



**World Food  
Programme**

**Executive Board  
Second Session**

**Rome, 9–13 November 2015**

## **COUNTRY PROGRAMMES**

*Agenda item 7*

*For approval*

# **E**

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**WFP/EB.2/2015/7/1\***

**(English only)**

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\* Reissued for technical reasons

## **COUNTRY PROGRAMME UGANDA 200894 (2016–2020)**

Gender marker code 2A

<https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>

Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

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## NOTE TO THE EXECUTIVE BOARD

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

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

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## EXECUTIVE SUMMARY

Uganda is moving towards middle-income status by 2040. To achieve inclusive growth, it is essential to address the remaining pockets of vulnerability.

The northeast region of Karamoja has the highest poverty and undernutrition rates in the country, but stresses persist as a result of challenges related to weather, environmental conditions, poor infrastructure, low human development and negative social norms. Country programme 200894 and protracted relief and recovery operation 200852 support households' transition from reliance on assistance to the development of livelihoods through resilience-building, and contribute to long-term hunger solutions. The scale of WFP's involvement provides an opportunity to work with the Government and partners to develop sustainable safety net solutions in the region.

Country programme 200894 will be implemented in collaboration with the Government's health, nutrition and education systems to: i) prevent further stunting and micronutrient deficiencies among children by targeting food assistance to mothers and children in the first 1,000 days of life; ii) provide treatment for individuals with moderate acute malnutrition; and iii) provide school meals to increasing enrolment and attendance. These activities will help to develop the capacities of local administrations and will facilitate extension to other regions of Uganda

Through the agriculture and market support component, WFP will support 125,000 small-scale farmers in all regions of Uganda to reduce post-harvest losses and improve incomes, leveraging infrastructure and skills previously developed to enhance productivity, quality and market access.

Country programme 200894 is aligned with the National Development Plan (2015/16–2019/20) and the United Nations Development Assistance Framework (2016–2020). The components contribute to Strategic Objective 3 and to the Sustainable Development Goals relating to undernutrition and smallholder productivity. The design incorporates lessons and recommendations from the 2014 country portfolio evaluation and reviews of the current nutrition and agriculture market support programmes.

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## DRAFT DECISION\*

The Board approves country programme Uganda 200894 (2016–2020) (WFP/EB.2/2015/7/1\*), for which the food requirement is 49,759 mt at a cost of USD 47.8 million and the capacity development and augmentation cost is USD 34.6 million, at a total cost to WFP of USD 103.5 million.

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

## PROGRAMME RATIONALE

1. Uganda's second National Development Plan (NDP II) operationalizes the Government's Vision 2040, following significant reductions in poverty and vulnerability. The national poverty rate declined from 56 percent in 1992 to 19.7 percent in 2012/13, and by 2013 Uganda had achieved two Millennium Development Goal targets and was on track to achieve another eight.<sup>1</sup>
2. Nonetheless, 6.7 million people remain poor or vulnerable to poverty, and only 4.5 percent of the population have access to social security in a country where the natural environment, human capital, infrastructure, public services and markets vary widely between regions.
3. Uganda ranks 164<sup>th</sup> in the human development index – men score 0.456 and women 0.509 – and in the gender inequality index. The Universal Primary Education programme increased enrolment from 2.5 million in 1997 to 8.3 million in 2013, and enrolment rates between girls and boys are close to parity.
4. In the Karamoja region – a geographic focus of this country programme – the mainly agro-pastoralist population is vulnerable to erratic dry spells, flooding and food price rises. Despite improved security it is the most marginalized region of Uganda: 75 percent of inhabitants live below the poverty line, 50 percent more than in the rest of Uganda,<sup>2</sup> and the literacy rate is 12 percent.<sup>3</sup> Net primary school enrolment is 51 percent compared with 81 percent nationally, with 13 percent fewer girls than boys; but the rate of attendance for girls was 7 percent higher than for boys, a promising trend. WFP monitoring shows that attendance is positively affected by the provision of school meals.
5. Legislation is in place to address gender disparities, but women are widely marginalized and vulnerable, with practices such as early marriage contributing to the high maternal mortality rate. Although 70 percent of women are engaged in agriculture and account for 77 percent of farmers, fewer than 20 percent control output and only 27 percent of registered land is owned by women.<sup>4</sup>
6. Country programme (CP) 200894 is based on lessons learned from the 2014 country portfolio evaluation and reviews of nutrition, agriculture market support (AMS) and Purchase for Progress (P4P). These recommended continuation of AMS, noting its potential for expansion into new areas, and the activities addressing undernutrition with an emphasis on stronger linkages to the national health system and other nutrition and livelihood activities in the region. The evaluation noted that the school meals programme was essential to education in Karamoja.

<sup>1</sup> <http://www.ug.undp.org/content/dam/uganda/docs/UNDPUG-2013MDGProgress%20Report-Oct%202013.pdf>

<sup>2</sup> [www.socialprotection.go.ug](http://www.socialprotection.go.ug)

<sup>3</sup> Office of the Prime Minister (OPM). 2011. *Karamoja Integrated Disarmament and Development Programme: A Revised Sector Comprehensive Log frame*. Kampala.

<sup>4</sup> Government of Uganda. 2010. *National Development Plan 2010/11–2014/15*. Kampala.

## Food Security and Nutrition Context

### ⇒ *Food access*

7. Uganda is a food-surplus country, but distribution is uneven and 48 percent of the population do not meet their daily energy needs; an assessment in 2013 put the figure at 59 percent in northern Uganda, where 12 percent of households consume one meal a day compared with 6.3 percent nationally.<sup>5</sup> This results from insufficient employment, shortage of earners per household and low agricultural productivity despite access to land. Households headed by women are particularly vulnerable to food insecurity because they have less access to land, fewer households with at least one income-earner and poorer food consumption scores.<sup>6</sup>

### ⇒ *Nutrition*

8. The Cost of Hunger study estimated the annual costs of child undernutrition at 5.6 percent of gross domestic product (GDP). WFP's assessments show that dietary diversity is a major cause of under-nutrition, which is also correlated with untreated childhood illnesses: 15 percent of child mortality cases are associated with undernutrition, and 7 percent of repetitions in school are associated with stunting.<sup>7</sup>

9. Recognizing that undernutrition must be tackled on a multi-sector basis with high-level political leadership, Uganda joined Scaling Up Nutrition (SUN) and Renewed Efforts Against Child Hunger (REACH) in 2011. The Uganda Nutrition Action Plan, with its secretariat in the OPM, is developing programmes to address stunting, which affects 33 percent of children under 5, and anaemia, which affects 50 percent.<sup>7</sup> Adolescent girls are at high risk of malnourishment.<sup>8</sup>

10. In Karamoja, undernutrition trends have stagnated in recent years. Global acute malnutrition is above 10 percent in all but one district and, in the most recent assessment, exceed emergency thresholds in two districts.<sup>6</sup> The 58.9 percent rate of anaemia in children is a major public health issue; child stunting is dangerously high at 36.9 percent, and maternal underweight and education status are associated in all indicators of malnutrition.<sup>6</sup>

### ⇒ *Smallholder income and productivity*

11. Agriculture employs three quarters of the labour force and accounts for 25 percent of GDP. Smallholders – food and cash crops, horticulture, fishing and livestock – account for 96 percent of farmers<sup>9</sup> and 75 percent of agricultural produce. But they underperform significantly as a result of poorly integrated markets, limited access to credit, uncertain land tenure and low levels of technology. Limited market information and the inability of primary producers to meet regional and international standards limit the sector's contribution to exports.

<sup>5</sup> WFP country office. 2009, 2013. *Uganda comprehensive food security and vulnerability analysis*. Kampala.

<sup>6</sup> Food security and nutrition analysis (FSNA) Karamoja, December 2014.

<sup>7</sup> National Planning Authority. 2013. *The Cost of Hunger in Uganda*. WFP Publications.

<sup>8</sup> Uganda Bureau of Statistics and ICF International. 2012. *Uganda Demographic and Health Survey 2011*. Kampala and Calverton, Maryland.

<sup>9</sup> See: [http://siteresources.worldbank.org/INTDEBTDEPT/Resources/468980-1316457581843/CaseStudy\\_Uganda\\_01.pdf](http://siteresources.worldbank.org/INTDEBTDEPT/Resources/468980-1316457581843/CaseStudy_Uganda_01.pdf)

⇒ *Food loss and waste*

12. Food waste is not a significant factor in Uganda, but post-harvest losses have been estimated to reach 40 percent in some sectors. Because post-harvest handling techniques and storage facilities are inadequate, surpluses tend to be sold immediately after harvest at the lowest point in the price cycle. The loss of potential income contributes to food insecurity and undernutrition among smallholder farming families, especially during lean seasons.

## PROGRAMME PRIORITIES AND PARTNERSHIPS

13. CP 200894 is a component of WFP's draft Uganda Country Strategic Plan for 2016–2020 and complements protracted relief and recovery operation (PRRO) 200852 (2016–2018). The CP timeline has been aligned with NDP II and the 2016–2020 United Nations Development Assistance Framework, which was designed with the NPA with a view to improving service delivery and governance.
14. CP 200894 focuses on a systems-strengthening approach that encompasses policy, governance and the transfer of capacities to local governments for the management of the nutrition and school feeding safety nets and their extension to other regions. The country office will work with district governments to integrate WFP's activities into their development plans.
15. The systems-strengthening approach will also enhance the Government's ability to regulate and expand WFP's AMS model. Programme implementation and capacity development will be complemented by policy engagement with the Government in the three components of CP 200894. This will include action through REACH and SUN in support of the Uganda Nutrition Action Plan, improvement of the nutrition surveillance system and linking WFP data collection with the Government's health information management system. WFP, the NPA and the Ministry of Karamoja Affairs are discussing the development of a national school-feeding policy and subsequent hand-over to Government. The AMS activity, in partnership with the ministries of agriculture and trade, supports the adoption of East African standards and the utilization of lessons learned to inform agricultural policy.
16. The CP contributes to Strategic Results 2 and 3 of the draft Country Strategic Plan. The three Strategic Results, which contribute to Sustainable Development Goal 2, are:
- Strategic Result 1: Refugees and vulnerable households have immediate access to food assistance to reduce hunger.
  - Strategic Result 2: Vulnerable communities in Uganda can access reliable safety net systems that increases their resilience to shocks and stresses.
  - Strategic Result 3: Smallholder farmers and farmers' associations increase income and food production and reduce negative coping strategies.

### Component 1: Agriculture and Market Support

17. The AMS programme will emphasize the facilitation role of WFP, linking smallholder farmers with improved markets to maximize the quantity and quality of production and improve incomes. This involves a shift from aligning development activities with WFP's procurement needs to improving access, productivity and marketability with a view to increasing demand and competitiveness.

18. WFP will continue to support the Grain Council of Uganda in the development and enforcement of national quality standards, an integral element for improved markets. Existing WFP-supported infrastructure – roads, satellite collection points, household storage silos and large warehouses – will be utilized to enhance farmers’ access to markets. The programme will focus on capacity development for farmers and farmers’ organizations in agronomic practices, post-harvest handling and, storage, business development, leadership and financial management. WFP will provide labour-saving technologies to support women with agricultural and household duties. Issues surrounding women’s access to credit, finance and land tenure will be addressed through the capacity development focus of the AMS programme.
19. The programme will target 125,000 smallholder farmers during the CP period. Training will be provided for 25,000 farmers each year, with subsequent refresher courses, and farmers’ organizations will graduate from WFP support as they engage in markets. WFP will adapt the AMS model on a smaller scale under the accompanying PRRO 200852 to strengthen refugee livelihoods, and will expand it under the CP to the green-belt areas of Karamoja to assess its applicability in terms of enhancing food security in regions that do not produce food surpluses.
20. WFP will engage private-sector actors in the agriculture sector to gradually take over components of the programme. Private-sector grain traders already train farmers, build storage facilities, provide credit and market information, and contract for supplies. WFP will facilitate linkages between these organizations and marginal farmers in the AMS programme.

## **Component 2: Strengthened Nutrition Services**

21. WFP will focus on prevention of stunting and treatment of moderate acute malnutrition (MAM), shifting the emphasis of its programming to preventive approaches targeting the first 1,000 days of life in line with PRRO 200852, which addresses stunting and micronutrient deficiency in refugee settlements. The activities are implemented within the health system delivery in Karamoja and in collaboration with relevant partner activities. The focus on prevention also complements the nutrition sensitive approach under the Karamoja resilience framework.
22. WFP will support mother-and-child health and nutrition (MCHN) interventions through Karamoja’s district health offices, targeting children aged 6–23 months and pregnant and lactating women (PLW); the latter will receive food assistance conditional on monthly visits for antenatal and postnatal care, child immunization and growth monitoring, and education in health, nutrition and gender-sensitive child feeding. Food assistance will target 56,280 beneficiaries per year by 2020. Following a study in 2013 by the International Food Policy Research Institute and the review of nutrition services in Karamoja, WFP will investigate the substitution of cash-based transfers for specialized nutritious products for PLW, implementing cash-based transfers in selected areas to compare the effectiveness of cash versus food transfers. Children will continue to receive specialized nutritious products.
23. An estimated 105,720 people in Karamoja will require treatment for MAM annually. WFP will continue its community-based approach to supplementary feeding but will integrate it into community-based management of acute malnutrition, better complementing treatment of severe acute malnutrition by the United Nations Children’s Fund (UNICEF) and health outreach work done by other partners.



24. WFP will pilot the use of micronutrient powder (MNP) to reduce micronutrient deficiencies among 42,000 children aged 6–23 months in two districts in eastern Uganda.<sup>10</sup> The home fortification programme will be integrated into the government-supported infant and young child feeding and micronutrient supplementation programme. The two pilot districts have some of Uganda's highest child stunting rates, and anaemia among children under 5 reaches 67 percent; there are also pockets of severe undernutrition outside Karamoja, especially in eastern and western Uganda.<sup>11</sup> The pilot will be scaled up by the Government, or introduced into the CP through a budget revision.

### **Component 3: Home-Grown School Feeding**

25. WFP will continue to provide midday meals for 123,440 children in Karamoja's 282 primary schools at an annual cost of USD 11.26 per child. WFP will provide 100 percent of requirements in the first three years, falling to 50 percent in years four and five, with hand-over to the Government by 2020. Increased support will be provided to develop the capacities of school administrations, school management committees and the district government, and to increasing supply to the school meals programme using locally produced food.
26. In 2015, the Ministry of Karamoja Affairs and WFP launched the Karamoja Feeds Karamoja programme, whereby the Government supplemented WFP-supplied food commodities with locally produced maize providing 20 percent of cereal requirements for the 2015 school year. Building on this home-grown approach, WFP will work with the Government to further expand these linkages between schools and local production throughout the CP period. WFP, the Government and communities will also test options to increase dietary diversity and improve the nutritional value of the school meals, for example through community-managed gardens.
27. The AMS model will support this approach, and WFP will link its resilience programming under CP 200894 with school feeding by building soil and water conservation assets to support food production for schools. Some activities under the conditional safety net in PRRO 200852 will include school maintenance, demonstration gardens and training that will support the home-grown school feeding approach.
28. Hand-over to the Government has been started by WFP and the Ministry of Karamoja Affairs. A Ministry of Education school feeding task force will support WFP in advocacy for further investment on the basis of evidence from the Cost of Hunger study. In 2016 WFP and UNICEF will conduct a micronutrient study in Karamoja and, depending on the results, add micronutrient supplements to school meals in collaboration with partners. WFP will continue to advocate for the provision of nutritious morning snacks in view of the distances children have to walk to school.

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<sup>10</sup> The MNP project was chosen in collaboration with the Centers for Disease Control, the Ministry of Health, United States Agency for International Development (USAID) and UNICEF as part of a national effort to demonstrate the efficacy of MNP prior to its adoption in national nutrition guidelines. Nutrition information, education and communication material has been developed as part of WFP's support to national infant and young child feeding guidelines on dietary habits.

<sup>11</sup> Integrated Food Security Phase Classification 2014 report for Uganda.



TABLE 1: BENEFICIARIES BY COMPONENT AND ACTIVITY

Component/Activity		2016			2017			2018			2019			2020		
		Men/ boys	Women/ girls	Total	Men/ boys	Women/ girls	Total	Men/ boys	Women/ girls	Total	Men/ boys	Women/ girls	Total	Men/ boys	Women/ girls	Total
1 - AMS	New beneficiaries	10 000	15 000	<b>25 000</b>	10 000	15 000	<b>25 000</b>	10 000	15 000	<b>25 000</b>	10 000	15 000	<b>25 000</b>	10 000	15 000	<b>25 000</b>
	Refresher trainings	–	–	–	10 000	15 000	<b>25 000</b>	10 000	15 000	<b>25 000</b>	10 000	15 000	<b>25 000</b>	10 000	15 000	<b>25 000</b>
2 – TSFP* (annual)	6–23 months	20 720	21 570	<b>42 290</b>	20 720	21 570	<b>42 290</b>	20 720	21 570	<b>42 290</b>	20 720	21 570	<b>42 290</b>	20 720	21 570	<b>42 290</b>
	24–59 months	20 720	21 570	<b>42 290</b>	20 720	21 570	<b>42 290</b>	20 720	21 570	<b>42 290</b>	20 720	21 570	<b>42 290</b>	20 720	21 570	<b>42 290</b>
	Other age groups	10 360	10 780	<b>21 140</b>	10 360	10 780	<b>21 140</b>	10 360	10 780	<b>21 140</b>	10 360	10 780	<b>21 140</b>	10 360	10 780	<b>21 140</b>
2 – MCHN (annual)	PLW	–	18 980	<b>18 980</b>	–	19 930	<b>19 930</b>	–	20 930	<b>20 930</b>	–	21 980	<b>21 980</b>	–	23 080	<b>23 080</b>
	6–23 months	13 390	13 940	<b>27 330</b>	14 060	14 630	<b>28 690</b>	14 760	15 360	<b>30 120</b>	15 490	16 130	<b>31 620</b>	16 270	16 930	<b>33 200</b>
2 – MNP	6–23 months	20 580	21 420	<b>42 000</b>	20 580	21 420	<b>42 000</b>	20 580	21 420	<b>42 000</b>	20 580	21 420	<b>42 000</b>	20 580	21 420	<b>42 000</b>
3 – Home-grown school feeding		60 480	62 960	<b>123 440</b>	60 480	62 960	<b>123 440</b>	60 480	62 960	<b>123 440</b>	60 480	62 960	<b>123 440</b>	60 480	62 960	<b>123 440</b>
<b>TOTAL**</b>		<b>156 250</b>	<b>186 220</b>	<b>342 470</b>	<b>166 920</b>	<b>202 860</b>	<b>369 780</b>	<b>167 620</b>	<b>204 590</b>	<b>372 210</b>	<b>168 350</b>	<b>206 410</b>	<b>374 760</b>	<b>169 130</b>	<b>208 310</b>	<b>377 440</b>

\* Targeted supplementary feeding programme

\*\* There are no overlaps among programmes.



TABLE 2: FOOD RATION BY COMPONENT (g/person/day)							
	Component 1 AMS	Component 2				Component 3 HGSP**	
		MCHN		CBSFP*			MNP
		Children 6–23 months	PLW	Children 6–23 months	Others		
Maize	Not applicable	–	–	–	–	–	150
Pulses		–	–	–	–	–	30
Vegetable oil		–	25	–	25	–	10
SuperCereal		–	229	–	229	–	–
SuperCereal Plus		200	–	200	–	–	–
Sugar		–	15	–	15	–	–
MNP		–	–	–	–	1	–
<b>TOTAL</b>		<b>200</b>	<b>269</b>	<b>200</b>	<b>269</b>	<b>1</b>	<b>190</b>
<i>Total kcal/day</i>		788	923.9	788	923.9	–	692
% kcal from protein		17	17	17	17	–	157
% kcal from fat		–	–	–	–	–	177
No. of feeding days per year	360	360	360	360	180	192 – day pupils 264 – boarders	

\* Community-based supplementary feeding programme.

\*\* Home-grown school feeding.

29. All rations are in line with WFP's nutrition guidelines, gender policy and policy on humanitarian protection for the respective age groups and interventions.
30. WFP will seek the participation of men, women, boys and girls throughout the project cycle. In line with the 2015–2020 gender policy, WFP will mainstream gender in its programmes and seek to promote the safety, dignity and integrity of affected populations in its programmes, in accordance with the policy on humanitarian protection.

<b>TABLE 3: TOTAL REQUIREMENTS BY COMPONENT*</b>					
		<b>Component 1 – AMS</b>	<b>Component 2 – Nutrition</b>	<b>Component 3 – HGSF</b>	<b>Total</b>
Maize grain	<i>mt</i>	–	–	15 487	<b>15 487</b>
	<i>USD</i>	–	–	4 941 792	<b>4 941 792</b>
Pulses	<i>mt</i>	–	–	3 097	<b>3 097</b>
	<i>USD</i>	–	–	1 920 406	<b>1 920 406</b>
Vegetable oil	<i>mt</i>	–	1 182	1 032	<b>2 214</b>
	<i>USD</i>	–	901 873	787 779	<b>1 689 652</b>
SuperCereal (CSB+)	<i>mt</i>	–	10 827	–	<b>10 827</b>
	<i>USD</i>	–	5 569 515	–	<b>5 569 515</b>
SuperCereal Plus (CSB++)	<i>mt</i>	–	18 481	–	<b>18 481</b>
	<i>USD</i>	–	15 678 505	–	<b>15 678 505</b>
Sugar	<i>mt</i>	–	709	–	<b>709</b>
	<i>USD</i>	–	312 051	–	<b>312 051</b>
MNP	<i>mt</i>	–	38	–	<b>38</b>
	<i>USD</i>	–	756 000	–	<b>756 000</b>
<b>Total</b>	<i>mt</i>	–	<b>31 237</b>	<b>19 617</b>	<b>50 854</b>
	<i>USD</i>	–	<b>23 217 944</b>	<b>7 649 977</b>	<b>30 867 921</b>
Capacity development and augmentation ( <i>USD</i> )		24 520 278	2 686 920	1 219 297	<b>28 426 495</b>
<b>TOTAL (<i>USD</i>)</b>		<b>24 520 278</b>	<b>25 904 864</b>	<b>8 869 274</b>	<b>59 294 416</b>
% of total requirements**		41	44	15	<b>100</b>

\* Amounts considered reflect transfer value only, not full cost recovery.

\*\* Food allocated to each component as percentage of total.

## Partnerships

### ⇒ Government

31. WFP works with the OPM, the NPA and the Ministry of Agriculture, the Ministry of Education, the Ministry of Health, the Ministry of Gender, Labour and Social Development, and the Ministry of Trade, Industry and Cooperatives. The NPA is responsible for supervising NDP II and considers WFP to be a close partner on issues relating to food security, nutrition, education and disaster preparedness. WFP has signed an agreement with the Ministry of Agriculture and the Ministry of Trade, Industry and Cooperatives in support of AMS activities.
32. WFP supports the Government particularly in logistics and programme implementation. The country office will continue to strengthen its engagement in sector working groups and to advise bodies such as NPA and the OPM.

⇒ *United Nations and international partners*

33. CP 200894 is aligned with the United Nations Development Assistance Framework (2016–2020), and WFP partners with the Food and Agriculture Organization of the United Nations and UNICEF through its joint strategy on resilience in Karamoja. WFP also advocates for collective action on nutrition through SUN and REACH.
34. WFP cooperates with the World Bank's Northern Uganda Social Action Fund programmes and will continue to collaborate with the World Bank on resilience programming in Karamoja and agricultural development investments throughout Uganda.

⇒ *South–South and triangular cooperation*

35. The country office is piloting the use of South–South funds donated by the Ministry of Agriculture of China as part of a trust fund to support smallholder productivity in Africa. WFP plans to expand this relationship with China.

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## PROGRAMME AND RISK MANAGEMENT

### Contextual Risks

36. Political instability in neighbouring countries may cause refugee inflows to Uganda, which will affect the amount of resources available for CP activities as WFP prioritizes immediate assistance needs in PRRO 200852.

### Programmatic Risks

37. If funding shortfalls or pipeline breaks occur, the country office will: i) procure local corn-soya blend and maize grain rather than maize meal; ii) reduce rations or the duration of assistance; and iii) prioritize nutrition activities and the needs of extremely vulnerable people.
38. The emphasis in CP 200894 on private-sector uptake of AMS brings new but manageable risks. WFP has ensured that expertise for scaling up is in place but the response of the market is unpredictable, even under favourable circumstances. WFP is therefore exploring models of cost-sharing among farmers, suppliers and external donors to ensure continuity.

### Institutional Risks

39. Uganda's government structures and policies are robust. WFP's capacity development experience with the Government indicates that the transfer of capacities to the Government can be successful, but that capacities are unlikely to be uniform at all administrative levels.

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## PROCUREMENT

40. WFP will procure from the most cost-effective markets. In line with Purchase for Progress, a minimum of 10 percent of food commodities are purchased locally from AMS participants. Local purchases and food arriving at Mombasa or Dar es Salaam are transported to WFP's storage facilities at Tororo and Kampala, from where they are transported to delivery points. WFP uses commercial transporters or its own trucks.

## Resource Mobilization

41. WFP seeks to build on the links between programmes and government policies. In Karamoja, WFP is promoting the link between short-term food assistance and long-term livelihood strategies, optimizing coordination with development actors and seeking non-traditional donors to broaden the funding base.

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## SECURITY RISK MANAGEMENT

42. Periodic security risk assessments cover all areas of Uganda. Minimum operating security standards are in place. The security trend in Karamoja is positive, with minor insecurity and violence limited to domestic and community disputes. Armed escorts were discontinued in 2014, and no special precautions are in place.

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## MONITORING AND EVALUATION

43. Monitoring and evaluation results are shared with the United Nations country team and the Government. Monthly performance results and analyses are published in a monthly bulletin. Most outcome monitoring data is collected during the six-monthly food security and nutrition assessments in Karamoja. Some nutrition indicators are collected monthly. Questionnaires include gender-sensitive questions to capture women's opinions.
44. To support the cash modality, WFP regularly assesses markets and service providers; the MNP intervention will be guided by a 2015 baseline assessment. WFP will implement the beneficiary and cash transfer system SCOPE, the Logistics Execution Support System and the country office monitoring and evaluation tool (COMET). Monthly reconciliations, annual, mid-year and monthly reviews, and audit visits to sub-offices and partners will be continued.

## ANNEX I-A

PROJECT COST BREAKDOWN			
	Quantity (mt)	Value (USD)	Value (USD)
<b>Food</b>			
Cereals	15 487	4 941 793	
Pulses	3 097	1 920 406	
Oil and fats	2 214	1 689 653	
Mixed and blended food	28 213	20 684 615	
Others	747	1 068 051	
<b>Total food</b>	<b>49 759</b>	<b>30 304 517</b>	
External transport		1 477 584	
Landside transport, storage and handling		9 047 040	
Other direct operational costs – food		6 983 747	
<b>Food and related costs<sup>1</sup></b>		<b>47 812 888</b>	<b>47 812 888</b>
<b>Capacity development and augmentation</b>		<b>34 596 545</b>	<b>34 596 545</b>
Direct operational costs			82 409 433
Direct support costs (see Annex I-B) <sup>2</sup>			14 271 348
<b>Total direct project costs</b>			<b>96 680 781</b>
Indirect support costs (7 percent) <sup>3</sup>			6 767 655
<b>TOTAL WFP COSTS</b>			<b>103 448 436</b>

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

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

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

**ANNEX I-B**

<b>DIRECT SUPPORT REQUIREMENTS (USD)</b>	
<b>Staff and staff-related</b>	
Professional staff	1 145 299
General service staff	4 829 767
<b>Subtotal</b>	<b>5 975 067</b>
<b>Recurring and other</b>	<b>3 816 156</b>
<b>Capital equipment</b>	<b>1 420 087</b>
<b>Security</b>	<b>235 806</b>
<b>Travel and transport</b>	<b>2 184 232</b>
<b>Assessments, evaluations and monitoring<sup>1</sup></b>	<b>640 000</b>
<b>TOTAL DIRECT SUPPORT COSTS</b>	<b>14 271 348</b>

<sup>1</sup> Reflects estimated costs when these activities are performed by third parties.





## ANNEX II: LOGICAL FRAMEWORK

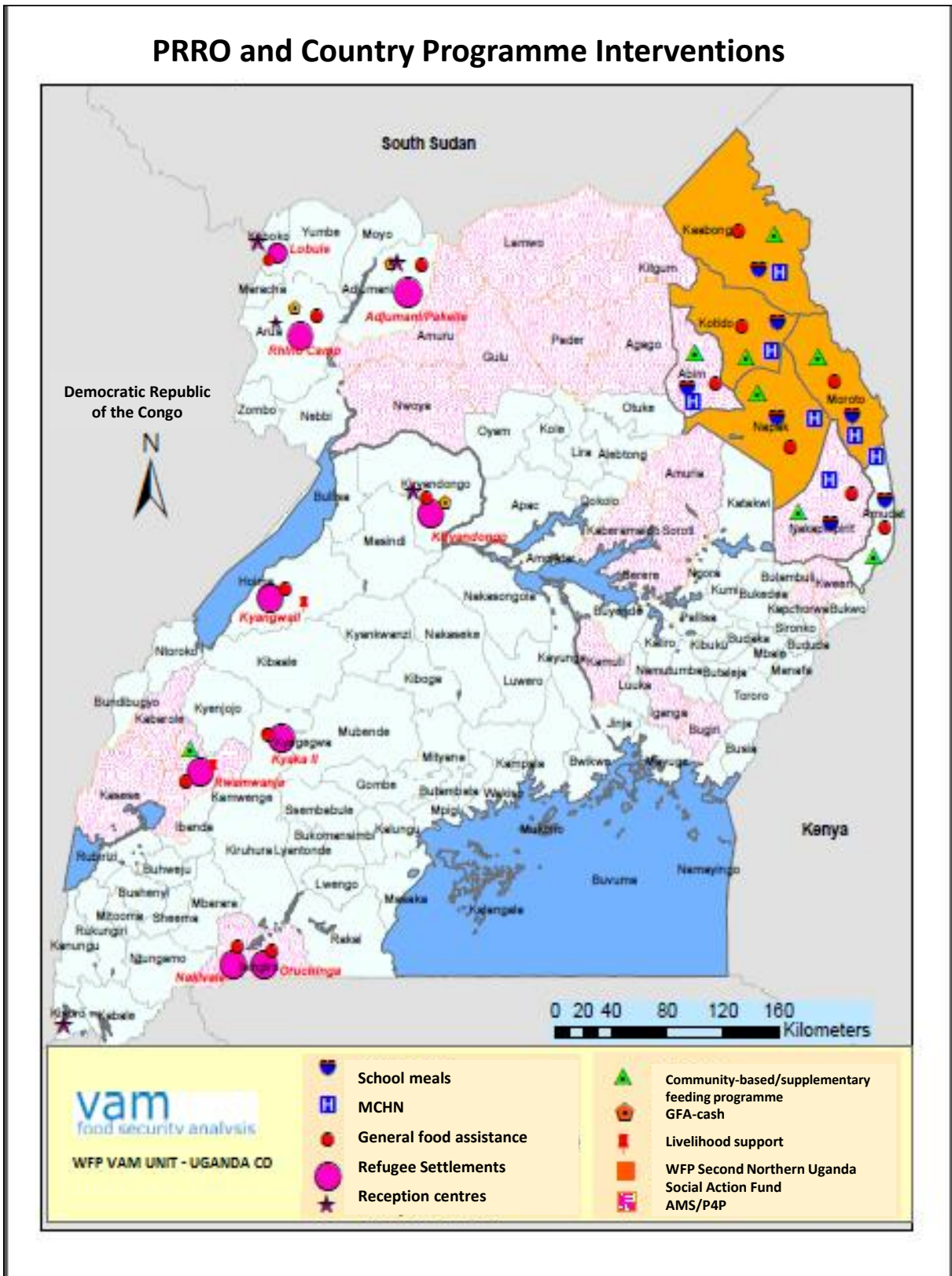
Results	Performance indicators	Assumptions
<b>Cross-cutting</b>		
<b>Gender</b> Gender equality and empowerment improved	Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution Proportion of women beneficiaries in leadership positions of project management committees	
<b>Partnership</b> Food assistance interventions coordinated and partnerships developed and maintained	Proportion of project activities implemented with the engagement of complementary partners Number of partner organizations that provide complementary inputs and services Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks)	
<b>Protection and accountability to affected populations</b> WFP assistance delivered and utilized in safe, accountable and dignified conditions	Proportion of assisted people who do not experience safety problems travelling to, from and/or at WFP programme site Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain)	
<b>Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs</b>		
<b>Outcome 3.1</b> Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels	Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases	Agricultural inputs are available and easily accessed by farmers.
<b>Output 3.1</b> Increased WFP food purchase from regional, national and local markets and smallholder farmers	Quantity of food purchased locally through local and regional purchases (in mt) Number of smallholder farmers supported Number of farmers' organizations trained in market access and post-harvest handling skills Quantity of food purchased locally from pro-smallholder aggregation systems (in mt)	

## ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Assumptions
<b>Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger</b>		
<b>Outcome 4.1</b> Reduced undernutrition, including micronutrient deficiencies among children aged 6-59 months, pregnant and lactating women, and school-aged children	Proportion of target population who participate in an adequate number of distributions Proportion of eligible population who participate in programme (coverage) Proportion of children who consume a minimum acceptable diet MAM treatment recovery rate (%) MAM treatment non-response rate (%) MAM treatment mortality rate (%) MAM treatment default rate (%)	
<b>Outcome 4.2</b> Increased equitable access to and utilization of education	Enrolment: Average annual rate of change in number of children enrolled in WFP-assisted primary schools Retention rate in WFP-assisted primary schools Enrolment (girls): Average annual rate of change in number of girls enrolled in WFP-assisted primary schools Enrolment (boys): Average annual rate of change in number of boys enrolled in WFP-assisted primary schools Retention rate (girls) in WFP-assisted primary schools Retention rate (boys) in WFP-assisted primary schools	
<b>Output 4.1</b> Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries	Total amount of cash transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned Quantity of food assistance distributed, disaggregated by type, as % of planned Number of women, men, boys and girls receiving food assistance, disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned Number of institutional sites assisted (e.g. schools, health centres), as % of planned	
<b>Output 4.2</b> Messaging and counselling on specialized nutritious foods and infant and young child feeding (IYCF) practices implemented effectively	Proportion of women/men receiving nutrition counselling supported by WFP, against proportion planned Proportion of targeted caregivers (male and female) receiving 3 key messages delivered through WFP-supported messaging and counselling Proportion of women/men beneficiaries exposed to nutrition messaging supported by WFP, against proportion planned	Communities have adequate capacity to implement activities.



ANNEX III



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

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## ACRONYMS USED IN THE DOCUMENT

AMS	agriculture and market support
CP	country programme
GDP	gross domestic product
MAM	moderate acute malnutrition
MCHN	mother and child health and nutrition
MNP	micronutrient powder
NDP II	National Development Plan II
NPA	National Planning Authority
OPM	Office of the Prime Minister
P4P	Purchase for Progress
PLW	pregnant and lactating women
PRRO	protracted relief and recovery operation
REACH	Renewed Efforts Against Child Hunger
SUN	Scaling Up Nutrition
UNICEF	United Nations Children's Fund