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Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Uganda (2018–2025)

Background

This document presents WFP management's response to the recommendations from the summary report on the evaluation of the WFP country strategic plan (CSP) for Uganda for 2018–2025. The evaluation covered CSP activities implemented between 2017 and mid-2024. Taking a utilization-focused, consultative approach, the evaluation served the dual purpose of accountability and learning and informed the preparation of a new CSP.

The evaluation made six recommendations, of which four are strategic and two operational. The response indicates whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned (or completed) actions, responsibilities and timelines for their implementation.

Focal point:

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High Deadline: December 2025 Recommendation 1: Enhance programmatic integration and coherence among activities in order to maximize synergies and effectiveness.	Country office management	Agreed				
1.1 Develop an overarching CSP theory of change that is linked to the “nested” theories of change for Karamoja activities and the refugee response and that reflects various contexts and needs; review and update the theory of change during CSP implementation. <i>Priority: High</i> (March 2025)	Country office research, assessment and monitoring (RAM) unit (country office programme and supply chain units)	Agreed	1. Organize a workshop on the theory of change for the 2026–2030 CSP, covering among other things the analysis of context and needs and building on stakeholder consultations and analysis developed in September 2024.	Head of programme unit (Eastern and Southern Africa Regional Office programme cycle management team, monitoring and evaluation (M&E) team lead, community engagement and feedback mechanism (CEFM), analytics and systems teams, head of RAM team)	October 2024	Completed
			2. Develop a theory of change document informing the line of sight.	Head of programme unit (programme cycle management team, M&E team lead, CEFM and analytics and systems teams, head of RAM team)	December 2024	Completed

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1.2 Adopt a more integrated approach to activity planning and implementation, including through supply chain and programme integration and thematic integration, for example. Other examples include the integration of activities under the concepts of self-reliance and social protection <i>Priority: High</i> (November 2025)	Country office programme unit (country office human resources unit (so that workforce considerations are factored in), country office supply chain unit)	Agreed.	3. Conduct a cross-functional CSP vision workshop for the purpose of developing an approach to planning and implementation, as reflected in the 2026–2030 CSP package (highlighting how immediate outcomes will measure the integration of thematic areas with one another).	Head of programme unit (regional office project cycle team)	December 2024	Completed
			4. Analyse and review targeting and eligibility criteria for activities under the 2018–2025 CSP in order to inform the points of integration for the activities in the 2026–2030 CSP, including the self-reliance model and social protection.	Head of programme unit (head of RAM unit and gender and protection officer)	December 2025	Ongoing
			5. Develop a self-reliance manual and strategy that ensures the integration of planning and implementation approaches. The integration will include geographic convergence;	Head of programme unit (head of livelihoods, resilience and nutrition team and asset creation activity manager)	December 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			harmonization with other refugee response plans; sequencing and layering with livelihoods (on-farm, off-farm and non-farm), general food assistance, social protection and mind-set change activities so that activities are implemented systematically; and the refinement of targeting criteria.			
1.3 Develop a country office monitoring and evaluation, or a research, assessment and monitoring, plan that integrates monitoring and evaluation into all activities; prioritizes methods, reporting formats, visualizations and timing that facilitate the use of data in decision-making and advocacy; and outlines a knowledge management framework, including procedures for capturing and sharing learning among activities. <i>Priority: Medium</i> (January 2026)	Country office RAM unit (country office management and programme and supply chain units)	Agreed	6. WFP will continue to meet minimum monitoring requirements, including by implementing a monitoring plan for all activities, and will develop reporting methods and formats, and a knowledge management and learning agenda.	Head of RAM team	June 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High Deadline: November 2025 (for definition) and end of CSP (for strengthening) Recommendation 2: Clearly define and strengthen WFP's role as an enabler of sustainable government capacity and systems, particularly in the areas of self reliance, social protection – including school meals and shock-responsive systems – nutrition, and food systems transformation.	Country office management (regional office and headquarters divisions in Rome, country office supply chain, nutrition, agriculture market support, social protection and human resources units)	Agreed.				
2.1 Develop comprehensive transition strategies for each key programme area that include clear milestones and timelines for transferring ownership to the Government; the Government's resource commitments, including dedicated budget allocations; capacity strengthening plans at the national and subnational levels; measurable indicators for monitoring progress towards full transition; and explicit exit strategies tied to the achievement of capacity-related benchmarks. <i>Priority: High</i> (March 2026)	Country office programme unit and strategic outcome managers (country office social protection (including the school feeding team) and other units)	Agreed	1. The country office will outline the key components and areas of WFP's exit strategy in the 2026–2030 CSP.	Head of programme unit (heads of social protection and anticipatory action, crisis response, livelihoods, resilience and nutrition, and supply chain teams)	November 2025	Ongoing
			2. The programme unit will develop a plan with key milestones, a monitoring framework, benchmarks and a budget for capacity strengthening and transition at the national and subnational levels for prioritized programme	Head of programme unit (head of social protection and anticipatory action team)	March 2026	Not Started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			areas in the 2026–2030 CSP, including country specific indicators for measuring progress towards transition.			
2.2 Strengthen government systems and operational capacity by supporting data collection, analysis and utilization capability; building technical capacity for the measurement of self-reliance; and exploring the use of the Harmonized Approach to Cash Transfers for social protection programmes, including school meals, at the district level. <i>Priority: High</i> (End of CSP)	Country office programme unit and strategic outcome managers (country office finance unit, headquarters in Rome (clarification of the corporate guidance on the harmonized approach to cash transfers (HACT) is needed)	Agreed. Listed activities with confirmed funding will be prioritized. Government elections are expected in 2026; plans and activities need to be reviewed in the light of any changes in key ministry positions.	3. The programme unit will develop a plan for government capacity strengthening and transition to support data collection, analysis and utilization capabilities, and to build technical capacity for self-reliance measurement.	Head of programme unit (heads of social protection and anticipatory action and RAM teams)	December 2026	Ongoing
			4. The programme unit will engage with the Government at the national and subnational levels in Karamoja to assess the feasibility of implementing HACT for social protection, including school feeding.	Head of programme unit (heads of social protection and anticipatory action, risk and compliance, and country programme management teams)	December 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			5. WFP continues to co-chair the steering committee for self-reliance measurement within the livelihoods sector and provides technical support for self-reliance measurement and monitoring.	Head of programme unit (heads of livelihoods, resilience and nutrition. and RAM teams)	December 2030	Ongoing
2.3. Establish a clear framework for WFP's role in emergency preparedness and response that clarifies internal roles and responsibilities regarding support for government shock responsive social protection systems and operational preparedness; includes concrete plans for handover as government capacity increases; specifies triggers for WFP's service provision in emergencies; and outlines WFP's responsibilities as logistics provider of last resort. <i>Priority: High</i> (November 2025)	Country office programme unit and strategic outcome managers (country office supply chain and programme units)	Agreed. Listed activities with confirmed funding will be prioritized. Government elections are expected in 2026; plans and activities will need to be reviewed in the light of any changes in key ministry positions.	6. WFP will continue to contribute to the United Nations concept note (lead by the resident coordinator's office) advocacy for the establishment of a humanitarian thresholds system and will support the plan for handover plan to the Government in a memorandum of understanding with the office of the Prime Minister.	Head of programme unit (heads of crisis response, social protection and anticipatory action, and RAM teams]	December 2025	Ongoing
			7. WFP will review and update the December 2022 terms of reference for the emergency preparedness and response task force for the country office, including workstreams	Head of programme unit Head of supply chain unit (heads of crisis response, social protection and anticipatory action, and logistics teams, team lead of cash-based	November 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			in areas such as anticipatory action, early response, routine emergency preparedness, in-kind buffer stocks, shock-responsive social protection and internal capacity strengthening.	transfer, supply chain market development officer, and gender and protection officer)		
			8. WFP will outline the logistics services it offers, including a plan for handover to the Government at the national and subnational levels in key areas.	Head of supply chain team	December 2027	Ongoing
Priority: High Deadline: January 2026 Recommendation 3: Develop a more strategic and sustainable approach to partnerships, especially with government ministries, private sector entities and local organizations.	Country office management	Agreed				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>3.1 The country office should prioritize and establish more formalized, strategic partnerships with key government ministries beyond the office of the Prime Minister and the Ministry of Gender, Labour and Social Development, including, for example, a revised partnership with the Ministry of Education and Sports that clarifies the roles and responsibilities of the Government, WFP and school-based actors.</p> <p><i>Priority: High</i> (January 2026)</p>	Country office programme unit (country office partnerships unit)	<p>Agreed.</p> <p>Listed activities with confirmed funding will be prioritized.</p> <p>Government elections are expected in 2026; plans and activities will need to be reviewed in the light of any changes in key ministry positions.</p>	1. WFP will sign a memorandum of understanding with the Ministry of Education and Sports, covering among other things the feasibility of a HACT memorandum of understanding, coordination mechanisms and the identification of areas of technical support from WFP, other government entities and partners in the sector.	Head of programme unit (heads of social protection and anticipatory action, and risk and compliance teams)	January 2026	Ongoing
<p>3.2 Develop a clear and resourced action plan for engaging local NGOs and building their capacity as strategic, advocacy and implementation partners.</p> <p><i>Priority: Medium</i> (November 2025)</p>	Country office programme unit (Operational Partners Unit at headquarters in Rome)	Agreed	2. The programme unit will develop a clear plan and budget for capacity strengthening, prioritizing local cooperating partners, in relevant activities under the 2026–2030 CSP.	Head of programme unit (heads of cooperating partner management, risk and compliance, and finance teams)	December 2026	Ongoing
<p>3.3 Develop a clear and resourced action plan for engaging private sector actors and building their capacity in transforming food systems.</p> <p><i>Priority: Medium</i> (November 2025)</p>	Country office partnerships unit (country office supply chain and programme units)	<p>Agreed.</p> <p>Listed activities with confirmed funding will be prioritized.</p>	3. The programme unit will develop a plan to engage with private sector actors in transforming food systems.	Heads of the innovations, and livelihoods, resilience and nutrition teams	November 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High Deadline: January 2026 Recommendation 4: Improve the design and sustainability of resilience-building and self-reliance interventions for refugees and vulnerable people.	Country office programme unit (country office RAM unit)	Agreed				
4.1 Refine and scale up, if warranted, the self reliance model as the main strategy for the “changing lives” agenda, integrating agriculture and market support, asset creation and livelihood, and nutrition sensitive activities, retail market development, and other activities in refugee and host communities, from the design and proposal stage. Refinements could include harmonizing targeting criteria with government social protection systems; defining specific outcome indicators and related monitoring systems based on the self-reliance index; setting evidence based criteria for geographical expansion; and revising entry and graduation criteria for participating households. <i>Priority: High</i> <i>(January 2026)</i>	Country office programme unit (country office RAM and supply chain units)	Agreed	1. The programme unit will document the review and refinement of targeting criteria, including how they align with and complement relevant government programmes. The targeting criteria for asset creation and livelihoods and agriculture market support activities are currently under review.	Head of programme unit (heads of livelihoods, resilience and nutrition, and RAM teams, gender and protection officer)	December 2025	Ongoing
			2. WFP will continue to work on the monitoring framework for the self-reliance model, aligning it with the ongoing government measurement and monitoring initiative and finalizing a common index.	Head of RAM team Head of livelihoods, resilience and nutrition team (gender and protection officer)	January 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			3. The country office is reviewing and updating evidence-based criteria for geographic expansion, entry and graduation for participating households.	Head of programme unit (heads of livelihoods, resilience and nutrition, supply chain and RAM teams)	January 2026	Ongoing
4.2 Strengthen the design of asset creation and livelihood interventions through extended timeframes aligned with realistic self reliance milestones; tailored packages of complementary activities based on household capacity; the continued integration of digital financial services and literacy training; progression pathways from basic to advanced livelihood activities; regular market assessments and linkages with retail market development activities aimed at ensuring the relevance of interventions; and the systematic monitoring of income diversification outcomes. <i>Priority: High</i> (January 2026)	Country office programme unit (country office RAM, partnerships and supply chain units)	Agreed	4. The 2026–2030 CSP enhances the integration and strategic design of livelihood activities, including asset creation, agriculture market support, retailers financial literacy and livelihood activities with defined milestones and exit strategies.	Head of programme unit (heads of livelihoods, resilience and nutrition, and supply chain teams)	November 2025	Ongoing
			5. The country office has adapted the corporate guidance on asset creation and livelihoods (food assistance for assets), which includes a people-centred approach and complementary activities. The country office will review this with an eye to integrating financial services and training.	Head of programme unit (heads of livelihoods, resilience and nutrition, and supply chain teams)	December 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			6. WFP is updating its evidence generation plan and ensuring that automated systems and analysis for market development and retailers are in place, including the monitoring of country-specific indicators related to income diversification.	Head of RAM team (heads of programme and livelihoods, resilience and nutrition teams, asset creation and livelihoods activity manager and gender and protection officer]	December 2026	Ongoing
4.3 Enhance support for smallholder farmer groups through an emphasis on value addition; access to markets; clear targets for increased market participation and incomes; and enhanced partnerships with the Ministry of Trade, Industry and Cooperatives and private sector actors. <i>Priority: High</i> (January 2026)	Country office programme unit (country office supply chain unit)	Agreed. The activities listed will be prioritised according to those with funding confirmed. Government elections are coming in 2026, and the plans and activities will require a review, as changes in key positions at the ministry levels are expected.	7. The 2026–2030 CSP line of sight enhances the integration and strategic design of all activities, including initiatives to support smallholder farmers and markets.	Head of programme unit (heads of livelihoods, resilience and nutrition, and supply chain teams)	March 2025	completed
			8. WFP is finalizing the agriculture market support approach paper, covering among other things support for smallholder farmers and young people, emphasizing value addition and market access. It is also developing country-specific indicators for measuring market participation and income.	Head of programme unit (heads of livelihoods, resilience and nutrition, supply chain and RAM teams and gender and protection officer)	January 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			9. WFP will prepare a concept note on mapping and prioritizing government and private sector partners in preparation for formal engagements including memorandums and letters of understanding, including with the Ministry of Trade, Industry and Cooperatives.	Head of programme unit (heads of livelihoods, resilience and nutrition, and supply chain teams and risk and compliance officer)	January 2026	Ongoing
Priority: High Deadline: January 2026 Recommendation 5: Strengthen the advancement of cross cutting priorities by establishing systematic approaches to gender responsiveness, environmental sustainability and accountability to affected people across all CSP activities.	Country office programme unit (country office RAM unit)	Agreed.				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>5.1 Implement a gender-responsive approach by allocating appropriate dedicated budgets for gender-specific interventions; establishing clear gender responsive indicators for each programme area; creating activity-specific gender action plans with milestones and targets, required technical expertise, including for partners, and advocacy strategies to influence the enabling environment; and developing a gender knowledge management system that captures and shares good practices, documents evidence of gender-responsive changes, and informs programmatic adjustments.</p> <p><i>Priority: High</i> (January 2026)</p>	Country office programme unit (country office gender and protection, RAM and knowledge management units)	<p>Agreed.</p> <p>The recommendations require specific expertise, tailored partnerships and medium to long-term financial investment.</p> <p>Due to the current funding landscape, WFP will focus more on systematic approaches to the empowerment of women and girls.</p> <p>Activities as agriculture market support and school feeding have already integrated the systematic approaches to empower women and girls.</p>	<p>1. The 2026-2030 CSP documents the key elements of the people-centred approach, including the accountability for results framework covering relevant CSP activities. It will identify and prioritize key areas in which to develop a plan on systematic approaches to the empowerment of women and girls, environmental sustainability and accountability to affected people.</p>	<p>Deputy Country Director</p> <p>Head of programme unit (gender and protection officer)</p>	November 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			2. The country office is developing a people-centred action plan and allocating budgeted funds to selected CSP activities with indicators to measure empowerment to women and girls, milestones and targets. It is also assessing partner expertise and developing a knowledge management process and system for sharing good practices and informing programme adjustments.	Deputy Country Director (gender and protection Officer, heads of programme and RAM teams)	January 2026	Ongoing
5.2 Strengthen the environmental sustainability of WFP's programming by conducting systematic environmental impact assessments for all activities; developing activity-specific environmental mitigation plans; and integrating nature-based solutions into programming and mapping opportunities across activities. <i>Priority: High</i> (January 2026)	Country office programme unit (country office RAM and supply chain units)	Agreed. Due to funding constraints and the need for specialized services to implement this recommendation, efforts will start by focusing and prioritizing CSP activities for which funding is available and then escalating to other activities progressively.	3. The 2026–2030 CSP documents the key elements of environmental sustainability.	Head of programme unit (heads of livelihoods, resilience and nutrition, and social protection and anticipatory action teams)	November 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			4. The country office is adapting the corporate environmental sustainability and social safeguards plan to identify assessments, mitigation plans and nature-based solutions, covering among other things staff and cooperating partner training.	Head of programme unit (head of livelihoods, resilience and nutrition team and environmental and climate solutions team lead)	January 2026	Ongoing
			5. To support the generation of evidence relating to sustainable environment initiatives, WFP will continue to use energy-efficiency, satellite imagery and soil-health and carbon opportunities related assessments for asset creation, livelihoods, agricultural market and home-grown school feeding activities.	Head of programme unit (heads of RAM and livelihoods, resilience and nutrition teams, team lead of environmental and climate solutions, head of social protection and anticipatory action team)	March 2025	Completed

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
5.3 Continue to enhance accountability through a robust community feedback mechanism and meaningful participation under all activities and in all locations, especially activities not related to general food assistance. <i>Priority: High</i> (January 2026)	Country office programme unit (country office RAM and gender and protection units)	Agreed	6. To enhance elements of accountability to affected people in the design of the 2026–2030 CSP, including through extensive consultation with stakeholders and affected populations during context analysis and activity design.	Head of programme unit (head of RAM team and gender and protection officer]	November 2025	Ongoing
			7. WFP will continue to enhance approaches to accountability to affected people through the implementation of the CEFM action plan, which aims to expand, strengthen and enhance communication, participation, engagement and feedback through diversified channels for all CSP activities.	Head of RAM team (head of programme unit and gender and protection officer)	January 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: Medium Deadline: June 2028 Recommendation 6: Enhance WFP's thought leadership and catalytic role in food systems transformation through multisectoral engagement and innovative solutions.	Country office programme unit (regional office and country office supply chain and partnerships units)	Agreed				
6.1 Scale up innovative private sector partnerships and market-based solutions to address food security and nutrition challenges. This could include establishing a structured private sector engagement strategy; creating innovative financing mechanisms that leverage private sector investments and support scalable market solutions; and developing specific value chain interventions to address key market inefficiencies. <i>Priority: Medium</i> (June 2027)	Country office programme unit (regional office and country office supply chain and partnerships units)	Agreed. Listed activities with confirmed funding will be prioritized.	1. WFP will review the innovation and private sector strategy to harmonize it with the 2026–2030 CSP. It will include elements to identify and potentially trigger engagement with the private sector to adopt innovative financing mechanisms and address specific market inefficiencies and gaps in targeted value chains. The strategy will also address how to drive transformative partnerships, scalable solutions and measurable impact across key thematic areas.	Head of innovations team (heads of livelihoods, resilience and nutrition, supply chain and RAM teams, gender and protection officer)	January 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			2. WFP will continue to develop specific value chain activities aimed at promoting nutritious indigenous crops that support food security in Karamoja.	Head of programme unit (heads of livelihoods, resilience and nutrition, social protection and anticipatory action, supply chain and innovations teams and gender and protection officer)	June 2026	Ongoing
6.2 Strengthen and expand strategic engagement with relevant ministries, United Nations partners, especially the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD), academia, local organizations and others to promote an integrated approach to food systems transformation. This could include continuing to strengthen formal coordination mechanisms and thematic working groups; continuing and expanding joint initiatives with other United Nations entities, especially FAO and IFAD, academia, and local organizations; and tracking collective progress and gaps in coordination. <i>Priority: Medium</i> (June 2027)	Country office programme unit (country office supply chain and partnerships units)	Agreed. Listed activities with confirmed funding will be prioritized. Government elections are expected in 2026; plans and activities will need to be reviewed in the light of any changes in key ministry positions.	3. WFP will continue to co-chair the food security and livelihoods sectors and the cash working group	Head of programme unit (heads of crisis response and livelihoods, resilience and nutrition teams and cash-based transfers team lead)	January 2025	Completed
			4. WFP will continue to implement and learn from current joint initiatives with FAO in Teso by increasing partnerships for implementing the school meals programme and finalizing the memorandum of understanding with the national agricultural research organization on agricultural markets support to benefit smallholder farmers.	Head of programme unit (heads of livelihoods, resilience and nutrition and social protection and anticipatory action teams)	December 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			5. WFP will continue to review the progress of joint initiatives, using mid-term reviews and tracking their implementation and coordination of implementation	Head of RAM team (heads of social protection and anticipatory action, and livelihoods, resilience and nutrition teams)	June 2027	Ongoing
6.3 Build the evidence base for food systems transformation, including by strengthening government capacity in data collection and analysis and evidence-based policy making, and adopting a stronger knowledge management and knowledge sharing function. <i>Priority: Medium</i> (November 2026)	Country office programme unit (country office RAM and communications units)	Agreed. Listed activities with confirmed funding will be prioritized. Government elections are expected in 2026; plans and activities will need to be reviewed in the light of any changes in key ministry positions.	6. The programme unit is developing a clear plan, monitoring framework, benchmark and budget for capacity strengthening relevant to data collection, analysis, evidence-based policy making, lessons learned, knowledge management and knowledge sharing on food systems transformation, based on the self-reliance model.	Head of RAM team (head of programme unit, head of livelihoods, resilience and nutrition team and gender and protection officer)	November 2026	Ongoing

Acronyms

CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
NGO	non-governmental organization
SDG	Sustainable Development Goal