 2014	Drafting of the Evaluation Report, comments process and final evaluation report
5. Dissemination	(Deadline Secretariat August 2014)	Summary Evaluation Report Editing / Evaluation Report Formatting Management Response and Executive Board Preparation

#### 5.2. Evaluation team composition

50. The evaluation will be conducted by a team of independent consultants with relevant experience and technical expertise. The team leader will combine at least one of those areas with expertise in evaluation (including designing methodology and data collection tools) and demonstrate experience in leading evaluation teams. Although the overall responsibility for



the evaluation's deliverables will rest with the team leader, it is expected that s/he will take specific accountability for addressing the strategic questions. Technical specialists will also be required to address all relevant areas of the evaluation.

51. In addition to the competences and expertise skills required in table 8, the evaluation team needs to ensure gender sensitivity throughout the evaluation process and to address equity in its analysis.

52. The deliverables will be produced in English, therefore a working level of English is required. In addition, team members should have strong analytical and communication skills, and experience of evaluation (within the UN preferably) and/or familiarity with the country.

**Table 8 Summary of evaluation tasks and skills required**

Role	Evaluation tasks and required skills	Experience required	Evaluation questions relevant
Team Leader	Team coordination, leads the formulation, implementation and reporting.	Experience in Evaluation; Expertise in one of area 2 or 3 below; Knowledge of gender analysis; Relevant knowledge and experience of the Uganda context; Excellent synthesis and reporting skills;	All
Agro Economist	Focus on evaluating the efficiency of humanitarian or development interventions particularly, agriculture and market support in the context of Uganda. Evaluates the efficiency of interventions including resourcing, financial, operational and coordination factors.	Experience in programme management in emergency and development settings, agricultural market analysis, partnership management, etc; Relevant knowledge and experience of the national context;	2 and 3
Food security analysis and livelihoods	Focus on food security and livelihoods, including food security assessments, targeting, and relevant M&E systems; FFA/W/T programmes, livelihood support, etc	Knowledge of Vulnerability Assessment and Mapping (VAM) tools; Familiarity with food assistance modalities (cash and vouchers, FFA/W/T) and safety nets, market infrastructure, post-harvest handling and value addition, local purchase, livelihood support.	1, 2 (3 to some extent)
Nutrition	Focus on nutrition interventions, nutrition assessments and monitoring systems; UN joint-programming in nutrition.	Knowledge on broad issues on under-nutrition, including familiarity with the latest evidences in nutrition (Lancet 2008 & 2013) and with the Global Momentum (SUN Movement). The nutrition expert should be familiar with the WFP shift to food assistance and aware about the WFP strategic positioning in nutrition (Nutrition Policy 2012).	2 and 3
Education and School feeding programmes	Focus on school feeding; education in development settings; the education sector in Uganda; UN joint-programming in education; Capacity building.	Knowledge of WFP school feeding programme activities, guidelines and policies, especially in relation to capacity building, handover and emergency operations.	2 and 3
Evaluation assistance	Focus on qualitative research assistance with local stakeholders (WFP partners, national authorities, beneficiaries).	Relevant fieldwork experience and language skills required; Relevant knowledge and experience of the national context.	All

### 5.3. Roles and Responsibilities

53. This evaluation is managed by OEV. Miranda Sende, has been appointed as OEV Evaluation Manager (EM). The evaluation manager has not worked on issues associated with the subject of evaluation in the past. She is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the field missions; conducting the first level quality assurance of the evaluation products and consolidating comments from stakeholders on the various evaluation products. She will also be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

54. WFP stakeholders at CO, RB and HQ levels are expected to provide information necessary to the evaluation; be available to the evaluation team to discuss the programme, its

performance and results; facilitate the evaluation team's contacts with stakeholders in Uganda set up meetings and field visits, organise for interpretation if required and provide logistic support during the fieldwork. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

55. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

#### **5.4. Communication**

56. In order for this evaluation process to be an effective learning process, the evaluation management and team will emphasize transparent and open communication with stakeholders. The evaluation ToR and relevant research tools will be summarised to better inform stakeholders about the process of the evaluation and what is expected of them.

57. OEV will make use of data sharing software to assist in communication and file transfer with the evaluation team and the WFP CO. In addition, regular teleconference and one-to-one telephone communication between the evaluation team, manager and the WFP CO focal point will assist in discussion any particular issue.

58. An internal reference group, composed of WFP's main stakeholders at HQ, Regional Bureau and CO will be established and involve throughout the process. They will be invited to participate to the process including, by providing comments on the main CPE deliverables (terms of reference, inception report and evaluation report). A workshop is also planned to de-brief the national stakeholders and the CO team.

59. All significant documents related to the evaluation progress will be posted on OE's internal website. The final evaluation report will be presented to the WFP EB, along with the management response and posted on the WFP internet (internal and external) and incorporated in the OEV Annual Evaluation Report. In addition, the EM and CO will produce appropriate dissemination products, such as summarised presentations, lessons learned briefs or other products that could be extracted from the collected data, such as case studies.

#### **5.5. Budget**

60. The evaluation will be financed from OEV's Programme Support and Administrative budget. The total budget covers all expenses related to consultant and/or company rates, international travels, logistics and OEV staff travel.

61. Based on the team composition presented in section 5.2., the associated remuneration (daily fees), the cost of international and domestic travel, etc., the total cost of the evaluation is estimated at US\$ xxx.

## **Annex 2: Uganda CPE – Evaluation Methodology**

1. The evaluation focused on the following four areas:
  - Country strategy and strategic positioning.
  - Quality of and factors driving strategic decision making.
  - Performance and results of the WFP portfolio in Uganda.
  - Appropriateness of the country strategy process.
2. In order to examine progress on country portfolio outcomes, the evaluation examined key operations as these constituted the locus for outputs. The team took care to prevent an exercise that merely consolidated analyses of multiple operations based on initial project documents. The portfolio was analysed against WFP's strategic objectives (SO) of the 2008-2013 Strategic Plan, and the evaluation examined the operations' links at outcome level to draw conclusions on their contribution to the country strategy outcomes (three priority areas of the CS).

### **Methodological Approach**

3. The evaluation took the following steps in research, data collection, triangulation, analysis, and reporting:

#### *Scoping and Planning*

- Briefing and scoping: key informant interviews (KIIs) in Rome, and Kampala; KIIs with WFP staff outside HQ who were involved in Uganda's country strategy development in the early phases.
- Document research: a comprehensive document review using both internal and external documents, correspondence, reports and data on the WFP programmes in general, and Uganda portfolio in particular, as well as relevant policies and frameworks.
- Preliminary analysis of data gathered through the scoping process and preparation of the inception report.

#### *Data Collection*

- Country visits to Uganda formed the basis of primary data gathering and was supplemented by document review and telephone interviews where relevant.
- Semi-structured and structured interviews with carefully selected key WFP staff based on information obtained during scoping.
- Semi-structured and structured interviews, both face-to-face and by telephone, with a range of external agencies (including, UN agencies, NGOs, partners, donors, international organizations, and government).
- Site visits to activities implemented under the country portfolio during 2009-2013 and those still active. These included semi-structured interviews and FGDs with women and men in separate as well as mixed groups.
- In-depth desk review of documents, internal as well as evaluations and reviews undertaken by comparable agencies and WFP partners in Uganda.

## *Data Analysis*

- Data analysis and preliminary findings; establishment of timelines to identify key events and key decision-making points.
- Gender-disaggregated data were used in analysis when available.
- Analytical workshop for the evaluation team.

## *Reporting and Presentation of Findings and Recommendations*

4. A multi-phased iterative process with regular opportunities for comments by stakeholders.

## **Evaluation Matrix**

5. The evaluation matrix (see Annex 3) presents the main focus, questions, sub-questions, corresponding indicators for assessment and sources of data. .
6. The four areas noted at the outset provided the analytical framework for the questions and sub-questions in the evaluation matrix. For drawing overall conclusions based on the findings on the four areas, the evaluation used the OECD/DAC criteria for evaluation of development assistance.
7. For emergency operations addressing WFP corporate strategic objective 1 of saving lives, the team used additional criteria for evaluating humanitarian actions (coverage, coherence and connectedness) derived from ALNAP.
8. The country strategy involved a number of new initiatives and tools like cash transfers, food for assets and safety nets. The thematic areas/sectors central to WFP's toolkit and programme interventions were also examined under the third focus area (performance and results of the WFP portfolio).

## **Data Collection Methods**

9. The data collection for this evaluation occurred primarily through purposively selected KIIs, document research, specific data points requested of WFP, and carefully structured focus group discussions as detailed in the evaluation matrix. The evaluation did not conduct primary quantitative data collection at the level of communities assisted through WFP's portfolio. All information gathered at this level was qualitative and carefully triangulated with other data sources. The selection of key informants for the review was based on the stakeholder analysis presented in the TOR as well as during the inception phase; further analysis emerged during the evaluation phase. At the community level, interviews and FGDs conducted by the evaluation team were disaggregated by gender.
10. The evaluation team developed tools for KII, semi-structured discussions and FGDs with communities. Interviews and FGDs with beneficiaries emphasised data collection from female beneficiaries and women's groups.
11. Sampling: For key informant interviews and document research, the evaluation used purposive sampling. Based on evaluators' informed judgments, sources were selected for their ability to contribute relevant and representative data to answer the evaluation questions. For site visits and primary data-gathering from regions, districts and

communities, the selection of exact locations was made on the basis of the following combined criteria:

- Areas where a critical mass of WFP activities have been carried out in the past five years.
- Ability to access local areas and communities.
- Government institutions and other partners with which WFP has worked on various activities within the portfolio.
- Ensure a balanced sampling of beneficiaries included in KII and FGDs disaggregated by sex.
- For each activity, the evaluation team visited several locations in different districts/communities.

12. Following an initial briefing, desk review and briefing interviews in Kampala, the evaluation team selected the following geographical areas for primary data-gathering through site visits. The full itinerary can be found in Annex 7.

- Kampala.
- Seven Districts (Masindi, Gulu, Agago, Kotido, Moroto, Mbale, Jinja).
- Refugee Locations (Mbarara, Kamwenge).

13. To ensure independence in data-gathering, the team took the following steps to minimize bias and influence:

14. While selection of candidates for FGDs and KII were pre-arranged, a number of impromptu interactions occurred during site visits.

- The team met on a daily basis to compare notes and triangulate evidence gathered.

15. For triangulation, this evaluation relied on:

- Source triangulation. The evaluators compared information from different sources, i.e. at various management levels in different agencies – attempts were made to include multiple key informants from different agencies.
- Method triangulation. Evaluators compared information collected by different methods, e.g. interviews, focus group discussion, document review.
- Researcher triangulation. Comparison and collation of information collected by different team members during the course of their desk research.

16. To ensure data integrity and factual accuracy throughout the review process, the team engaged in a number of processes that enabled comparison and effective triangulation across the team. These included individual team members taking a lead on specific issues to ensure a comprehensive oversight of documentation and in-depth analysis, documentation on key issues from each interview, focus-group discussions circulated among team members, and 'buddying' of team members ensuring suitable technical expertise spread across the evaluation issues.

## **Data gaps and limitations**

17. Operations data for 2013 were not available when the methodology was finalized.
18. Data-sets and progress reports are generally all activity and output oriented. This challenged an outcome orientation. The evaluation mitigated this through mixed methods, including drawing on data from previous evaluation reports to a significant extent where these could be triangulated through primary data gathered during this evaluation.
19. EMOP data also presented challenges. Most EMOPs ended some time ago and many staff involved had moved on; this was further compounded by the fact that there was no review or evaluation done of EMOPs. The evaluation therefore relied scant available data, supplemented by views obtained from current staff or external stakeholders who still remembered these operations.

### Annex 3: Evaluation Matrix

Evaluation focus and key questions	Sub-questions	Key indicators	Data sources	Data collection methods/tools	Data analysis/triangulation
<b>A. COUNTRY STRATEGY AND STRATEGIC POSITIONING</b>					
<i>1. Were objectives and activities relevant to people's humanitarian and developmental needs, including in terms of operational responsiveness and coverage of interventions?</i>	a) Does the Theory of Change (TOC) underpinning the country strategy clearly demonstrate the pathways to change?	Coherence and validated assumptions in the TOC; sound risk analysis and logical frameworks	Country strategy document and project documents; CS 2009-2014 background documents; AMS / P4P Action plan 2009-2014 and logframes; secondary data on poverty, vulnerability and food security situation in the country.	Desk research	Qualitative analysis and output mapping /comparison against TOC.
	b) Were the most vulnerable areas of the country targeted? Did WFP reach the most vulnerable/poorest and, for AMS, smallholders in particular?	Clear needs assessment and prioritization underpins all activities	Needs assessment reports; CFSVA 2009 & 2013, JAM 2009 & 2012, etc.; primary data from vulnerable communities	Desk research, site visits, KII/FGD with communities & partners.	Triangulate with communities, partners & local governments in multiple locations.
	c) Were WFP interventions in proportion to the needs and /or targeted for maximum impact?	Relative scale of WFP operations in the context of humanitarian and chronic needs.	Needs assessment reports; primary data from vulnerable communities; portfolio evaluation reports; other stakeholders' interventions (CAP document); UNDAF, CS & prodocs)	Desk research, site visits, KII/FGD with communities & partners.	

<b>Evaluation focus and key questions</b>	<b>Sub-questions</b>	<b>Key indicators</b>	<b>Data sources</b>	<b>Data collection methods/tools</b>	<b>Data analysis/triangulation</b>
<i>2. Were strategies, objectives and programming aligned with those of government and coherent with the national agenda, policies, systems and capacities?</i>	a) Was there a good understanding of GoU policies and strategies? Which specific policies and strategies did WFP align its work with (or not), and why?	Alignment with PEAP, KIDP, Uganda Gender Policy, NDP, National Food and Nutrition Policy (UFNP).	Key policy documents of GoU; CS /background documents and project documents; senior programme staff.	Desk research and KII	Qualitative analysis to examine coherence.
	b) Were there any challenges in aligning WFP work with Government policies?	As above	Senior programme staff	KII	As above
<i>3. Were strategies &amp; operational plans aligned and harmonised with other partners (multilateral, bilateral and NGOs) so as to achieve complementarity of interventions?</i>	a) What types of partners did WFP work with or align its work with? Were there any challenges of this alignment?	Partnership with UN agencies, NGOs & GoU; (signed MoUs & FLAs).	WFP focal points in WHO, UNICEF, UNHCR & FAO; local & international NGOs; MoU, Joint Action Plans and FLA register	KII/semi-structured interviews (SSI) & desk research	Stakeholder analysis
	b) What did partners think of WFP's contribution to the national agenda and how WFP's interventions complemented those of other key players?	As above. Any mention of WFP CS/prodocs in other stakeholders' documents	As above; as well as donors; Other stakeholders' programme documents	KII/SSI, Desk research	Most Significant Change stories
	c) What is WFP's comparative advantage – were the ones stated in the CS valid? Were WFP's objectives, strategies and implementation aligned with its comparative advantages to make the best possible impact?	Alignment of intended outputs and outcomes with WFP comparative advantage.	Senior programme staff; GoU officials; UNICEF; FAO; partners; WFP's SWOT documents (CS, various evaluation reports)	KII; desk research	Qualitative analysis



<b>Evaluation focus and key questions</b>	<b>Sub-questions</b>	<b>Key indicators</b>	<b>Data sources</b>	<b>Data collection methods/tools</b>	<b>Data analysis/triangulation</b>
4. <i>Were there trade-offs between national alignment and WFP corporate objectives?</i>	a) Were there any instances requiring trade-offs between national priorities, WFP's corporate requirements and peoples' needs? What implications did these trade-offs have?	Instances of conflicts between corporate requirements and country priorities and population needs.	Senior CO & HQ programme staff; WFP corporate policy and guidance; International Humanitarian principles; Needs assessment reports	KII & desk research	As above
	b) How were these trade-offs managed internally (CO and HQ), and with what results?	As above	As above, and any document on advocacy	As above	As above
5. <i>Did the Country office make strategic adjustments in response to situations and evolving needs?</i>	a) How did the country strategy and implementation change over time in response to evolving situation?	Timeline for CS; project documents over time (programme categories shifts and overlap)	Needs assessments, SPRs, JAM reports; programme staff, Government officials; CS, project docs, summaries of strategic adjustments (e.g. internal notes on AMS strategic changes in 2012-13 and donor proposals for NUSAF2)	Desk research, KII	Timeline analysis
	b) What caused the change in the Country Strategy or implementation approach thereof?	Changing needs; change in priorities of donors, GoU, HQ	NDP, donor docs, HQ policies; Interviews with Staff, GoU, donors; Past evaluation reports;	As above	As above
	c) What implications did these changes have in project documents and in project implementation?	Timeline for CS; project documents over time	CS, project documents, Needs assessments, SPRs, JAM reports, programme staff, Government officials, CO staff; Past evaluation reports and progress by CO on actions on recommendations;	As above	As above

Evaluation focus and key questions	Sub-questions	Key indicators	Data sources	Data collection methods/tools	Data analysis/triangulation
<b>B. QUALITY OF AND FACTORS DRIVING STRATEGIC DECISION MAKING</b>					
<i>1. Was a proper analysis of national context undertaken, and the analysis appropriately used to design interventions?</i>	a) What is the quality of analysis of national hunger, agricultural market, food security, nutrition and gender & HIV issues in the CO programming?	Quality of analysis and clearly articulated TOC; Gaps identified in sectors (namely in cross sector themes such as gender, protection)	CFSVA; CS background documents; Review of national level analysis documentation by sector; CS background documents; sectoral analysis (e.g. P4P Assessment 2007); lessons learned (e.g. 2010 P4P Gulu LL workshop) /evaluation documents. Senior Programme Staff, Key Government officials	Desk research; KII	Qualitative analysis
	b) To what extent the interventions directly correlate with the analysis, and has WFP substantially attempted to address the key issues that emerged from this analysis?	Effective response analysis: linkage of actual activities, outputs and outcomes with needs, TOC and CS.	Project documents; key programme staff and regional bureau staff and beneficiaries	KII, Desk research; site visits and FGDs/SSI with beneficiaries	Retrospective construction of TOC and analysis of assumptions
	c) Have WFP interventions been operationalized to respond to the needs of women and other marginalized populations, and were these based on indicators of poverty & vulnerability and, for AMS, needs of smallholders?	Analysis of indicators related to questions C1 below.	Government reports, Progress reports; annual reports; evaluation reports; local government leaders; CPs; FO; beneficiaries	Desk research; KII and FGD/SSI	Qualitative analysis

<b>Evaluation focus and key questions</b>	<b>Sub-questions</b>	<b>Key indicators</b>	<b>Data sources</b>	<b>Data collection methods/tools</b>	<b>Data analysis/triangulation</b>
<i>2. Did WFP contribute to placing key hunger issues on the national agenda, to developing related national or partner strategies, and to developing national capacity in the context of transition towards development and national ownership?</i>	a) Has WFP been able to influence national discourse on the key issues it has identified in its CS and various programming instruments?	WFP recognised for its leading contributions to national strategy on hunger, vulnerability & AMS issues.	Gov't counterparts (Trade, Agriculture, Planning, Office of PM, NUSAF, Health Ministry); UNICEF, FAO, WHO, NGOs and donors; official documents; senior Programme staff; donors and CPs	KII and desk research	Qualitative analysis
	b) What role has been played by WFP in building capacity of key partners/ institutions in taking forward major hunger, vulnerability and AMS related issues in the country?	As above	Government counterparts; warehouse operators; district health authorities; CPs	KII	As above
<i>3. Has WFP positioned itself as a strategic partner based on comparative advantage and entered into / managed appropriate operational partnerships?</i>	a) What partnerships has WFP built up? Are these partnerships appropriate, i.e. do they meet WFP and National Agenda priorities, as well as needs of population?	Sectoral partnerships in education, nutrition, health, agriculture with UN agencies, gov't, technical partners, private sector	Senior Programme staff; Operational Partners; (UNICEF, WHO, NGOs); Government counterparts	KII; SSI; FGD	As above
	b) What are perceptions of WFP's donors, partners and beneficiaries on the role WFP plays in country?	As per 2a above. How beneficiaries perceive WFP's joint role with gov't on local procurement, food distribution.	As above – and donors, beneficiary communities	KII; SSI; FGD	As above
	c) Is WFP a reliable partner, is it doing the right things and in right quality?	As per 2b above	As above	As above	As above

<b>Evaluation focus and key questions</b>	<b>Sub-questions</b>	<b>Key indicators</b>	<b>Data sources</b>	<b>Data collection methods/tools</b>	<b>Data analysis/triangulation</b>
<i>4. Were decision-making processes information-based and geared towards results?</i>	a) Was relevant information available to make decisions in a timely manner, and did WFP do its best to take decisions based on available information?	Timeliness of key decisions	Senior Programme staff; Government officials; beneficiaries; progress reports; implementing and operational partners; project evaluation reports; M&E reports (PROMISS, SitReps, PDM, FBM, monthly M&E)	SSI; SII	Deductive and inductive analysis of evidence gathered.
	b) Are WFP's operational and strategic decisions affecting its activities in the country based on evidence?	Direct links between key decisions/strategy and empirical evidence	Primary data and secondary gathered during this evaluation on various activities	KII, desk research, site visits, FGD, group interviews	Deductive and inductive analysis of evidence gathered.
	c) What mechanisms does the CO have to ensure that it tracks the results it is achieving?	Outcome-based SPRs	M&E reports and SPR; senior programme staff; key field staff; CPs	KII, desk research	Qualitative analysis
	d) What specific M&E mechanisms were in place? Were these sufficient to measure progress and inform strategic decision making?	M&E reports feeding back to management decisions.	Senior Programme & M&E staff; key field staff; progress reports to donors, M&E reports	As above; SSI	As above
	e) Is the current set of indicators for both outcome and output effective in informing the progress made towards the outcomes? Are the progress reports evidence-based and do these track outcomes?	As per c & d above	As above	As above	

<b>Evaluation focus and key questions</b>	<b>Sub-questions</b>	<b>Key indicators</b>	<b>Data sources</b>	<b>Data collection methods/tools</b>	<b>Data analysis/triangulation</b>
<i>5. What were the drivers of strategy – factors that affected the choices made in country strategy?</i>	a) Which external and internal factors were critical in the choices the CO made during its country strategy development and subsequent programming?	Evidence of clear SWOT analysis for strategy development.	Senior programme staff ('current and then'); progress reports; CPs; CS background document; key field staff; SWOT analysis under CS development process	As above	
	b) Did these factors affect the TOC the country strategy was premised on, and how?	As above	As above	As above	
	c) Were there any unforeseen factors that undermined the TOC and its assumptions and pre-conditions?	As above	As above. Donors; CPs; government counterparts.	SSI	
<i>6. Did the CO and Regional Bureau ensure adequate organisational structure, resources &amp; technical expertise to manage different interventions?</i>	a) Is the human resource capacity (profile, number) and RB support adequate in terms of numbers, quality and technical capacity to deliver the CS?	Leadership and management capacity at strategic, operational, M&E and technical levels.	Organogram; Country Director & senior programme staff, key Regional Bureau staff	KII and rapid assessment of capacity in core areas.	
	b) Was adequate funding secured to implement programmes? If not, what was the effect on planned outcomes?	Funding gap; Delivery rate of annual work plans.	Pipeline reports, Resourcing updates, SPRs; CO & SO staff; key Regional Bureau staff; donors; CPs	KII; desk research	
	c) Which areas of internal management capacity are likely to adversely affect results and is the CO able to address the shortcomings?	Risk analysis and risk management framework	Risk registers, CO & SO APP, CO & SO annual workplans	KII and desk research	

Evaluation focus and key questions	Sub-questions	Key indicators	Data sources	Data collection methods/tools	Data analysis/triangulation
<b>C. PERFORMANCE AND RESULTS OF THE WFP PORTFOLIO IN UGANDA</b>					
<p><i>1. Were WFP's food assistance operations designed to adequately address the assistance and protection needs of population?</i></p> <p>[CP outcomes: -All HH with FCS&gt;35 without food aid by 2014; -communities have preparedness plans; -20% reduction in stunting u-2; -10% increase in income of farmers participating in AMS; -50% local purchases from smallholders.]</p>	a) Was WFP able to provide food assistance and protection to population in need and in proportion to their needs, without any extraneous political factors impinging on the response?	Refugees and EVHs in Karamoja increased their FCS to at least 28; prevalence of acute malnutrition among u-5 in Karamoja <10%	WFP protection policy; food basket monitoring report; district level nutritional data M&E reports (FBM, PDM, SAFE reports, etc.); senior programme staff; key GoU officials; implementing and CPs; beneficiaries	FGD, KII, desk research; SSI	
	b) Were there any sections of population facing life-threatening situations due to food insecurity whose humanitarian needs were not met, including by WFP?	Needs assessment reports; Communities' perceptions	Needs assessment reports; primary data from vulnerable communities; CFSVA 2009 & 2013, JAM 2009 & 2012, etc.; evaluation reports; other stakeholders' interventions (CAP document); UNDAF	SSI; desk research	
	c) How effective is WFP's needs assessment, planning and delivery in ensuring that the food insecure population benefit from the food assistance interventions in a timely manner?	Objectives in logframes of EMOP, PRROs, CP, and other project documents met.	Progress reports, Senior Programme staff, key GoU officials, key local government officials and technical staff, beneficiaries, CPs, donors	KII, SSI/FGDs, Desk research	
	d) To what extent the planned outcomes have been / are being achieved? Are there any additional outcome(s) being achieved beyond the intended outcome? e) How have corresponding results at the output level delivered by WFP affected the outcome, and in what ways have they not been effective? What are the challenges to achieving the outcomes?	CP outcomes  PRRO outcomes: acute malnutrition u-5 in Karamoja <10%; HH FCS >28.	Project documents, M&E reports, Health centre/government statistics on nutritional surveillance; Senior Programme and field staff, implementing and operational Partners; beneficiaries, M&E reports, AMS reports, key local government and technical staff	As above	Most Significant Change stories

<b>Evaluation focus and key questions</b>	<b>Sub-questions</b>	<b>Key indicators</b>	<b>Data sources</b>	<b>Data collection methods/tools</b>	<b>Data analysis/triangulation</b>
	f) What are the key gaps that WFP interventions could address within its comparative advantage which would significantly contribute to the achievement of the outcome?	Gaps in meeting acute and chronic humanitarian and food security needs among communities.	Needs assessment reports; Communities' perceptions; OCHA; donors; key Government officials; CPs	FGD/SSI with communities and KII	
2. Were WFP's food assistance modalities including AMS interventions efficient?	a) Were programme resources/funds efficiently applied? What internal factors (design, management, human and financial resources, field delivery capacity etc.) and what external factors (physical, political, security) are affecting achievement of planned results?	Gap between planned and realized outputs and outcomes; timeliness in delivery; results compare favourably with comparator organizations	Cost of Hunger School-feeding costs (per child per year) past evaluations (e.g. IE-FFA), project documents; audit reports, senior Programme and field staff, finance and logistics staff, key local government and technical staff	Desk research; KII	
	b) Are the activities and various modalities WFP used for delivering various components of its programme timely and cost-effective, and do they deliver value for money? How is value for money monitored, and if so, what type of data /mechanism used?	Unit costs of delivering outputs and outcomes <sup>19</sup> ; systematic cost-effectiveness monitoring records available.	Progress reports, Senior programme, logistic, finance and Field staff, CPs, donors	As above	
3. Are the interventions sustainable?	a) How strong is the level of ownership of the results by relevant government entities and other stakeholders?	Management, control and continuation of activities and outcomes by relevant GoU institutions.	Progress reports, Senior Programme and field staff, key local government and technical staff, beneficiaries, operational and CPs	SSI; KII	

<sup>19</sup> For example, unit cost of school feeding programme per child per year; cost of delivery of food aid per tonne; potential value of outputs created through productive assets programme; input-output ratio in food-for-assets programme

<b>Evaluation focus and key questions</b>	<b>Sub-questions</b>	<b>Key indicators</b>	<b>Data sources</b>	<b>Data collection methods/tools</b>	<b>Data analysis/triangulation</b>
<i>3. Are the interventions sustainable?</i>	b) What is the level of capacity and commitment from the Government and other stakeholders to ensure sustainability of the results achieved? Has partnership strategy enabled integration and embedding of programme implementation in the government system?	As above; mgmt of moderate malnutrition now fully managed by district local government after WFP hand over (Acholi); warehouses managed providers.	Progress reports, Senior Programme and Field staff, key Government officials, key Local government and technical staff, implementing and CPs, beneficiaries	Site visits; SSI & FGD with beneficiaries	
	c) Do the projects/ programmes have an exit strategy? What will happen at the end of the project/ programmes? What could be done to strengthen sustainability?	Realistic hand over strategy; degree of Government ownership.	Project/programme proposals, senior programme and field staff, CPs, beneficiaries, donors	Desk review; KII and SSI	
	d) Is there synergy between WFP's various interventions and with those of other organizations?	Linkages between programme activities and outcomes	Project/programme proposals, senior programme and field staff	Desk review; KII	
<i>4. Did WFP interventions address cross-cutting issues?</i>	a) How has WFP's programming incorporated gender equality and women's empowerment, HIV/AIDS, rights-based approach and human development priorities in all aspects of planning and implementation?  b) Have protection issues been integrated into/addressed by WFP programming?	Plans and progress reports reflect emphasis on cross-cutting issues; Under P4P, 50% registration of women in FO, and management teams are gender balanced, with women making up at least half the members; in PRRO 200429, women hold at least 50% of leadership positions in the food mgmt committees.	Progress reports, senior programme and field staff, beneficiaries, CPs, key government officials, key local government and technical staff	As above	



Evaluation focus and key questions	Sub-questions	Key indicators	Data sources	Data collection methods/tools	Data analysis/triangulation
<b>D. APPROPRIATENESS OF THE CS (2009-2013) PROCESS</b>					
<i>1. Was the country strategy appropriate and meaningful, and did it add value to country portfolio?</i>	a) How central is the CS to the entire range of interventions in the country portfolio?	Trends: project type; portfolio; funding levels.	Progress reports, senior Programme and field staff, key Regional Bureau staff	Desk review; KII	
	b) What value has having a country strategy added to the Uganda country portfolio in the past five years?	Stakeholders' recognition of WFP programme transformation during CS period	Senior Programme and field staff, key Regional Bureau staff, donors, Government and CPs	KII	
	c) How is the CS, or elements of it, used in operational and strategic decision-making by the CO, and to what effect? Were the strategic targets achieved? Why or why not?	Familiarity of CS and its use in ops planning by CO staff.	Familiarity of CS and its use in operational planning by CO staff.	KII; Analysis of results	
	d) Were the systems put in place to monitor progress against the strategic targets?	M&E supporting CS.	M&E reports, senior programme and field staff, and CPs	Desk research and KII	
	e) To what extent CS has enabled the CO to leverage its partnership and programme interventions to create synergy for greater impact, and is there evidence of this happening?	Evidence of impact beyond conventional food aid emerging – promoting livelihoods, disaster mitigation and addressing chronic hunger. <sup>20</sup>	M&E reports, senior Programme staff, CPs, Donors, key government officials, key local government and technical staff	Desk research and KII	

<sup>20</sup> The specific targets in the country strategy which will be used as reference point for assessing potential impact are as follows: *1. There are no deaths from acute hunger, and the productive assets of the most food and nutrition insecure households are safeguarded against droughts, floods and other shocks. 2. Most post-conflict recovering communities have become net food producers, and chronic child hunger has been cut by one fifth. 3. Farmers and traders are in a position to sell to WFP more than US\$100 million annually in locally produced food commodities.* The evaluation recognizes that these are macro-level targets to which many organizations including Governments contribute. The evaluation's approach will be to find out the contributions WFP has made to these targets.

**Abbreviations used:**

CO	Country Office
CPs	Cooperating Partners
CS	Country Strategy
FCS	Food Consumption Score
FGD	Focus Group Discussion
FO	Farmers' Organization
GoU	Government of Uganda
JAM	Joint Assessment Mission
KII	Key Informant Interview
SPR	Standard Progress Report
SWOT	Strengths, Weaknesses, Opportunities & Threats
TOC	Theory of Change

## Annex 4: Additional Data used in the Evaluation Report

**Table 9 Details of interviews and focus group discussions (FGD) conducted**

Stakeholder groups	Sites/locations	KII	FGD	
			Men/mixed	Women
WFP staff	Rome Uganda	38 51	-	-
Implementing partners/others	-	42	-	-
Government/local authorities	Uganda	40	-	-
Other UN agencies	Uganda	18	-	-
Donors	Kampala	7	-	-
GFD/TFD beneficiaries:	8 villages/ locations			
Individual interviews		9	-	-
Community meetings			1 mixed (13M, 28W); 1 mixed (5W, 3M); 1 mixed (5W, 7M); 1 (14M); 1 mixed (2W, 7M)	1 (21W)
Site visits: SCP/ warehouses/FO/farmers	5 SCP; 2 FO: 6 warehouses	8 (household storage)	1 mixed (13 W, 12M); 1 mixed (1W, 8 M); 1 (6M)	1 (16W); 1 (6W)
Soil & water conservation	8	-	-	-
CBSF/MCHN centres/TFP	9	-	1 mixed (1M, 4 W);	1 (6W); 1 (5W); 1 (6W); 1 (4 W);
Village woodlots	13	4	1 mixed (20W, 8m)	1 (20W)

Source: Compiled by evaluation team

**Table 10 WHO classification of severity of malnutrition**

Severity of malnutrition	Acute WFH <-2 z-scores (%)	Chronic malnutrition HFA <-2 z-scores (%)
Acceptable	<5	<20
Poor	5-9	20 - 29
Serious	10 - 14	30 - 39
Critical	≥15	≥40

Source: WHO Classification of Severity of Malnutrition in a Community by Prevalence of Acute and Chronic Malnutrition for Children Under 5 years of Age (WHO. 2000. The Management of Nutrition in Major Emergencies (Geneva: WHO, UNHCR, IFRC, WFP, 2000)

**Table 11 JAM 2011 recommendations on refugee rations**

Criteria	Recommended WFP food ration
EVI (Annex 2 contains EVI criteria)	100%
Refugees 3 years or less in Uganda	100%
Refugees 4 to 5 years in Uganda (West Nile)	50%
Refugees 4 to 5 years in Uganda (Southwest)	60%
Refugees more than 5 years in Uganda (West Nile)	0%
Refugees more than 5 years in Uganda (Southwest)	50%

Source: WFP, UNHCR, Government of Uganda. 2011. Final Report of the 2011 Joint Assessment of Refugees in Uganda

**Table 12 Expenditure on EHA and CP**

Year	Expenditures (US\$ millions)			EHA % of total
	EHA	FNS & AMS	Total	
<b>2009</b>	49.08	0	49.08	100%
<b>2010</b>	88.58	18.18	106.76	83%
<b>2011</b>	53.97	49.73	103.7	52%
<b>2012</b>	82.14	78.19	160.33	51%
<b>2013</b>	39.17	98.09	137.26	29%

Source: SPRs for each calendar year between 2009-2013;

**Table 13 Key data on food insecurity from CFSVA 2009**

Region	Sub-region	Proportion of the Population %	Food Insecure %	Food Insecure Number of Households	Moderately Food Insecure %	Moderately Food Insecure Number of Households
Northern	Karamoja	3.6	20.4	34,600	38.0	64,400
	Acholi	4.8	2.2	5000	36.2	81,700
	West Nile	9.0	1.1	5700	13.2	56,000
Eastern and Eastern-Central	Eastern	22.1	6.7	32,000	N/A	N/A
	Eastern-Central		15.1	85,000	N/A	N/A
Northern Central Region	Teso	11.2	5.3	32,000	N/A	N/A
	Lango		1.6	85,000	N/A	N/A
Central Region	Central 1	22.2	9.3	297,000	N/A	N/A
	Central 2		3.0	92,000	N/A	N/A
Western and South Western Region	Western Region	26.6	2.7	100,000	N/A	N/A
	South Western Region		6.1	231,000	N/A	N/A

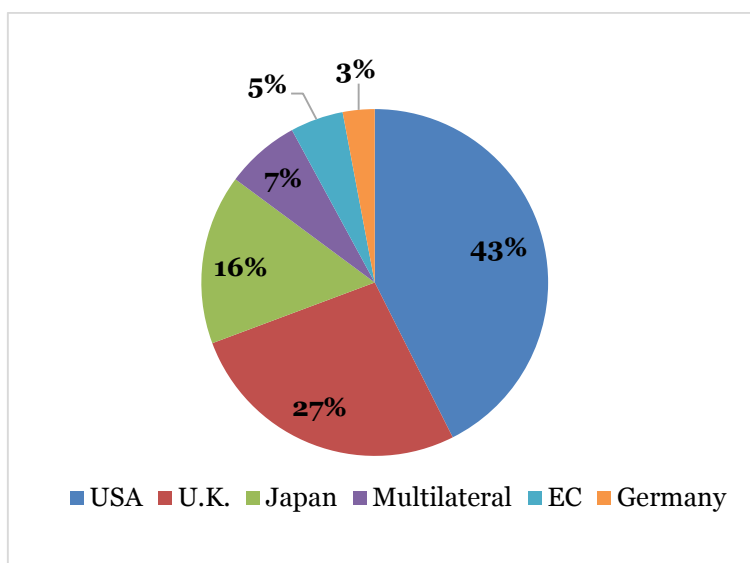
Source: WFP. 2009. Comprehensive Food Security and Vulnerability Analysis

**- Pattern of direct project cost**

	2010	2011	2012	2013	
<b>Commodity</b>	8.35%	28.22%	35.32%	38.75%	(food trnsfr)
<b>Transport</b>	0.00%	3.20%	5.29%	0.00%	
<b>LTSH</b>	8.78%	9.30%	11.25%	40.88%	CDA
<b>ODOC</b>	45.74%	37.94%	29.01%	0.00%	
<b>DSC</b>	37.12%	21.34%	19.13%	17.87%	

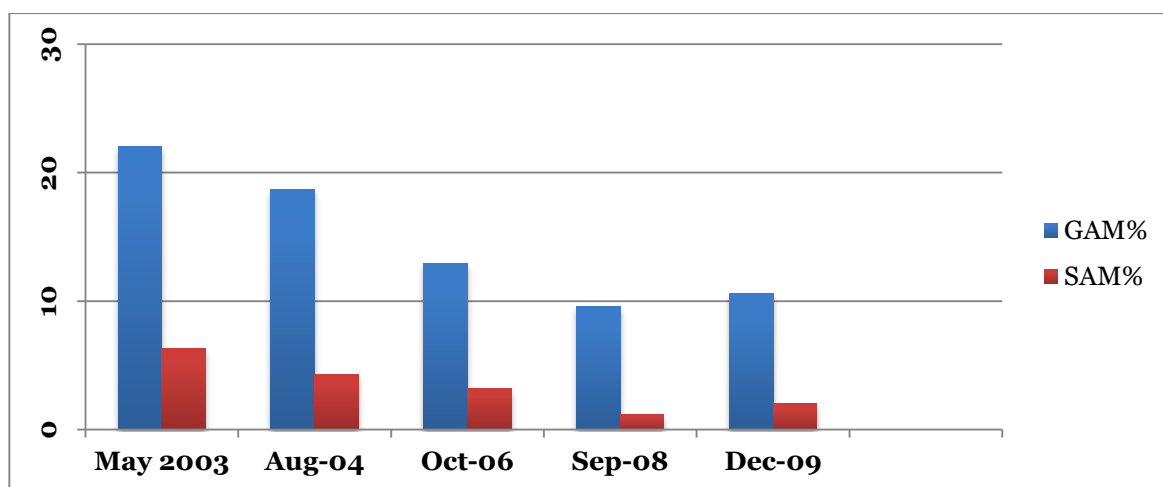
Source: SPR CP108070 for 2010-2013. Note: From 2013, the cost categories commodity, transport LTSH and ODC have been replaced by 2 categories only – food transfer and capacity development augmentation.

**Figure 2: WFP's top donors, 2009-2013**



Source: SPRs 2009-2013

**Figure 3: Malnutrition trend in Karamoja, 2003-2009**



Source: Makerere University School for Public Health. 2010. Health, Nutrition, Food Security and Mortality Assessment for Karamoja region, Final Report

**Box 1: Bugiri Agribusiness and Institutions Development Association (BAIDA)-Nankoma SCP**

Members of BAIDA-Nankoma received support from WFP. Organisation for Relief and Development Support (ORDS), a CPs of P4P trained the members of the Association in post-harvest handling (PHH), storage management, farming as a business, establishment and management of village savings and loan associations (VSLAs), use of market information and group formation and management. The members of the association had earlier been trained in agronomy (crop spacing and use of fertilisers) by Sasakawa Africa Association.

BAIDA-Nankoma consists of 30 farmers' groups consisting of a total of 753 farmers, 403 (53%) of whom are women. The farmers' organization (FO) buys and sells seeds and fertilizers to the members at a subsidized price. Support from P4P to the SCP consisted of a drying, cleaning, shelling and grading machine which helped the Association to improve quality of maize grain brought by its members. Association sells grains to Kenyan millers in Busia at UGX 800 per kg after getting market information from UGANET. Other farmers who do not sell through the SCP sell their maize at UGX 500 per kg as it is sold to traders in Kenya as animal feed.

Following training in VSLA management, the FOs are mobilising savings from the members. A typical FO collects about UGX 500,000 to 800,000 per month which it loans to the members at an interest rate of 10% per month which it uses to improve the SCP. To enable the smallholder farmers (SHFs) to open more land and therefore, increase crop production, the FO was given a motorized tiller by WFP. Women members of the Association also received tarpaulins which they use for drying their maize grain. Given the fact that SHFs get better income if they have good quality maize, a few members of the FO have bought motorised shellers while others have bought motorized tillers which they hire out to other SHFs.

## Annex 5: List of interviews/FGDs conducted by the evaluation team

Name	Position	
<b>WFP HQ</b>		
Alice Martin-Dahirou	Country Director	WFP - Uganda CO
AnaFernandez Martinez	Programme Advisor, RB OMN	WFP - OMN
Anne-Claire Luzot	Senior Evaluation Manager	WFP - OEV
Britta Schumacher	Programme Policy Officer	WFP - OSZAN
Chad Martino	Programme Advisor	WFP - RMPP
Dragica Pajevic-Alp	Logistics Officer	WFP - OSLT
Edouard Nizeyimana	Senior Programme Advisor	WFP - OSZF
Elise Benoit	Evaluation Manager	WFP - OEV
Elizabeth Ramborger	Consultant	WFP - OSZPC
Federica Zelada	Researcher	WFP - OEV
Geoffrey Ebong	NO Policy, Partnerships and Donor Relations	WFP - Uganda CO
Getachew Diriba	Head of Country Capacity Strengthening	WFP - OSZPC
Helen Wedgwood	Director	WFP - OEV
Issa Sanogo	Market Analyst	WFP - OSZA
Marco Cavalcante	Head of Programme	WFP - Nepal
Mary-Ellen McGroarty	Chief	WFP - OSPF
Maud Biton	Private Partnerships	WFP - PGP
Miranda Sende	Evaluation Manager	WFP - OEV
Mitsugu Hamai	Procurement Officer	WFP - OSPF
Paul Howe	Chief Humanitarian Crisis and Transition Unit	WFP - OSZPH
Peter Rodrigues	Chief School Feeding & Chronic Hunger Unit	WFP - OSZPS
Pierluigi Martinesi	Programme Advisor	WFP - OMEP
Rosie Bright	Country Strategy focal point	WFP - OMN
Ross Smith	Evaluation Manager	WFP - OEV
Sally Burrows	Deputy Director	WFP - OEV
Sarah Laughton	HoP	WFP - Uganda CO
Scott Roncini	Programme Officer	WFP - OSZPR
Stanlake Samkange	Director	WFP - PPI
Tahir Nour	Chief Cash for Change	WFP - OSZIC
Vanja Karanovic	Consultant	WFP - OSZPS
Victor Tsang	Programme Officer	WFP - OMG
Volli Carucci	Chief Resilience & Prevention Unit	WFP - OSZPR
Woo Jung Kim	Donor Relations Officer	WFP - PGG
<b>WFP UGANDA</b>		
Albertina Tamutambo Kakuba	Procurement Officer	WFP CO
Alice Martin Dahirou	Rep/Country Director	WFP CO UG
Amos Mwesigye	Head of M&E	WFP CO
Amos Mwesigye	Reports Officer M&E	WFP CO



<b>Name</b>	<b>Position</b>	
Beatrice Nabuzaale	Programme Officer, Emergency	WFP CO
Caroline Nabasirye	Field Monitor Assistant	WFP Mbarara Sub-Office
Cesar Geoffrey Obama	In-charge of School Feeding	WFP Kotido Sub-Office
Charles Ibaale	Data Analyst/Logistics Assistant	WFP CO
Charles Ibaale	Data Analyst	WFP CO
Charles Mwesigye	Security Officer	WFP CO
Charles Okwakol	Logistics Assistant	WFP Mbarara Sub-Office
Ellen Girerd-Barclay	International Facilitator	WFP CO/REACH
Freda Apio Kinobe	Field Monitor Assistant	WFP Gulu Sub-Office
Geoffrey Ebong	Policy, Partnerships & Donor Relations	WFP CO
Germain Koffi Akoubia	Dy Head for Programme/AMS Support Coordinator	WFP CO
Germain Koffi Akoubia	Deputy Head of Programme AMS/P4P Coordinator	WFP CO
Gertrude Akulo	Field Monitor	WFP Kotido Sub-Office
Gilbert Buzu	Head of Office	WFP Kotido Sub-Office
Gloria Anywalali	Field Monitor	WFP Gulu Sub-Office
Hadija Musoke	Field Assistant	WFP Kotido Sub-Office
Helen Wedgwood	Director	WFP OEV
Hellen Atia	Finance Assistant	WFP Gulu Sub-Office
Henry Emogu	Driver/Mechanic	WFP Mbarara Sub-Office
Jane Kyomuhangi	Staff Assistant	WFP Mbarara Sub-Office
Jeff Mungu	Field Support & Emergency Preparedness	WFP CO
Joel Ayikobua	Procurement Assistant	WFP CO
Johnson Mbogha	Field Monitor	WFP Mbarara Sub-Office
Joseph Kiweira	Finance Assistant	WFP Mbarara Sub-Office
Joseph Okellowange	Programme Officer/HOSO	WFP Mbarara Sub-Office
Judith Kiiza	RMA/Pipeline Officer (Resources Management Analyst)	WFP CO
Juma Afidra	Senior Programme Assistant	WFP Mbarara Sub-Office
Martin Ahimbisibwe	Nutritionist	WFP CO
Matteo Caravani	Consultant	WFP CO
Michael Besigye	Field Monitor Assistant	WFP Mbarara Sub-Office

<b>Name</b>	<b>Position</b>	
Michael Dunford	Deputy Country Director	WFP CO
Moses Oryema	Senior Programme Assistant	WFP Gulu Sub-Office
Patricia Eloto	Gender focal point	WFP CO
Patrick Yankuba	Area Coordinator	WFP Moroto Sub-Office
Paul Mbaka	Snr Programme Assistant (M&E)	WFP CO
Sarah Laughton	Head of Programme	WFP
Sarah Loughton	Head of Programme	WFP CO
Siddharth Krishnaswamy	M & E Head	WFP CO
Stella Mavenjina	Head of suboffice	WFP Gulu Sub-Office
Swalleh Guley	Senior Programme Assistant	WFP Moroto Sub-Office
Tom Ahimbisibwe	Head of Office	WFP Moroto Sub-Office
Twanza Eunice	Senior Programme Assistant	WFP Kotido Sub-Office
Vera Mayer	Food & Nutrition Security Coordinator	WFP CO
Vera Mayer	Food & Nutrition Security Coordinator	WFP CO
Vicky Onekalit	Administrator	WFP Gulu Sub-Office
Washington Obote	Driver	WFP Gulu Sub-Office
Willy Mulindwa	Driver	WFP Gulu Sub-Office
<b>GOVERNMENT OF UGANDA</b>		
Agnes Chandia	Head of Nutrition	Ministry of Health
Alfred Kamanyire (Dr)	District Production Officer	Kamwenge District
Aloysius Karugaba	Production Coordinator	Isingiro District
Amos Namara	Health Management Systems	Isingiro District
Anna Kabatereine	Secretary for Production	Isingiro District
Atim Betty	Nursing Assistant	Rengen Health Centre
Bolton Omal-Kidega	District Commerce Officer	District Office, Agago
CarolineAmena	Enrolled nurse	Gulu Health Department
Charles Ocan	NAADS Coordinator	National Agricultural Advisory Services
Christine Aloko	Enroled Midwife	Lorengecora
Clement Olango	Agriculture Officer	District Agriculture Office, Gulu
Dr. Paul Onek	District Health Officer	Gullu Health Department
Dr. Robert Limlim	Chief Executive Officer	NUSAF 2
Edward Elok	Assistant CAO	Moroto District
Esau Beyendera	Deputy Settlement Commandant in Charge of Food Distribution	Nakivale Refugee Camp
Fred Ogene	Ag Chief Executive Officer	Ministry of Trade, Industry & Coop

<b>Name</b>	<b>Position</b>	
John Baptist Ahimbisibwe	Deputy Vice Chairman	Isingiro District
John Bosco Kyaligonza	Assistant Settlement Commandant	Rwamanja Refugee Settlement
John Bosco Ssentamu	Settlement Commandant	Nakivale Refugee Camp
John Lokawa	Storeman	Lorengecora
John Ssemakatte Sebuliba	Head, Social Sector Planning	National Planning Authority
Justus Monday	Health Department	Isingiro District
Levi Abura	District Production Officer	Kotido District
Levi Bahemuka Musinguzi	Assistant CAO	Kamwenge District
Magdalene Longet	Registered Nurse/Midwife	Lorengecora
Mark Locheng	Deputy CAO	Kotido District
Maryam Abodo	Nursing Assistant	Gulu Health Department
Mudragi Kigozi	Secretary for Finance	Isingiro District
Ocheri Eri-Emanuel	Deputy Head teacher	Kacheri Primary School
Okasai Opolot	Director of Crop Resources	Ministry of Agriculture & Animal Industry & Fishery
Phillip Oringa	District Health Officer	Kotido District
Richard Schod-Oromoga	Assistant CAO	Agago District Office
Sakina Nachuge	Registered Midwife	Lorengecora
Samuel Kahirita	Health Educator	Kamwenge District
Santa Odour	Assistant Chief Administrative Officer	District Officer
Sarah Nakabembe	Snr Planner, Social Development	National Planning Authority
Sebastian Tubehamwe	Assistant CAO	Isingiro District
Sezario Ochen	Headteacher	Kapwat Primary School
Tobia Kolo	Agriculture Officer	District Agriculture Office, Gulu
Walter Omondi	Refugee Desk Officer	Office of the Prime Minister
<b>UN ORGANIZATIONS</b>		
Adam Vinaman	Deputy Representative	FAO
Alhaji M. Jallow	Representative	FAO
Andrew Mbogori	Head of Office	UNHCR Mbarara Sub Office
Charlie Brewah	Associate Field Officer	UNHCR-Rwamanja Refugee Settl.
Didan Tugeine	Senior Programme Assistant	UNHCR Nakivale Settlement

<b>Name</b>	<b>Position</b>	
Doreen Nimusiima	Snr Community Services Ass.	UNHCR Nakivale Settlement
Ellen Girerd-Barclay	International Facilitator	REACH
Gerry Dyer	Filed Programme Coordinatord	UNICEF
Gershom Golola	Protection Assistant	UNHCR-Rwamanja Refugee Settl.
Harriet Kivumbi	National Facilitator	REACH
Hudson Agaba	Field Associate	UNHCR-Rwamanja Refugee Settl.
Josephine Nakabuubi	Programme/Logistics	UNHCR Nakivale Settlement
Jovia Echonia	Field Associate	UNHCR Nakivale Settlement
Julian Ateeme	Community Service Assistant	UNHCR-Rwamanja Refugee Settl.
Maureen Amcbrien	Snr Field Coordinator	UNHCR Mbarara Sub Office
Razak Katabazi	Registration Assistant	UNHCR-Rwamanja Refugee Settl.
Rebecca Kwagala	Programme Specialist, Moroto	UNICEF
Sakura Atsumi	Deputy Representative	UNHCR
<b>NGOs/others</b>		
Aaron Kabagambe	Project Manager	Samaritan's Purse
Andrew Kiri Amegou	Director	Andre Food Consult
Ayub Asingataba	Management Consultant	Upland Rice Millers Company Ltd
Benson Okabo	Regional Operations Manager	World Vision
Charles Lagu	Health Centre In-Charge	Medical Teams Internation
Daniel Enarson	Country Director	Samaritan's Purse
Dennis Onena	National Programme Coordinator	MAP International
Diane Genevive Achanda	Team Leader Nutrition	Andre Food Consult
Flavia Bakundane	Education Advisor	Save the Children
Francis Kayombya	Field Monitor	Samaritan's Purse
Francis Ochan	Commodity Officer	World Vision
Francis Opira	Project Coordinator NUSAF2	World Vision
Franco Inshallah (Dr)	Medical Officer In Charge	Africa Humanitarian Action (AHA)
Geoffrey Gidudu	Soil & Water Conservation Officer	Samaritan's Purse
Godfrey Oyuku	Operations Coordinator	Samaritan's Purse
Henry Ogwal	Records and Reporting	Samaritan's Purse
Herbert Kyeyamwa	Managing Director	Agro-Ways Warehouse
Jacqueline Kariuki	Health Centre Nutritionist	Medical Teams Internation
James Kasozi	District Team Leader	Community Action for Health (CAFH)

<b>Name</b>	<b>Position</b>	
James Ksozi	District Team Leader	Community Action for Health
Joao Martins	Head of Region	ACF
Joe Acut	Agronomist	Caritas Kotido
Joseph Kibwota	Project Coordinator	CESVI
Juliet Anyamo	Programme Assistant	ACF
Julius Opwonya	Medical Officer	Africa Humanitarian Action (AHA)
Kyle Burr	Public Sector Development	Joseph Initiative
Lawrence Tiyoy	Director of Programme Operations	Save the Children
Leslie-Parker Odongkara	Project Manager, NUSAF2	Samaritan's Purse
Maria Reyes	Programme Development Director	World Vision International
Masele Fitsum	NPM Food Security	Samaritan's Purse
Michael Frewengel	Technical Coordinator	ACF
Musa Obol	Operations Coordinator	Samaritan's Purse
Nathan Akuje	Project Manager, Food Assistance Project Assistant	Samaritan's Purse
Patricia Ajwang	Inventory Manager	Agro-Ways Warehouse
Patrick Erumuba (Dr)	Health Coordinator	Africa Humanitarian Action (AHA)
Peter Oloya	Manager	AFRIGRI - Gulu Warehouse
PhillipIdro Idro (Ambassador)	Managing Director	Upland Rice Millers Company Ltd
Richard Bengo	Operations/Business Manager	Agro-Ways Warehouse
Ronald Toorach	Agriculture Officer	World Vision
Samuel Mugambe	Nutritionist	Africa Humanitarian Action (AHA)
Simon Wacha Okabo	Field Supervisor	ACF
Topher Mugumya	Director of Emergency	Save the Children
<b>DONORS</b>		
Andrea Ferrero	Northern Uganda Operations Officer	European Union
Dianna Darsney	Vulnerable Populations Unit Leader	USAID Uganda
Howard Standen	Climate Change Advisor	DFID
Joseph Oroyokot	Snr Agricultural Specialist	World Bank
Laurence Oroma	Programme Management Specialist	USAID Uganda
Marc Ducroquet-Lavin	Programme Manager	DFID Uganda
Martin Fowler	Agric & Livelihoods Advisor	USAID Uganda
<b>FARMERS' ORGANISATIONS</b>		
Abudala Waiswa	Member	BAIDA-Nankoma SCP
Ali Maganda	General Secretary Mamba FG	BAIDA-Nankoma SCP
Andrew Siteru	Member	BAIDA-Nankoma SCP
Danis Kaziba	Tiller Operator	BAIDA-Nankoma SCP
Eriasa Basoga	Secretary Koberakumoto FG	BAIDA-Nankoma SCP

<b>Name</b>	<b>Position</b>	
Florence Kalinaki	Chairperson	BAIDA-Nankoma SCP
Godfrey Muchingo	Warehouse Manager	Masindi Seeds & Grain Growers Association
Ivan Maganda	Tiller Operator	BAIDA-Nankoma SCP
James Mwanje	In-charge of machinery	BAIDA-Nankoma SCP
Ronald Kaune		BAIDA-Nankoma SCP
Siraji Kimara	Chairman Ayoda FG	BAIDA-Nankoma SCP
<b>COMMUNITY KII/FGD</b>		
Paimol Satellite Collection point	FGD 1 mixed	13 Women;12 men
	FGD 2 women	16 women
	KII with individuals	1 M; 3 women beneficiaries
Patang SCP	FGD 1 women	6 women
	FGD 2 men	6 men
Lopedot Abek centre	KII with individuals	3 women (2 EVH)
	Group meeting	13 men; 28 women
Nakiporet village	FGD 1 mixed	12 women; 8 men
Kalogwan water reservoir	Site visit	NA
	Site visit	NA
Kacho water reservoir	Site visit	NA
Paniangara Supplementary Feeding	FGD 1 mixed	1 man; 4 women
	FGD 2 women	6 women
Kanair Supplementary Feeding	FGD 1 women	5 women
	FGD 2 women	6 women
Rengen health centre	FGD 1 women	4 women
Lomjan village pond	Site visit	NA
Caicao village woodlot	Site visit	NA
Caicao village pond (old)	Site visit	NA
Nasinyon village pond	Site visit	NA
Kokowan water pond	Site visit	NA
Nakoreto water harvesting	Site visit	NA
Lokalumuk Woodlot	FGD 20 women 8 men	20 women
Lokalumuk Woodlot	Site/KII	4 interviews
Loolim Gulley Plugging	Site visit	
Lolletibat Woodlot	Site visit	
Lomusiya Pond	Site visit	
Napetet Nursery	Site visit	
Losikit village	FGD	5 women; 3 men
Losikit village	FGD	5 women; 7 men
Losikit Water Pond	Site visit	
Anna	Anyela	EVH, Katonga Village
Lomuria	Napeyok	EVH, Katonga Village
Rwamanja Food Distribution	FGD	2 women 7 men

<b>Name</b>	<b>Position</b>	
Nakivale Settlement	FGD	14 men
Nakivale Settlement	FGD	21 women

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## Annex 7: Itinerary of the evaluation mission

### A – Meetings in Kampala – (07-09 & 24-28 April 2014)

DATE	time	Place – and time to meeting from WFP	Object of meeting & Names / Title / Organisation of People to meet	CONTACTS
<b>Day 1 of CPE UGA Evaluation Field mission to Uganda</b>				
Monday 07 April	09 H 00	UNICEF - Kampala - 15 minutes	UN Agency - Nutrition Partner Meeting with Mr Gerry Dyer	0717-171450
	11 H 00	Ministry of Health – Kampala – 15 minutes	Government Partner for SFP, MCHN and Micronutrient Powder Pilot : Ms. Agnes Chandia Ministry of Health Room 305	0772-886201
	13 H 00		Lunch	
	15 H 00	WFP office – 501	Meeting ACF, WFP’s Cooperating Partner: Mr. Andrew Amegovu	0772-438219
	16 H 00	WFP – CD’s Office	Meeting WFP Management - Confirmed	WFP
<b>Day 2</b>				
Tuesday 08 April	08 H 30	FAO – Kampala – 15 minutes	UN Partner in Food Security/Assessments : Ms. Stella Ssengendo and Ms. Beatrice Okello	0776 - 502504
	09 H 15	WFP Kampala	Meeting with Vera Mayer on NUSAF/Safety Net activities in Karamoja	WFP
	11 H 00	NUSAF2 - Kampala – 10 minutes	Government Counterpart for NUSAF activities : Dr Robert LimLim Office situated in former WFP office – across the road – ask for office at their reception	0785-202925
			Lunch	
	15 H 30	MAAIF – Entebbe – 60 minutes	Travel to Entebbe to Meet Government Counterpart under AMS-P4P : Mr Okasai Opolot	0772-589642
<b>Day 3</b>				
Wednes day 09 April	08 H 00	OPM – Old Kampala – 25 minutes	Meet Government counterpart on Refugee Matters: Mr. Charles Bafaki	0772-361418
	09 H 30	WFP Office – 501	Meet Gender Focal Person: Patricia Elotu	0772-401220
	11 H 00	FAO	Meet with CD FAO	



	11 H 30	WFP Office – 501	Meet ACF: Micheal Frewengel	0774-646836
	14 H 00	WFP– Sarah’s office	Meet Head of Programme : Sarah Laughton	Extension 2448
	15 H 00	WFP Office – VAM office – 3rd Floor	Meet Head of Assessments Monitoring and Evaluation : Siddharth Krishnaswamy	Extension 2333
	15 H 30	NUSAF2 - Kampala – 10 minutes	Government Counterpart for NUSAF activities : Dr Robert LimLim - again	0785-202925
	16 H 30	DFID – 30 minutes	Meet DFID – Donor : Marc Ducroquet-Lavin	0772-700097
<b>Day 16</b>				
Thursday 24 April	16 H 00	WFP - CD’s Office	De-brief with WFP Management	2440
<b>Day 17</b>				
Friday 25 April	10 H 00	WFP - 501	Meet World Vision : Ms Maria Yvette Reyes	0755-000277
	11 H 00	USAID – 30 minutes	Meet USAID – Donor : Ms Diana Darsney at the Embassy	0772-138357
<b>Day 18</b>				
Monday 28 April	10 H 00	3rd Floor Conference Room	Exit De-brief with CO team and follow-up actions	

## FIELD MISSION:

### B - Field visits/work in Mid-west, Northern, Karamoja and Eastern Uganda (10 to 17 April 2014)

DATE	Time	Place	Object of meeting & Names / Title / Organisation of People to meet	Specific Activity	Team 01	Team 02	Responsible Person(s) and contacts
<b>Day 1</b>							
Thursday 10 April	7.00 - 11.00	Kampala	Travel from Kampala to Masindi				
	11.00 am – 12.00 pm	Masindi district		AMS. A well- functioning warehouse equipped by WFP with cleaning/drying machine. Private sector partnership.	Visit Joseph Initiative		Vincent
	12.00 – 1.00 pm	Masindi district		AMS. A warehouse, not supported by WFP. Farmer organization. Opportunity to observe two different business models.	Visit Masindi Seeds and Grain Growers' Association (MASGA)		Vincent
	1.00 – 3.30 pm		Travel from Masindi to Gulu (2.5 hrs)				Vincent
	3.30m pm	Gulu District			Meeting with Gulu SO staff		Stella

		Gulu District		Key informant meetings with district officials.	Meeting with Gulu district officials on agriculture (DPO, CAO)	Meeting with Gulu district officials on health and nutrition (DHO)	Stella
		Gulu District		AMS. WFP-owned, WRS-licensed warehouse being leased to private sector. Previously managed by collateral manager for 2.5 years.	Gulu Warehouse	Visit SFP. Bobi Health Center III in Gulu district.	Stella
		Gulu		EHA. Health centre previously supported by WFP to do supplementary feeding (SFP) of moderately malnourished children. Support phased out 2011 (TBC).			Stella
6.30 pm		Gulu	Over night				Stella
<b>Day 2</b>							
	3 hrs	Gulu district	Travel to Agago district via Pader (2hrs)				
		Agago district		AMS. Two small bulking centres (satellite collection points, SCPs) supported by WFP (constructed, equipped by WFP,	Visit Agago (1st Satellite Collection Point)	Visit Agago (2nd Satellite Collection Point)	Stella

				farmers trained by WFP).			
Friday 11 April		Agago district		Key informant meetings with implementing partner and district government.	Meeting with CESVI	Meeting with DPO	Stella
			Travel to Kotido (2 hrs)		Meeting with CAO, DHO and DEO	Meeting with NUSAF2 partner and possible site visit	Gilbert
<b>Day 3</b>							
Saturday 12 April		Kotido	Visit to CBSFP		Visit Community-based supplementary feeding programme (CBSFP), including meeting with partner		Gilbert
		Kotido	Karamoja context familiarization visit		Visit to a manyatta and discussion with community about Karamoja context, relevance of WFP, other issues of interest		Gilbert
<b>Day 4</b>							
Sunday 13 April					Reading and review		
<b>Day 5</b>							
Monday 14 April	8 :00a m	Kotido district			Meet with the WFP staff in Kotido SO		Gilbert
	9:45-10 :30 am				Travel to Nakapelimoru	Travel to Kacheri and Rengen Sub County	Gilbert

	10:45a m - 3pm				- Visit KPAP/NUSAF2 projects	- Visit Kacheri primary school	Gilbert
			-		Meeting with NUSAF2 implementing partners	- Visit Rengen H/C III (MCHN)	Gilbert
			-		Meeting with relevant district officials (DPO, CAO)	Meeting with DHO and DEO	Gilbert
							Gilbert
	4 pm		Travel to Moroto				
<b>Day 6</b>							
Tuesday 15 April	8:30a m	Moroto District			Meet with the WFP staff in Moroto SO		Tom
	10 :30 am - 4pm		Travel to Irriri and Lorengechora sub counties		Visit KPAP/NUSAF2 projects	Visit Irriri and Lorengechora H/CIII (MCHN)	Tom
					Discussion with implementing partners (ACF, Samaritan's Purse)	Visit Kapwat primary school in Iriiri	Tom
					Meeting with relevant district officials (DPO, CAO)	Meeting with DHO and DEO	Tom
			Return to Moroto		Meet with WFP staff covering Moroto and Karamoja region		Patrick
<b>Day 7</b>							
Wednesd ay 16 April	8.30 – 11.30 am				Meet with other actors in Karamoja (TBD based on team interest but potentially including : UNICEF, FAO, OPM Moroto, USAID partners)		Tom/Patr ick

	11.30 am – 6.00 pm	Moroto	Travel from Moroto – Soroti to Mbale				
		Mbale	Overnight in Mbale				
<b>Day 8</b>							
THursday , 17 April	8.00 am - 12.00 pm	Bugiri	Travel to Bugiri		BAIDA satellite collection point. Meeting also with partner ORDS.		
	12.00 – 2.00 pm	Jinja district	Travel to Jinja & lunch				
	2.00 - 4.45 pm	Jinja district		AMS. Upland Rice Millers. A private sector warehouse supported by WFP with equipment. Has diversified business due WFP.  Agro-Ways is the first WRS-licensed warehouse in Uganda. Has not been supported by WFP but is a major supplier. Has fully functioning WRS system.	Visit Upland Rice	Visit Agro-Ways. Meet leaders of farmer groups to discuss the WRS.	
	4.45 – 6.30 pm		Travel back to Kampala				

**FIELD MISSION:**

**C - Field visits/work to refugees operations in South – Western Uganda (21 to 24 April 2014)**

<b>DATE</b>	<b>Time</b>	<b>Place</b>	<b>Object of meeting &amp; Names / Title / Organisation of People to meet</b>	<b>Specific Activity</b>	<b>Team 01</b>	<b>Team 02</b>	<b>Responsible Person(s) and contacts</b>
<b>Day 1</b>							
Monday, 21 April 2014	2.00 – 6.00 pm		Travel from Kampala to Mbarara & Overnight				
<b>Day 2</b>							
Tuesday, 22 April 2014	8.30 - 9.30 am	Mbarara			Meet with the WFP staff in Mbarara SO		Joseph
	9.30 am – 18:30pm	Kamwenge	Travel to Rwamwanja Overnight in Mbarara		Rwamwanja refugee settlement. Meeting also with partners and others (UNHCR, OPM settlement commandant, SP, health actors)		Joseph
<b>Day 3</b>							
Wednesday, 23 April 2014	8: 30am –		Travel to Nakivale and back Meet WFP staff and Overnight in Mbarara		Nakivale refugee settlement. Meeting also with partners and others (UNHCR, OPM settlement commandant, SP, health actors)		Meet with WFP staff in Mbarara SO
<b>Day 4</b>							
Thursday, 24 April 2014	8.30 am		Travel back to Kampala		Leave for Kampala		Joseph

## Annex 8: Beneficiary data [consolidated]

**Table 14 Gender disaggregated - EHA SPR data**

			GFD	SFP/ TFP	TOTAL
2009	Planned	M	888,526	52,231	940,757
		F	942,362	68,039	1,010,401
	Planned Total		1,830,888	120,270	1,951,158
	Actual	M	1,139,581	11,669	1,151,250
		F	1,295,524	11,879	1,307,403
	Actual Total		2,435,105	23,548	2,458,653
	<b>Total reached</b>		<b>133%</b>	<b>20%</b>	<b>126%</b>
2010	Planned	M	225,411	45,436	270,847
		F	262,608	53,979	316,587
	Planned Total		488,019	99,415	587,434
	Actual	M	229,559	37,554	267,113
		F	270,218	45,729	315,947
	Actual Total		499,777	83,283	583,060
	<b>Total reached</b>		<b>102%</b>	<b>84%</b>	<b>99%</b>
2011	Planned	M	109,012	18,231	127,243
		F	126,797	22,006	148,803
	Planned Total		235,809	40,237	276,046
	Actual	M	119,535	13,212	132,747
		F	124,753	15,164	139,917
	Actual Total		244,288	28,376	272,664
	<b>Total reached</b>		<b>104%</b>	<b>71%</b>	<b>99%</b>
2012	Planned	M	149,604	18,899	168,503
		F	162,066	22,503	184,569
	Planned Total		311,670	41,402	353,072
	Actual	M	137,736	10,289	148,025
		F	146,672	12,175	158,847
	Actual Total		284,408	22,464	306,872
	<b>Total reached</b>		<b>91%</b>	<b>54%</b>	<b>87%</b>
2013	Planned	M	183,335	37,684	221,019
		F	191,410	47,785	239,195
	Planned Total		374,745	85,469	460,214
	Actual	M	163,326	35,893	199,219
		F	189,169	44,533	233,702
	Actual Total		352,595	80,426	433,021
	<b>Total reached</b>		<b>94%</b>	<b>94%</b>	<b>94%</b>

Sources: SPR data from project documents



**Table 15 Planned vs. actual number of beneficiaries under EHA by activities**

		GFD	SFP/TFP	Total
2009	Planned	1,830,888	120,270	1,951,158
	Actual	2,435,105	23,548	2,458,653
	<b>Total reached</b>	<b>133%</b>	<b>20%</b>	<b>126%</b>
2010	Planned	488,019	99,415	587,434
	Actual	499,777	83,283	583,060
	<b>Total reached</b>	<b>102%</b>	<b>84%</b>	<b>99%</b>
2011	Planned	235,809	40,237	276,046
	Actual	244,288	28,376	272,664
	<b>Total reached</b>	<b>104%</b>	<b>71%</b>	<b>99%</b>
2012	Planned	311,670	41,402	353,072
	Actual	284,408	22,464	306,872
	<b>Total reached</b>	<b>91%</b>	<b>54%</b>	<b>87%</b>
2013	Planned	374,745	85,469	460,214
	Actual	352,595	80,426	433,021
	<b>Total reached</b>	<b>94%</b>	<b>94%</b>	<b>94%</b>

Sources: SPR data from project documents

**Table 16 MT Data from SPRs – EHA**

		EMOP 108110	EMOP 200123	PRRO 101213	PRRO 200429	TOT
Yr	MT					
2009	Planned	84,733	-	73,820	-	158,553
	Actual	55,598	-	12,306	-	67,904
	<b>Total reached</b>	<b>65.62%</b>	<b>0%</b>	<b>16.67%</b>	<b>0%</b>	<b>42.83%</b>
2010	Planned	29,884	500	28,628	-	59,012
	Actual	20,042	246	24,798	-	45,086
	<b>Total reached</b>	<b>67.07%</b>	<b>49%</b>	<b>86.62%</b>	<b>0%</b>	<b>76.40%</b>
2011	Planned	-	-	25,773	-	25,773
	Actual	-	-	25,869	-	25,869
	<b>Total reached</b>	<b>0.00%</b>	<b>0%</b>	<b>100.37%</b>	<b>0%</b>	<b>100.37%</b>
2012	Planned	-	-	41,223	-	41,223
	Actual	-	-	27,798	-	27,798
	<b>Total reached</b>	<b>0.00%</b>	<b>0%</b>	<b>67.43%</b>	<b>0%</b>	<b>67.43%</b>
2013	Planned	-	-	-	48,125	48,125
	Actual	-	-	-	34,660	34,660
	<b>Total reached</b>	<b>0.00%</b>	<b>0%</b>	<b>0.00%</b>	<b>72%</b>	<b>72.02%</b>

Source: WFP SPRs for EMOP 108110 and 200123 PRRO 101213 and 200429

**Table 17 Gender disaggregated - FNS SPR data**

			CS 2 - FNS Activities				
			FFW/ FFA	MCHN	SF	THR	TOTAL
2009	Planned	M		-			-
		F		44,928			44,928
	Actual	M		-			-
		F		33,593			33,593
	<b>Total reached</b>			<b>75%</b>			<b>75%</b>
2010	Planned	M	124,975	9,849	50,904		185,728
		F	124,975	23,464	43,500	7,873	199,812
	Actual	M	104,625	8,288	59,733		172,646
		F	142,545	22,260	45,061	12,570	222,436
	<b>Total reached</b>		<b>99%</b>	<b>92%</b>	<b>111%</b>	<b>160%</b>	<b>102%</b>
2011	Planned	M	212,835	7,879	51,247	-	271,961
		F	212,835	21,015	44,350	8,008	286,208
	Actual	M	152,240	11,923	53,864	-	218,027
		F	169,625	28,924	39,932	-	238,481
	<b>Total reached</b>		<b>76%</b>	<b>153%</b>	<b>98%</b>	<b>0%</b>	<b>82%</b>
2012	Planned	M	175,120	7,788	55,140	-	238,048
		F	232,135	21,015	41,597	8,390	303,137
	Actual	M	151,795	11,923	59,673	-	223,391
		F	152,405	28,924	45,281	-	226,610
	<b>Total reached</b>		<b>75%</b>	<b>142%</b>	<b>108%</b>	<b>0%</b>	<b>83%</b>
2013	Planned	M	148,545	10,210	16,572	45,672	220,999
		F	196,905	30,562	12,501	34,455	274,423
	Actual	M	148,545	11,341	63,979	-	223,865
		F	196,905	30,712	48,532	-	276,149
	<b>Total reached</b>		<b>100%</b>	<b>103%</b>	<b>387%</b>	<b>0%</b>	<b>101%</b>

Sources: SPR data from project documents

**Table 18 Planned vs. actual number of beneficiaries under FNS activities**

		FFW/FFA	MCHN	SF	THR	Total
2009	Planned	NA	44,928	NA	NA	44,928
	Actual	NA	33,593	NA	NA	33,593
	<b>Total reached</b>		<b>75%</b>			<b>75%</b>
2010	Planned	249,950	33,313	94,404	7,873	385,540
	Actual	247,170	30,548	104,794	12,570	395,082
	<b>Total reached</b>	<b>99%</b>	<b>92%</b>	<b>111%</b>	<b>160%</b>	<b>102%</b>
2011	Planned	425,670	28,894	95,597	8,008	558,169
	Actual	321,865	40,847	93,796	-	456,508
	<b>Total reached</b>	<b>76%</b>	<b>153%</b>	<b>98%</b>	<b>0%</b>	<b>82%</b>
2012	Planned	407,255	28,803	96,737	8,390	541,185
	Actual	304,200	40,847	104,954	-	450,001
	<b>Total reached</b>	<b>75%</b>	<b>142%</b>	<b>108%</b>	<b>0%</b>	<b>83%</b>
2013	Planned	345,450	40,772	29,073	80,127	495,422
	Actual	345,540	42,052	112,511	-	500,103
	<b>Total reached</b>	<b>100%</b>	<b>103%</b>	<b>387%</b>	<b>0%</b>	<b>101%</b>

Sources: SPR data from project documents

**Table 19 Combined beneficiary coverage under EHA and FNS**

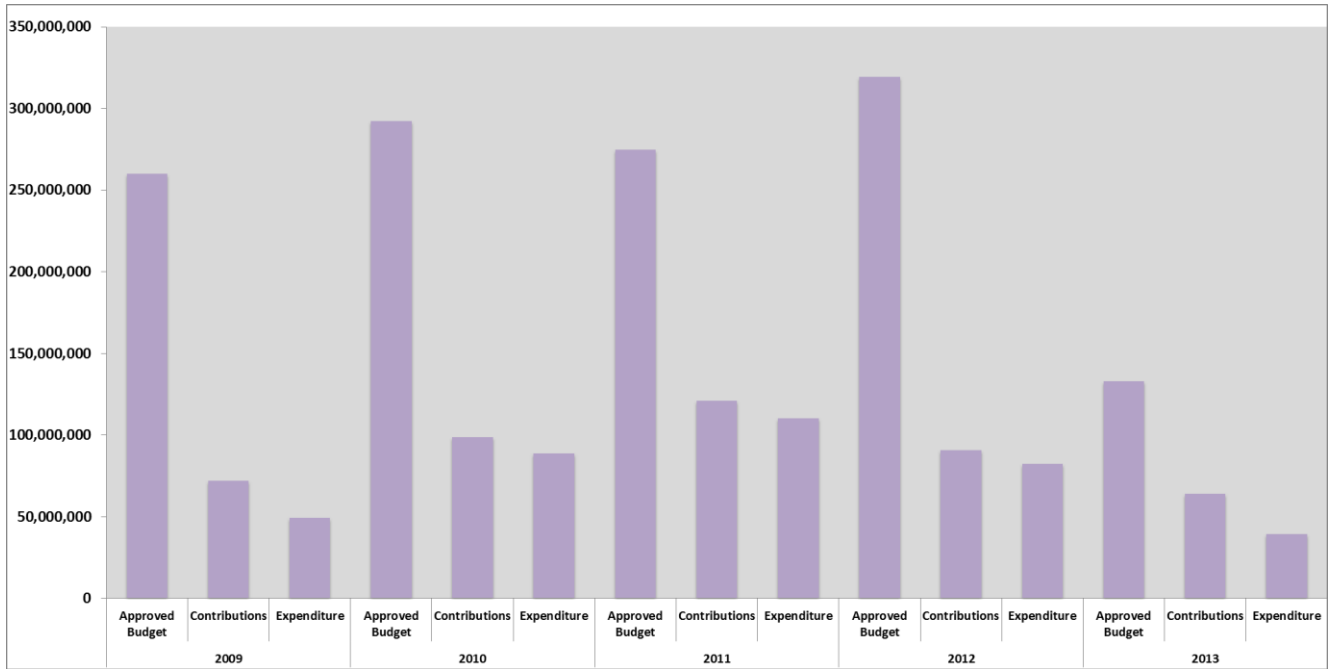
	CS PRIORITY 1			CS PRIORITY 2			COMBINED
	M	F	TOTAL	M	F	TOTAL	TOTAL
2009	1,151,250	1,307,403	2,458,653	-	33,593	33,593	2,492,246
2010	267,113	315,947	583,060	172,646	222,436	395,082	978,142
2011	132,747	139,917	272,664	218,027	238,481	456,508	729,172
2012	148,025	158,847	306,872	223,391	226,610	450,001	756,873
2013	199,219	233,702	432,921	179,945	221,789	401,734	834,655

Source: SPR data (actuals)

**Annex 9: SPR resources' extract [planned, received, used] by CS1 [EHA] and CS2/3 [FNS & AMS]**

**Figure 4 SPR resources' extract (planned, received, used) by CS [ CS1 / EHA]**

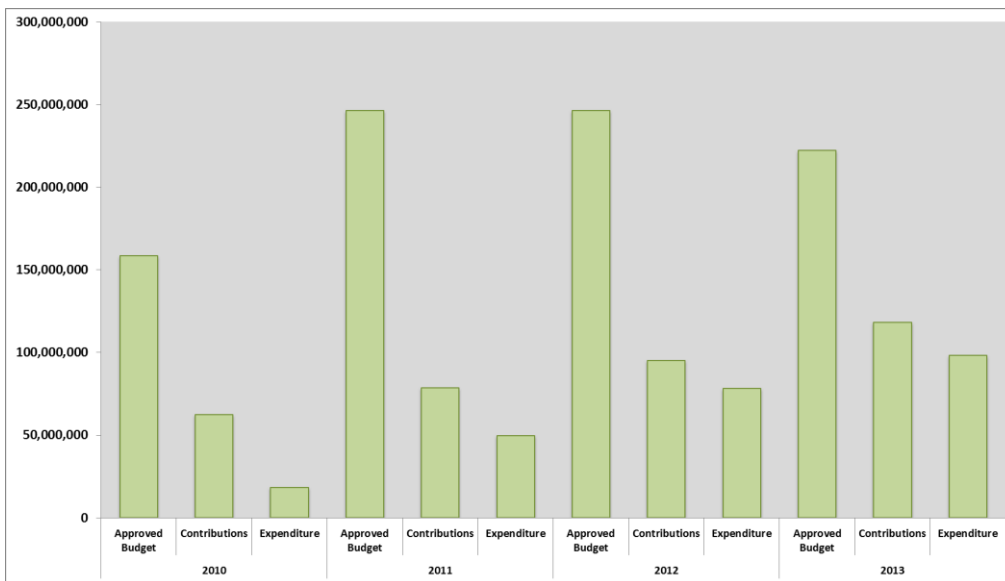
Priority 1 - EHA expenditures [EMOPS & PRROs] - cumulative, by calendar year



Source: Financial SPR of the PRRO 101213 / PRRO 200429 / EMOP 108110 / EMOP 200123

**Figure 5 SPR resources' extract (planned, received, used) by CS [CS 2 / FNS + CS 3 / AMS]**

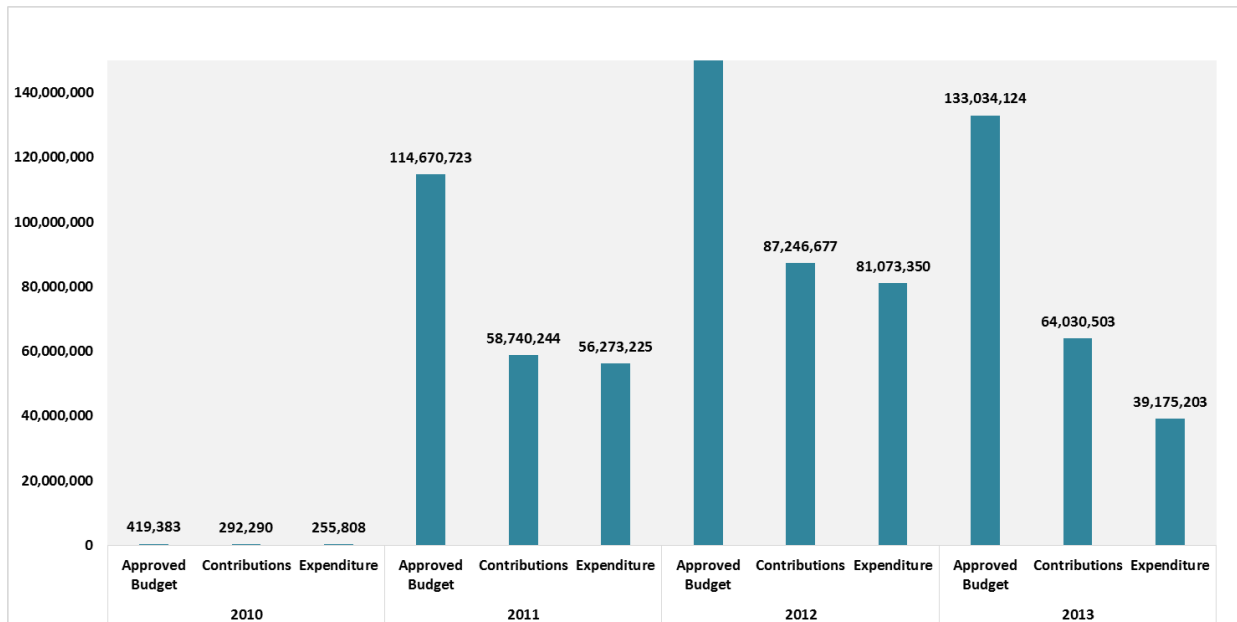
CP 108070 - Overall Expenditures: [Priority 2- FNS & 3 AMS] - cumulative by calendar year



Source: Financial SPR of the CP 108070

**Figure 6 SPR resources' extract (planned, received, used) by CS [ CS1 / EHA]**

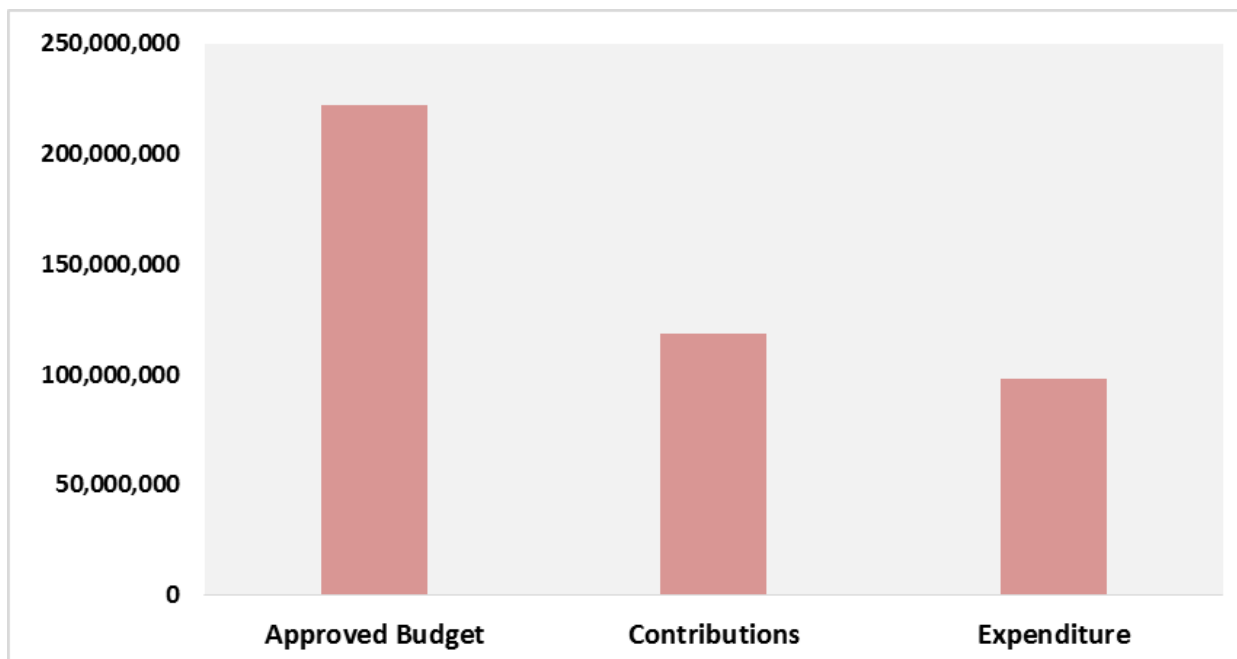
Priority 1 - EHA expenditures [EMOPS & PRROs]



Source: last Financial SPR of the PRRO 101213 / PRRO 200429 / EMOP 108110 / EMOP 200123

**Figure 7 SPR resources' extract (planned, received, used) by CS [CS 2 / FNS + CS 3 / AMS]**

CP 108070 - Overall Expenditures: [Priority 2- FNS & 3 AMS]



Source: Final SPR of CP108070, SPRs 2013

## **Annex 10: Explanatory note on definitions and examples of how the criteria for social protection and safety nets were used**

WFP's 2004 policy framework "WFP and food based safety nets: Concepts, experiences and future programming opportunities"<sup>21</sup> proposed the following six principles for good safety net design and programming:

i) Integrated into broader national contexts, policies and programmes. Safety nets should be: adapted to the unique constraints faced by the target population; integrated into a coherent national strategy for economic growth and social protection; and developed in partnerships between governments and donors.

ii) Targeted to those most in need of a transfer. While all WFP programmes target poor and vulnerable people, the primary objective of safety nets is to reach those most in need of a transfer. Other livelihood-promoting objectives are important but only secondary to reaching the right people with the transfer.

iii) Available in periods of need. The transfer should be available when beneficiaries suffer from food insecurity. To achieve this, the safety net should either be implemented throughout the year to allow people to enter and leave as the need arises, or be timed to coincide with periods when households are most food insecure.

iv) Take a long-term perspective. A sustained effort is required if safety nets are to build resilience and improve the livelihoods of poor people so that they can cope with seasonal fluctuations in food security on their own. Long-term interventions spanning several seasons or short-term interventions leading to a handover to partners may be required.

v) As predictable as possible. To achieve the best results, potential beneficiaries need to know in advance that they can rely on the safety net in the event of a shock. This permits them to take calculated risks and make the investments necessary to diversify and improve their livelihoods.

vi) As productive as possible. While safety nets need to have protective functions, they should be designed to the extent possible to achieve promotion of livelihoods simultaneously. Such an emphasis will help to address the underlying causes of poverty.

WFP's 2011 evaluation of WFP's Role in Social Protection and Safety nets<sup>22</sup> noted the following good practice principles for transfers in the context of social protection and safety nets. These are that transfers should be:

- i. Adequate to meet people's needs;
- ii. Provided on time and when needed;
- iii. Predictable, so that people know the transfer will be available when needed and can plan for it; and
- iv. Sustainable, both financially and politically.

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<sup>21</sup> WFP. 2004. WFP and food based safety nets: Concepts, experiences and future programming opportunities

<sup>22</sup> WFP. 2011. WFP's Role in Social Protection and Safety Nets.

The evaluation team has interpreted these principles and used them to qualitatively analyse whether the principles have been adhered to. This analysis is presented in Table 17 of the evaluation report. Examples of how the principles have been interpreted are given below.

**Adequacy:** relates to the value of the transfer in terms of the objective of the programme. For example EVH households receiving a transfer of 25% of full rations when estimated requirements are 50% of full rations, suggests that the criteria for adequacy has not been met.

**Timeliness:** reflects if the transfer is delivered on time, i.e. when beneficiaries have been told they will receive the transfer. It is also related to the transfer being provided at the right time, e.g. targeting EVH in the lean season, or targeting children under two years of age to address chronic malnutrition.

**Predictability:** relates to the ability of beneficiaries to rely on receiving the transfer. For example the fact that only 3-4 cycles of food distributions have been implemented for EVH despite 5-6 being planned means the transfer is not predictable. Thus does not allow for investment by beneficiaries.

**Rome, October 2014, OEV/2013/027**

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