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Operational matters

For approval

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Draft Uganda Country Strategic Plan (2018–2022)

Duration	1 January 2018–31 December 2022
Total cost to WFP	USD 807,842,956 1,236,043,556
Gender and age marker*	2A

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

Executive summary

This country strategic plan (CSP) guides WFP's engagement in Uganda from 2018 to 2022 in support of the Government's work to achieve Sustainable Development Goals 2 and 7–17.

WFP will maintain an emergency response capacity and support the Government in hosting the growing number of refugees, addressing the causes of food insecurity and malnutrition and improving the social-protection system. This will be done by focusing on the following strategic outcomes:

- Strategic outcome 1: Refugees and other crisis-affected people have access to adequate nutritious food in times of crisis;
- Strategic outcome 2: Food-insecure populations in areas affected by climate shocks have access to adequate and nutritious food all year;
- Strategic outcome 3: Children aged 6–59 months in food-insecure areas have acute malnutrition and stunting rates in line with national targets by 2030;
- Strategic outcome 4: Smallholder farmers, especially women, in targeted areas have enhanced and resilient livelihoods by 2030;
- Strategic outcome 5: Institutions have increased capacity to coordinate and manage food security and nutrition programmes and respond to shocks by 2030; and
- Strategic outcome 6: Humanitarian actors have access to cost-efficient supply chain services when needed.

Focal points:

Ms V. Guarnieri
Regional Director
East and Central Africa
email: valerie.guarnieri@wfp.org

Mr E. Daloum
Country Director
email: elkhidir.daloum@wfp.org

The self-reliance of refugees will be enhanced through food assistance and the development of livelihood opportunities, in line with the Comprehensive Refugee Response Framework and the Refugee and Host Population Empowerment Framework in accordance with the Government's settlement transformation agenda, which envisages a 70 percent/30 percent split between refugee and host communities to develop livelihood programmes that benefit both; foster social cohesion in refugee-hosting areas; and promote development.

WFP will focus on nutrition in its activities with a view to reducing stunting through interventions addressing chronic malnutrition and will build on its strengths in food security and vulnerability analysis, supply chain management and its proactive institutional approach to assistance in support of the Government's policies and activities. WFP will address any new hunger issues, **particularly as they emerge, for example** in urban contexts.

WFP assistance will involve direct implementation through joint design and programming, evidence gathering, knowledge-sharing, enhancement of national capacities, partnerships and South-South cooperation. Analysis of gender and protection issues will inform implementation, with a focus on consultation with communities and beneficiaries.

This CSP is aligned with Uganda's Vision 2040 and National Development Plan II. It contributes to the goals of the Uganda Zero Hunger Strategic Review and is integrated with the country's United Nations development assistance framework; it contributes to strategic results 1, 2, 3, 5 and 8.

Draft decision*

The Board approves the Uganda Country Strategic Plan (2018–2022) (WFP/EB.2/2017/7-A/7/~~DRAFT~~) at a total cost to WFP of USD ~~807,842,956~~**1,236,043,556**.

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

1. Country analysis

1.1 Country context

1. Uganda is a landlocked low-income country ranking 163rd of 188 in the 2015 Human Development Index, 87th of 118 in the 2016 Global Hunger Index and 121st of 159 in the 2015 Gender Inequality Index. After 20 years of armed conflict in the north, peace and stability were largely restored in 2006. The fast-growing population is estimated at 39 million¹ and will reach 100 million by 2050; 70 percent of Ugandans are under 24.² Conflict in Burundi, the Democratic Republic of the Congo and South Sudan poses challenges to the achievement of development priorities. By 2017 Uganda was the third largest refugee hosting country, with 1 million refugees living in settlements, most of whom are women and children.³ Urban areas are now home to 20 percent of the population;⁴ the figure is expected to be 30 percent by 2035.⁵

1.2 Progress towards SDG 2

Progress towards SDG 2 targets

2. Although Uganda has achieved Millennium Development Goal 1 and significantly reduced hunger, the food security and nutrition situation was “serious” in the 2016 Global Hunger Index. Challenges to achieving Sustainable Development Goal (SDG) 2 include those set out below.
3. *Access to food.* Poverty limits households’ access to adequate and nutritious food, especially in Northern and Eastern regions, and there are concerns about urban areas.⁶ The poverty rate declined from 31 percent in 2005/6 to 19.7 percent in 2012/13, but rapid population growth prevents reduction of the number of people living in poverty. Many people move in and out of poverty each year.⁷ 50.2 percent live in households headed by women, and 40.7 percent in those headed by men. Women and children refugees face particular challenges in access to food.⁸
4. *End malnutrition.* Stunting, underweight and wasting have declined in the past five years, but undernutrition rates remain high. Stunting is 27 percent nationally but 33 percent in West Nile, 35 percent in Karamoja and 41 percent in ~~Foro~~ Tororo. Stunting affected 1.8 million children under 5 in 2015/16.⁹ Wasting is 4 percent at the national level, but in Karamoja prevalence is 10 percent with pockets exceeding emergency levels at 15 percent during lean seasons. The anaemia rate is 53 percent nationally and 68 percent in Karamoja.¹⁰ The nutritional situation in refugee settlements varies: stunting rates are between 7 percent and 40 percent, wasting between 2 percent and 14 percent, and anaemia between 26 percent and 72 percent.¹¹ Poor diets and inadequate sanitation and hygiene undermine health, especially among refugees, with differences among women, men, girls and boys.
5. *Smallholder productivity and incomes.* Agriculture accounts for 25 percent of gross domestic product and employs 77 percent of the adult population. Smallholder productivity is low because of limited access to agricultural services and credit and reliance on traditional production methods. Land cultivated by large-scale farmers has increased in area since the 1960s, but that

¹ See: <http://data.worldbank.org/country/uganda>

² See: <http://worldpopulationreview.com/countries/uganda-population/>

³ See: <http://reporting.unhcr.org/sites/default/files/UNHCR%20South%20Sudan%20Revised%20Supplementary%20Appeal%20Jan-Dec%202017%20--%20May%202017.pdf>

⁴ Uganda National Planning Authority. 2017. *Towards Zero Hunger: A Strategic Review of Sustainable Development Goal 2 in Uganda*. Kampala (hereinafter NPA 2017).

⁵ Government of Uganda. 2013. *National Urban Policy*.

⁶ An average four in ten Ugandans cannot meet the required daily dietary intake. National Planning Authority. 2017. *Towards Zero Hunger: A Strategic Review of Sustainable Development Goal 2 in Uganda*

⁷ Government of Uganda. 2016. *Third Northern Uganda Social Action Fund*.

⁸ NPA 2017.

⁹ See: <http://ghi.ifpri.org/countries/UGA/>

¹⁰ Uganda Bureau of Statistics. 2016. *Demographic and Health Survey*.

¹¹ Office of the Prime Minister/United Nations Children’s Fund/WFP/UNHCR. 2016. *Food Security and Nutrition Assessment*.

cultivated by smallholders has not. Women constitute 82 percent of the agricultural workforce and produce 80 percent of food but generally do not participate in economic decisions.¹² A significant portion of women have unmanageable workloads, which can compromise the care and welfare of children and other family members.¹³ Investment in land is limited: land title ownership is 20 percent nationally, with a significant gender imbalance.¹⁴

6. The Government provides land equitably for men and women refugees, most of whom were previously smallholder farmers; refugees have the right to move and work. Large numbers of refugees from South Sudan in 2016 and 2017 put pressure on this model, and smaller plots of land in less productive areas limit refugees' ability to grow their own food.
7. *Sustainable food systems.* Uganda is East Africa's breadbasket and a major exporter of grains, but some areas suffer from food shortages and seasonal price fluctuations that affect poor households most severely. Sustainable land management is rare, especially among women farmers, which limits crop yields.¹⁵ Smallholder farmers lose up to 30 percent of their production after harvest because of pests, moisture and mould. There is no strategic grain reserve, and most farmers sell their produce individually at harvest, when prices are lowest; 80 percent of food is sold in informal markets, where food safety standards are difficult to enforce.

Macroeconomic environment

8. Economic growth slowed to 4.5 percent in the five years leading to the 2016 elections as a result of adverse weather, conflict in neighbouring countries and credit constraints, with different effects on the lives of women, men, girls and boys. Growth is expected to accelerate as large public-sector infrastructure projects are implemented.¹⁶

Key cross-sector linkages

9. School enrolment increased from 2.5 million in 1997 to 8.7 million in 2014, partly as a result of the launch of free primary education. Net enrolment rates are 95.9 percent for boys and 92.7 percent for girls. Professional development programmes and education reforms have increased the number of qualified teachers and improved the learning environment, but more is needed.
10. Mortality among children under 5 fell from 116/1,000 live births in 2002 to 64/1,000 in 2016, but the rate is still double the SDG target.¹⁷ Maternal mortality averaged 368/100,000 live births between 2009 and 2016, five times the SDG target.¹⁸ In 2016, 55 percent of children aged 12–23 months received all basic vaccinations.¹⁹ Malaria among children under 5 was 30 percent in 2016, and higher among those living in poverty.²⁰ Among girls, 46 percent of girls marry and 39 percent give birth before the age of 18.²¹ National HIV prevalence is 7.3 percent, the tenth highest in the world.

¹² NPA 2017.

¹³ International Food Policy Research Institute (IFPRI). 2012. *The Women's Empowerment in Agriculture Index*. Discussion paper 01230.

¹⁴ NPA 2017.

¹⁵ *Ibid.*

¹⁶ See: <http://www.worldbank.org/en/country/uganda/overview>.

¹⁷ Uganda Bureau of Statistics. 2016. *Uganda Demographic and Health Survey*. The SDG target is 25 deaths per 1,000 live births.

¹⁸ *Ibid.* The SDG target is 70 deaths per 100,000 births.

¹⁹ *Ibid.*

²⁰ *Ibid.*

²¹ Government of Uganda. *The National Strategy to End Child Marriage and Teenage Pregnancy 2014/2015 – 2019/2020*

1.3 Hunger gaps and challenges

11. The Uganda ~~Zero Hunger Strategic Review~~ **zero hunger strategic review** prioritized the following:^{22, 23}
- i) Inadequate diet. Ugandans consume 400 kcal less than they need each day. Households have access to a wider variety of food than previously, but in 2015/16 dietary diversity scores in rural and urban areas were below the recommended average.²⁴
 - ii) Climate change. Resilience to shocks and climate variability is weak, and capacities to address food shortages are neither systematic nor sustainable. The Government does not store food for emergencies.
 - iii) Hunger in schools. One in three schoolchildren have no food during the school day, and no national strategy addresses this.
 - iv) Child malnutrition. Malnutrition levels are high, varying across the country; public funding is insufficient to address the problem; current uncoordinated small-scale interventions are unsustainable.
 - v) Population growth, private property ownership and urbanization. The population is young and growing at 3 percent per annum, outpacing agricultural growth, which has been at 2 percent for a decade.²⁵ Few people own the land they cultivate, and rapid urbanization is leaving more people living in informal settlements – where social services are limited and sanitary conditions are poor – and vulnerable to income and food price shocks.
 - vi) Inequity. There are significant differences in food and nutrition security among women, men, boys and girls, the old and the young and in different regions. Lack of disaggregated data hinders identification of the underlying causes and the design of suitable interventions.
 - vii) Policy implementation. Inconsistent implementation of policies and systems and lack of coordinated programming are exacerbated by inadequate capacities, especially at the sub-national level. Current policies and systems do not identify the roles of private sector and civil-society organizations.
 - viii) Measuring progress towards zero hunger. National surveys do not collect all the information needed to monitor SDG 2 targets, especially 2.4 and 2.5.

1.4 Country priorities

Government

12. Vision 2040, which is aligned with the African Union Agenda 2063, sets out the aim of achieving lower-middle-income status by 2032 and upper-middle-income status in 20 years. National Development Plan II (2015/16–2019/20) (NDP II) envisages a competitive economy, gender equality, high employment and inclusive growth.²⁶ Priority sectors for investment include agriculture, tourism, minerals, infrastructure and human capital development with equitable outcomes regarding age, gender and locality. NDP II includes the Settlement Transformation Agenda for refugee host areas, which integrates refugees into development planning and focuses on the needs of host communities.
13. The Northern Uganda Social Action Fund ~~II (NUSAF II)~~ **III** focuses on three development components: livelihood support, community infrastructure repair and institutional capacity development. For farmers, the Government is promoting access to social and infrastructure services through public-private partnerships, technology through agricultural extension services and access to credit.

²² NPA 2017.

²³ The strategic review did not disaggregate all data by sex or age.

²⁴ Disaggregated data on dietary diversity scores for women and children were not collected during the Zero Hunger review.

²⁵ NPA 2017.

²⁶ Government of Uganda. 2016. *National Priority Gender Equality Indicators*.

United Nations and other partners

14. The Uganda United Nations development assistance framework (UNDAF) (for 2016–2020) is aligned with Vision 2040 and NDP II. Uganda is a pilot country for the Comprehensive Refugee Response Framework, which covers the cycle from displacement to durable solutions. World Bank credit and grants in Uganda are mainly allocated to improvements in infrastructure, agriculture, water, health, education and social protection.
15. Bilateral development programmes implemented through the Government, non-governmental organizations (NGOs) and United Nations agencies focus on education, health, transport, food security, agriculture, civil society, governance, energy, water, sanitation and health, democracy, human rights and economic growth. Cross-cutting issues include gender equality, women's empowerment, children's rights, climate change and HIV/AIDS.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

16. WFP has provided food assistance since 1964. Evaluations in the past five years have found WFP's approach to be relevant and aligned with national priorities, but that WFP was not measuring outcome-level progress or adequately addressing gender and age issues,²⁷ or establishing clear transition and exit strategies.²⁸
17. In 2013 WFP, the United Nations Children's Fund (UNICEF) and the International Food Policy Research Institute (IFPRI) evaluated the effects of providing food assistance for children aged 3 to 5 at early childhood development centres in Karamoja,²⁹ and found that a combination of cash-based transfers (CBTs), nutrition education for parents and capacity-building for the caregivers significantly improved the amount and quality of food that children ate. Attendance at the centres increased, with positive effects on cognitive development.
18. The Office of the United Nations High Commissioner for Refugees (UNHCR) and WFP carried out impact evaluations in four protracted refugee situations around the world in 2011 to determine the contribution of food assistance,³⁰ and found little evidence of transition to self-reliance. They accordingly launched a joint strategy to guide work on enhancing refugees' self-reliance.³¹ In 2016, an evaluation by the University of California at Davis and IFPRI of settlements in Uganda found that significant economic multipliers resulted from relief activities, and that they increased when food assistance was delivered through cash transfers rather than direct food assistance; and that economic benefits for refugees and host communities were attributable to the Government's policy of giving land to refugees.³²

2.2 Opportunities for WFP

19. The strategic review and subsequent consultations recommended that WFP focus on:
 - Meeting the immediate food and nutrition needs of people in crisis. WFP's assistance to refugees will continue for the foreseeable future. Emergency food assistance will continue to be required in times of crisis, and WFP will support capacity development for emergency preparedness and response, **including by transferring its expertise in needs assessment.**
 - Building resilience to shocks and climate change. Food insecurity is expected to increase as a result of climate change and limited livelihood opportunities, particularly in the north and

²⁷ WFP increasingly targets women beneficiaries in Karamoja and refugee settlements in south-western Uganda.

²⁸ See: <https://docs.wfp.org/api/documents/bcfe2171660f4725a9fa1f2edf21a01c/download/>

²⁹ See: <http://documents.wfp.org/stellent/groups/public/documents/resources/wfp257677.pdf>

³⁰ Bangladesh, Chad, Ethiopia and Rwanda. See: <http://documents.wfp.org/stellent/groups/public/documents/resources/wfp258889.pdf>

³¹ See: <http://newgo.wfp.org/documents/unhcr-and-wfp-joint-strategy-for-enhancing-self-reliance>

³² See: <https://www.wfp.org/news/news-release/new-research-finds-humanitarian-assistance-refugees-boosts-ugandas-economy>

east. WFP and its partners will leverage private-sector expertise to improve livelihood opportunities.

- Ensuring that children have nutritious meals in school so that they can learn. The Government and development partners will exploit WFP's experience to develop a school feeding policy and a sustainable home-grown school feeding programme.
- Preventing malnutrition. Development partners highlight the importance of Government/WFP/UNICEF partnerships in preventing malnutrition and promoting water, sanitation and health improvements and options for food fortification.
- Linking smallholder farmers to markets. Inefficient value chains and post-harvest losses are limiting the incomes of smallholder farmers. WFP's local procurement creates demand for staple grains, and agriculture and market-support activities help men and women smallholders to gain access to markets, especially in areas with large refugee populations. WFP, the Government and partners will seek to reduce crop losses to improve household food security and increase marketable surpluses, thereby enhancing farmers' incomes and helping to stabilize food prices.
- Improving food systems. WFP should address issues in food systems more holistically, for example by supporting the establishment of a national grain reserve for use in times of acute need and by focusing on issues such as supply chain gaps.
- Enhancing social protection. WFP's expertise in beneficiary information management can support the development of a national social protection registry to enhance efficiency and accountability.

2.3 Strategic changes

20. WFP will promote a transition to national ownership by sharing analyses and evidence and providing technical assistance. It will offer expertise at the policy level in nutrition, school feeding, gender equality, agricultural markets, post-harvest losses, social protection systems and emergency preparedness and response.
21. In refugee hosting areas WFP will promote a transition from relief food assistance to self-reliance. Interventions will benefit refugee and host communities with a view to sustainable changes in refugee-hosting areas.
22. Where markets are functioning well, WFP will provide cash transfers; in other cases it will consult retailers with a view to optimizing their supply chains, increasing stocks of nutritious foods and reducing prices. Access to safe and nutritious food is the priority, regardless of modality.
23. WFP will introduce approaches that are sensitive to nutrition, HIV and gender transformation in all its programmes and will model innovative approaches to preventing malnutrition from birth to adolescence, which will include support for the Government in addressing hunger challenges emerging in urban areas.
24. WFP will build on its experience of working with farmers, traders, agro-dealers, transporters and financial service providers by engaging with private-sector organizations such as those specializing in post-harvest loss and climate change to address malnutrition and other issues.
25. In accordance with the gender action plan, WFP will support analysis-based innovative interventions to address gender inequalities and improve food and nutrition security.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

26. This CSP guides WFP's engagement in Uganda from 2018–2022. It sets out focus areas and activities to support the Government's efforts to achieve SDGs 2 and 717.
27. WFP will maintain its emergency response capacity, and will support the Government in hosting the growing number of refugees, addressing the underlying causes of food insecurity and

malnutrition and enhancing the national social protection system. **WFP will integrate protection into the design of the response and will continue to address the common and unique needs of multiple diversities, including age, gender and disability.**

28. The self-reliance of refugees will be improved through food assistance and the development of livelihood opportunities in accordance with the Comprehensive Refugee Response Framework and the Refugee and Host Population Empowerment Framework, with a view to realizing the Government's Settlement Transformation Agenda. WFP will aim to ensure that its investments also benefit host communities in accordance with the Government's 70:30 refugee/host community split. The aims are to- develop livelihood programmes that benefit both communities; to promote social cohesion in refugee-hosting areas; and to- achieve the Government's overall development goals.
29. WFP will focus on nutrition in its activities to reduce stunting through nutrition-specific and nutrition-sensitive interventions addressing chronic malnutrition, especially in high-burden areas. It will build on its strengths in food security, vulnerability analysis, supply chain management, emergency preparedness and response and its institutional approach to assistance in support of the Government's policies and activities. WFP will address new hunger issues, particularly in urban contexts, as the demographics of hunger evolve.
30. WFP will provide **vulnerability and food security analyses**, direct implementation assistance, evidence-gathering, knowledge-sharing and expertise to improve national capacities; and will continue its partnerships and South-South cooperation. Analysis of gender and protection issues and consultation with communities and beneficiaries will characterize all activities.
31. This CSP is aligned with Uganda's Vision 2040, NDP II and the Uganda Zero Hunger Strategic Review. It is integrated with the UNDAF,³³ and contributes to strategic results 1, 2, 3, 5 and 8.

3.2 Strategic outcomes, focus areas, expected outputs and key activities

Strategic outcome 1: Refugees and other crisis-affected people have access to adequate nutritious food in times of crisis

32. Uganda's rapidly growing refugee population in the north and southwest and crisis-affected people across the country have inadequate access to nutritious food. WFP will accordingly provide unconditional food assistance **based on detailed analyses of needs, vulnerability and diversity** to support these populations, with complementary investments in self-reliance, resilience, protection and safety nets to reduce the need for humanitarian assistance.

Focus area: crisis response

33. Strategic outcome 1. Strategic outcome 1 contributes to SDG target 2.1 and WFP strategic result 1. The objective is to improve access to food and ensure that crisis-affected people consume an adequate and nutritious diet in times of need.

Expected outputs

34. The outcome will be achieved through six outputs:
 - Refugees receive cash and food transfers to meet their basic food and nutrition needs.
 - Refugee children aged 6–23 months and pregnant and lactating women receive specialized nutritious foods to prevent chronic malnutrition. Where global acute malnutrition rates exceed 15 percent the target group will include children aged 24–59 months to prevent acute malnutrition.
 - Refugee children aged 6–59 months and pregnant and lactating women benefit from improved nutrition knowledge to prevent chronic and acute malnutrition.

³³ The current UNDAF ends in 2020, coinciding with WFP's mid-term review of this CSP. WFP will adjust the CSP in 2020 to align it with the new UNDAF.

- Moderately acutely malnourished children aged 6–59 months and pregnant and lactating refugee women receive specialized nutritious food to improve nutrition status.
- Moderately acutely malnourished refugee children aged 6–59 months benefit from improved nutrition knowledge among caregivers and pregnant and lactating women to improve nutrition status.
- People affected by crises and extremely vulnerable households targeted by WFP ~~and host communities~~ receive cash and/or food transfers to meet their food and nutrition needs.

Key activities

Activity 1: Provide food and nutrition assistance for refugees.

35. WFP will provide unconditional assistance to refugees in the form of high-energy biscuits for those arriving at borders; hot meals in transit and reception centres as new arrivals wait to be registered and allocated land; and cash or food transfers in the settlements to meet food needs and promote self-reliance. Unconditional assistance will be based on analyses of markets, gender, age, vulnerability and nutrition status-, **taking into account the particular circumstances and preferences of different beneficiary groups, including people living with disabilities.**³⁴ WFP, UNHCR and the Office of the Prime Minister will coordinate refugee assistance.
36. WFP, government counterparts, UNHCR and other partners will profile refugee households according to needs and capacities and will analyse opportunities and constraints related to refugees' self-reliance; this will include studies of gender-responsive livelihood value chains and labour markets.

Activity 2: Provide food and nutrition assistance to crisis-affected households.

37. Targeted relief assistance for crisis-affected people will be informed by food security and nutrition assessments, gender analysis and protection assessments. Moderately acutely malnourished people will receive curative assistance, and a ration will be provided in addition to specialized nutritious foods to maximize the effect of treatment. Children aged 6–23 months and pregnant and lactating women will receive blanket supplementary feeding to prevent chronic and acute malnutrition; where global acute malnutrition levels are greater than 15 percent, WFP will expand this activity to include children aged 24–59 months ~~to prevent acute malnutrition~~. WFP will coordinate its response with district authorities, UNICEF and the Food and Agriculture Organization of the United Nations (FAO), guided by the Office of the Prime Minister.

Strategic outcome 2: Food-insecure populations in areas affected by climate shocks have access to adequate and nutritious food all year.

38. Decades of conflict have led to high levels of poverty in the north and east. People sell assets and resort to livelihood strategies that degrade the environment: collecting firewood, for example, endangers women and girls, and families withdraw children from school. WFP's conditional food or cash assistance ensures access to food during lean seasons and helps communities to build assets such as woodlots, farms, orchards, irrigation systems, ponds and dams that improve their resilience to shocks. In refugee-hosting areas, the aim is to reduce dependence on relief food assistance and enhance self-reliance. School feeding keeps children in school and enables them to learn. Technical assistance for the Government will help to improve shock-responsive social protection mechanisms, for example by exploring innovative risk transfer and insurance initiatives.

³⁴ Interventions will continue to be disability sensitive, with vulnerable groups, including people living with disabilities, attended to first at WFP food and cash distributions and verified proxies authorized to collect food on their behalf.

Focus area: resilience- building

39. Strategic outcome 2 contributes to SDG targets 2.1 and 2.4 and strategic result 1. The objective is to prevent acute food insecurity and reduce vulnerability to shocks and seasonal food shortages.

Expected outputs

40. The outcome will be achieved through five outputs:
- Food-insecure people including refugees and host community members benefit from CBTs, improved skills and community assets to reduce vulnerability to climate shocks and protect access to food.
 - Food-insecure people in the northern region including refugees and host community members benefit from a sustainable public works programme to sustain access to food.
 - Schoolchildren receive a nutritious meal every day they attend school to meet basic food and nutrition needs and increase enrolment and attendance.
 - Staff in the ministries of education and agriculture receive technical assistance through South–South cooperation and other initiatives to establish a sustainable national school feeding policy and programme that increases access to food and improves nutrition.
 - Schoolchildren benefit from a national home-grown school meals policy and programme for sustainable access to food and better nutrition.

Key activities

Activity 3: Provide cash and food transfers for women and men participating in community asset-creation projects and technical assistance for the Government through South–South cooperation and other initiatives.

41. **Assistance in Karamoja, assistance** will be informed by food security, nutrition, livelihood, gender and market assessments, and will target households with excess labour capacity, aiming at balance between women’s and men’s workloads and caregiving responsibilities. WFP will identify community-level assets that can improve nutrition, for example by integrating nutrition education into training packages, promoting cultivation of fruits and vegetables and improving post-harvest handling of grains to reduce aflatoxin levels.³⁵ In refugee hosting areas, WFP will focus on creating assets that equally benefit women and men in refugee and host communities. Environmental screening will ensure that assets do not harm the environment. WFP will help to enhance the government’s capacities for improving the quality, sustainability and equity of assets created in national public works programmes. UNICEF and FAO will be the main partners in this activity.

Activity 4: Provide nutritious hot meals to children attending school and technical assistance to the Government through South–South cooperation and other initiatives.

42. Assistance in the form of hot meals will target children at schools in areas where food security, nutrition and education indicators show a need- **(for example, in Karamoja and some refugee hosting districts in the north)**. Meals will be fortified as required, including with micronutrient powders. Social behaviour change communication will promote girls’ enrolment and attendance. WFP will work with the ministries of education, agriculture, gender and finance and the Office of the Prime Minister to establish a sustainable and environmentally sound home-grown school feeding programme that uses local foods and enhances dietary diversity. Technical assistance will be provided to the Government through South–South cooperation and other initiatives and supply-chain assessments to assist it in developing predictable demand for men and women smallholder farmers and promoting women’s economic empowerment. The main partners will be UNICEF and FAO.

³⁵ Aflatoxin is associated with chronic malnutrition in children.

Strategic outcome 3: Children aged 6–59 months in food-insecure areas have acute malnutrition and stunting rates in line with national targets by 2030.

43. Uganda has improved the nutrition status of children, but malnutrition remains high in some areas, **such as Karamoja**. Access to nutritious food and preparation methods help to prevent malnutrition, but access to safe water for drinking and cooking and awareness of sanitation and hygiene needs are critical. There is a correlation between early marriage, teen pregnancy and child malnutrition, and because women do not control the use of resources in the household, men and boys need to be part of the solution.
44. WFP will work with UNICEF and the ministries of health, gender, labour and social development, and water and environment to promote healthy diets and will participate in consultations to promote understanding of the underlying causes of malnutrition.

Focus area: root causes

45. Strategic outcome 3 contributes to SDG target 2.2 and strategic result 2. The objective is to work with partners in a holistic approach, including prevention, to promote healthy diets based on local nutritious foods.

Expected outputs

46. The outcome will be achieved through seven outputs:
 - Children aged 6–23 months and pregnant and lactating women receive specialized nutritious foods and/or cash transfers to improve children’s nutrition status during their first 1,000 days (from conception to their second birthday).
 - Children aged 36–59 months receive cash transfers to prevent malnutrition and increase enrolment in early childhood development centres.
 - Caregivers of children aged 6–23 months, children aged 24–59 months in early childhood development centres and pregnant and lactating women benefit from social and behaviour change communications to prevent chronic malnutrition.
 - Caregivers of moderate acutely malnourished children aged 6–59 months and pregnant and lactating women receive nutrition education to support nutritional recovery.
 - Moderately acutely malnourished children aged 6–59 months, pregnant and lactating women, and anti-retroviral therapy and tuberculosis patients on directly observed treatment short courses receive specialized nutritious food to improve their nutritional status.
 - Children aged 6–59 months and pregnant and lactating women benefit from improved skills among health professionals in nutrition programming to improve nutrition status.
 - Community members benefit from enhanced knowledge of nutrition-specific and nutrition-sensitive interventions to improve nutrition status.

Key activities

Activity 5: Provide specialized nutritious food and nutrition-sensitive cash transfers for populations at risk.

47. In targeted districts, WFP and UNICEF will support government health facilities and staff to enhance the quality and coverage of programmes treating moderate acute malnutrition and will promote innovative approaches to preventing malnutrition, including support for nutrition-oriented early childhood development programmes and gender-transformative nutrition-focused behaviour change communication, including nutrition education to promote healthy diets.
48. WFP will contribute to government systems and institutional mechanisms through use of the “Fill–the Nutrient Gap” tool to engage government and non-government stakeholders and technical assistance for government staff implementing nutrition policies.
49. WFP will work with the Government and partners to identify holistic approaches to nutrition, for example by improving the quality of food in markets, working with the Ministry of Water and

Environment and partners addressing water and sanitation needs and finding ways to keep girls in school.

Strategic outcome 4: Smallholder farmers, especially women, in targeted areas have improved and resilient livelihoods by 2030.

50. WFP will support smallholder farmers **across the country, including refugee and host community farmers**, in improving agricultural practices and adopting technology; ~~this will include refugee and host community farmers. It.~~ This will stimulate production by promoting predictable demand ~~and~~, promote collective marketing of grains to increase incomes and improve household food security. WFP will work with the Government and the private sector to develop sustainable national mechanisms for reducing post-harvest losses.

Focus area: Root causes

51. Strategic outcome 4 contributes to SDG target 2.3 and strategic result 3. The objective is to increase smallholder productivity and incomes and improve the quality of food grains.

Expected outputs

52. The outcome will be achieved through three outputs:
- Smallholder farmers, including refugee and host community farmers, benefit from improved skills, equipment and facilities to access markets and increase their incomes.
 - Smallholder farmers, including refugee and host community farmers, benefit from improved skills, nutrition education and equipment to store food safely for household consumption and to enhance their livelihoods.
 - Smallholder farmers, including refugee and host community farmers, benefit from a national mechanism for reducing post-harvest losses to increase their incomes sustainably and enhance their livelihoods.

Key activities

Activity 6: Provide training and nutrition and gender education, post-harvest equipment and storage facilities for farmers' organizations and technical assistance to the Ministry of Agriculture and other institutions through South–South cooperation and other initiatives.

53. WFP will work with the Ministry of Agriculture, Animal Industry and Fisheries at the national and district levels to train farmers and farmers' groups, ensuring access for women farmers, in topics relevant to smallholder productivity such as diversification of crop production, soil conservation, value addition, quality control, collective marketing and agribusiness development; and build warehouses for farmers' groups to improve food quality and promote collective marketing with equitable access and control of assets. The warehouses will be hubs for extension services and a means to attract potential buyers, including WFP.
54. WFP, the Rome-based agencies, the United Nations Industrial Development Organization, the United Nations Development Programme and UNHCR will pursue synergies to avoid duplication.

Activity 7: Provide transfers for purchasing affordable household storage and provide training in nutrition and other topics to targeted smallholder farmers.

55. WFP, the Ministry of Agriculture, Animal Industry and Fisheries, the Ministry of Gender, Labour and Social Development and private-sector organizations will train smallholder farmers, provide access to hermetic household storage for surplus production to improve access to safe food and improve marketing practices, with a focus on equitable control and access to services by women and men. WFP will work with local manufacturers to improve the design of silos and with retailers to establish distribution networks.
56. WFP will work with the ministries of agriculture, trade and local government through South–South cooperation and other mechanisms, using WFP's Centre of Excellence in China, to develop policies and programmes to reduce post-harvest losses and to establish a certification system for hermetic storage systems.

Strategic outcome 5: Institutions have increased capacities by 2030 to coordinate and manage food security and nutrition programmes and respond to shocks.

57. The Karamoja Development Partners Group in 2017 identified ten bilateral donors, eight United Nations agencies and 50 NGOs in Karamoja implementing 150 projects. The Government is finding coordination difficult.
58. WFP is accordingly providing technical assistance for a beneficiary information management system to identify how much and what type of assistance each household receives and how assistance varies according to location, with data disaggregated by sex and age. Over the next five years WFP will expand the system and enhance its functionality. The Karamoja system will provide a model to support the Government in developing a single registry for the national social protection system.
59. WFP will enhance the Government's emergency preparedness and response capacities. This will include food security and nutrition assessments, early-warning information, protection assessments, gender analysis, targeting processes and supply chain support.

Focus area: Root causes.

60. Strategic outcome 5 contributes to SDG target 17.9 and strategic result 5. The objective is to improve social protection systems and support the Government in emergency preparedness and response.

Expected outputs

61. The outcome will be achieved through three outputs:
 - Food-insecure people in Karamoja benefit from improved targeting and delivery of government and partner programmes to reduce their vulnerability to shocks and sustain their access to food.
 - Affected populations benefit from increased national capacity to assess and address acute food insecurity to enhance access to food and reduce malnutrition.
 - Populations in crises benefit from increased emergency preparedness and response capacity of national and sub-national government institutions to protect and maintain their access to food.

Key activities

Activity 8: Provide a single registry to enable government and development partners to coordinate and target programmes.

62. In Karamoja, WFP and the Ministry of Gender, Labour and Social Development will develop a **social registry** based on ~~WFP's SCOPE beneficiary management platform~~. ~~Support will include~~ **and provide support, including** project and stakeholder management, software development, analytical services and training for those using the **system registry**. WFP will enhance capacities in national and ~~sub-national~~ **subnational** institutions for managing the registry, focusing on data protection, informed consent, gender analysis and complaint and feedback mechanisms to ensure consistency with international best practices and to inform the development of government systems.

Activity 9: Provide technical assistance to enable the Government and first responders to prepare for and respond to emergencies.

63. WFP will enhance the capacities of the Government and first responders such as the Uganda Red Cross to address acute food needs in emergencies, focusing on shock-prone areas and urban populations vulnerable to income and food-price shocks. This will focus on coordination, pre-positioning of stocks and equipment, needs assessment, response design, mobilization and management of resources, procurement, establishment of supply chains, gender-transformative responses, enhancing the shock-responsiveness of national social protection, monitoring and accountability systems. WFP and FAO will support national early-warning systems. For the

urban component, WFP will develop new partnerships with, for example, the Kampala Capital City Authority.

Strategic outcome 6: The humanitarian community in Uganda and neighbouring countries has access to cost-efficient supply chain services.

64. International roads connect the ports of Mombasa and Dar-es-Salaam to Tororo in eastern Uganda, where WFP has warehouses for food and non-food items and a fleet of trucks that can reach areas inaccessible to commercial transporters. From Tororo, roads run north to South Sudan, east to the Democratic Republic of the Congo and south to Rwanda. WFP's strength in supply chain management will ensure that the United Nations and NGOs have access to cost-efficient supply chain services to deliver life-saving assistance to affected populations.

Focus area: Crisis response

65. Strategic outcome 6 contributes to SDG 17.16 and strategic result 8. The objective is to make the delivery of humanitarian assistance as efficient and effective as possible.

Expected outputs

66. The outcome will be achieved through two outputs:

- Populations affected by crisis benefit from WFP's services in support of delivery by humanitarian agencies of life-saving food, non-food items and medical supplies.
- Populations affected by crises benefit from enhanced capacities among humanitarian actors for delivery of timely assistance-.

Key activities

Activity 10: Provide supply-chain services and expertise to enable partners to deliver humanitarian assistance.

67. WFP will maintain a cost-efficient and responsive supply chain to ensure national and regional response capacities through a network-management approach, complemented by technical assistance to enhance the capacities of private-sector and other partners. Support and services will be provided for warehouse management, air and road transport, customs clearance and vehicle maintenance.

3.3 Transition and exit strategies

68. WFP will aim to reduce direct provision of food and cash transfers, focusing on enabling people to support themselves and assisting the Government in addressing hunger and malnutrition through a rights-based approach that addresses gender, socio-economic and other differences. WFP will:

- collect evidence of the underlying causes of hunger to inform policy and improve programme design and management of services provided by the Government;
- support the integration of gender-transformative food security and nutrition activities in the Government's policies and plans and shift support in areas such as school feeding and asset creation to technical support for national safety nets;
- support the Government with experts and resources to enhance the systems and institutions that address hunger sustainably; and
- work with partners to increase the range of sustainable and equitable livelihood opportunities for refugees, host communities and other people recovering from shocks to reduce their dependence on external assistance.

4. Implementation arrangements

4.1 Beneficiary analysis

Strategic outcome	Activity	Women/girls	Men/boys	Total
1	1. Provide food and nutrition assistance for refugees	1 014 759 071 266	974 964 1209 255	1 989 723 2100 521
	2. Provide food and nutrition assistance to crisis-affected households	294 015	282 485	576 500
2	3. Provide cash and food transfers to women and men participating in community asset-creation projects and technical assistance for the Government through South-South cooperation and other initiatives	162 000	138 000	300 000
	4. Provide nutritious hot meals to children attending school and technical assistance to the Government through South-South cooperation and other initiatives	77 787 90 752	107 422 94 457	185 209
3	5. Provide specialized nutritious food and nutrition-sensitive cash transfers for populations at risk	92 021	88 412	180 433
Total				3 231 865 342 663

* Beneficiary figures are disaggregated by sex and age.

69. The Government registers refugees and periodically verifies the refugee population because refugees are able to move freely about the country and its cities.³⁶ WFP will continue to promote better registration and verification procedures and recording of data disaggregated by sex and age and will extend the Government's system to food distributions so that biometrics can be used to check the identities of food and cash beneficiaries. Outside refugee settlements WFP will use its **SCOPE beneficiary management platform** to register beneficiaries and check their identities at food and cash distribution points.
70. WFP's asset-creation activities will decrease as ~~NUSAF~~ **the Northern Uganda Social Action Fund III** is extended and WFP focuses on technical assistance. WFP will continue to target schoolchildren in Karamoja for school feeding and will expand to other food-insecure areas, including those hosting refugees.
71. Government staff in health and outreach facilities will continue to identify moderately acutely malnourished individuals and provide specialized nutritious foods and nutrition education. Staff will encourage pregnant and lactating women and caregivers of young children to attend nutrition education to promote healthy infant and young child feeding practices.
72. The Government's Agricultural Sector Strategic Plan identifies priority districts for agricultural development, some of which have a high incidence of poverty. WFP will work with groups of smallholder farmers in these areas.

³⁶ Refugees' personal data, including photos and fingerprints, are captured in the Government's Refugee Information Management System.

4.2 Transfers

Food and CBTs

	Strategic outcome 1					
	Activity 1					Activity 2
	Refugee EVI	Refugee 100%	Refugee 50%	TSFP: children 6–59 months BSFP: children 6–59 months MCHN: children 6–23 months	TSFP: pregnant and lactating women, children 6–59 months PLHIV/ TB-DOTS MCHN: pregnant and lactating women BSFP: pregnant and lactating women	Protective ration in targeted districts: pregnant and lactating women, children 6–59 months PLHIV/ TB-DOTS
Modality	Food/cash	Food/cash	Food/cash	Food/cash	Food/cash	Food
Cereals	390	400	200			400
Pulses	70	80	40			80
Oil	30	30	10		25	30
Salt	5	5	5			
Sugar					15	
SuperCereal	50	50	50		229	50
SuperCereal Plus				200		
Micronutrient powder						
Total kcal/day	2 113	2 179	1 139	787	1 140	2 179
% kcal from protein	11	12	12.60	17	12.30	12
% kcal from fat	17.5	22	18.8	23	34.3	22
Cash (USD/person/day)	0.38	0.26	0.15			
Number of feeding days	360	360	360	MCHN: 360 BSFP/TSFP: 90	MCHN: 360 BSFP/TSFP: 90	90

	Strategic outcome 2		Strategic outcome 3	
	Activity 3	Activity 4	Activity 5	
Beneficiary type	FFA	HGSF	MCHN: children 6–23 months CBSFP: children 6–59 months	MCHN: pregnant and lactating women CBSFP: ART-PLHIV TB-DOTS
Modality	Cash	Food	Food/cash	Food/cash
Cereals		150		
Pulses		30		
Oil		10		25
Salt				
Sugar				15
SuperCereal				229
SuperCereal Plus			200	
Micronutrient powder		0.4		
Total kcal/day		738	787	1140
% kcal from protein		11	17	12.3
% kcal from fat		21	23	34.3
Cash (USD/person/day)	0.09		0.49	0.49
Number of feeding days	135	192: day pupils 264: boarders 180: MNP	360: MCHN 90: CBSFP	360: MCHN 90: CBSFP

ART: anti-retroviral therapy; BSFP: blanket supplementary feeding programme; CBSFP: community-based supplementary feeding programme; TB-DOTS: persons with tuberculosis receiving directly observed short-course treatment; EVI: extremely vulnerable individuals; FFA: food assistance for assets; HGSF: home-grown school feeding; MCHN: mother-and-child health and nutrition; TSFP: targeted supplementary feeding programme; PLHIV: people living with HIV; MNP: micronutrient powder

73. WFP will seek to provide foods that are familiar to beneficiaries, and will use both in-kind food and cash transfers for unconditional assistance. The proportion of refugees receiving unrestricted cash transfers will increase over the five years of the strategy, from 20 percent at the outset of 2018 to 50 percent by 2020. This scale-up is informed by an analysis showing that cash transfers can result in multipliers in the local economy, benefiting refugees and host communities alike,³⁷ and therefore constituting an important element of Uganda's refugee hosting model, which aims to promote self-reliance and integration. Cash also facilitates access to locally produced food, including fresh food, which is important for diversifying diets. The value of cash transfers will be based on market prices and adjusted in line with when there are changes.
74. WFP provides refugees with the full recommended dietary allowance or a cash transfer sufficient to purchase the equivalent. Households participating in asset creation activities receive food or cash equivalent to 50 percent of the allowance. Schoolchildren receive a mid-morning snack and

³⁷ See: <https://www.wfp.org/news/news-release/new-research-finds-humanitarian-assistance-refugees-boosts-ugandas-economy>.

hot lunch at school, fortified as required. Moderately acutely malnourished patients receive specialized nutritious foods until they recover. In a prevention programme, pregnant and lactating women and caregivers of children aged 6–59 months receive specialized nutritious food or cash transfers sufficient to buy nutritious foods. Smallholder farmers receive vouchers to subsidize the purchase of household storage.

75. Most cash-transfer beneficiaries, particularly women and elderly people, have never had access to financial services. WFP contracts financial services providers to open bank or mobile money accounts for beneficiaries and to provide banking services in remote areas. WFP negotiates affordable pro-poor products and services and provides targeted financial literacy and joint decision-making training for cash-transfer recipients.

TABLE 3: TOTAL FOOD/€BT CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/€BT cash-based transfer	Total (mt)	Total (USD)
Cereals	360 786 562 892	152 388 794 234 362 650
Pulses	70 034 109 887	45 428 033 68 823 857
Oil and fats	26 929 43 732	23 082 810 36 474 471
Mixed and blended foods	401 280 175 930	62 108 744 109 715 983
Other	6 360 9 872	4 251 170 2 072 751
Total (food)	565 387 902 313	284 259 547 451 449 712
€BTs Cash-based transfers	-	207 046 445 381 419 424
Total (food and CBT)	565 387 902 313	491 305 992 832 869 136

Capacity strengthening, including South–South cooperation

76. WFP and the Government will explore opportunities for South–South and triangular cooperation aimed at the exchange of knowledge and expertise. Thus, activities could be undertaken with the Centre of Excellence against Hunger, located in Brazil, with regard to the national school feeding programme and new measures to address increasing food insecurity and malnutrition in urban areas. Similarly, activities could be pursued with the Centre of Excellence in China focusing on productive safety net programmes and innovative approaches to dryland agriculture. WFP will seek to share best practices from Uganda such as its refugee hosting model and post-harvest loss prevention techniques.

4.3 Supply chain

77. WFP has purchased 300,000 mt of grain in Uganda in the past five years. It operates 15 warehouses in the country with 100,000 mt of storage capacity and maintains 150 trucks to augment commercial transport when needed. WFP's supply chain capacity also supports cash transfers and agriculture and market-support programmes by working with retailers to optimize their supply systems and by supporting farmers' organizations in improving food quality so that they can sell to WFP and other large buyers.

4.4 Country office capacity and profile

78. The country office will invest in staff development and implement a learning-and-development strategy underpinned by results-orientated performance.³⁸ It will review its organization with a view to more effective and efficient service delivery through:
- a streamlined workforce, leveraging existing technical expertise and increasing the capabilities, capacities and resources of field staff to ensure that services are delivered in all areas in support of beneficiaries;
 - detailed job profiles, which will be created on the basis of the skills needed in relation to WFP's new orientation; and
 - increased delegation of authority and accountability to field offices, with management support, supervision and training to ensure effective assistance.
79. Communications will be a core function, with a focus on zero hunger. The aims are to promote internal cohesion and knowledge-sharing; enhance public discourse on zero hunger and mobilize public and private support for WFP in Uganda; and mainstream monitoring and evaluation in all elements of the CSP. The strategy will seek to enhance gender equality and protection by focusing on consultations with communities and beneficiaries so that their views and experiences are taken into account.

4.5 Partnerships

80. WFP will maintain its relationship with the Government at the national and sub-national levels, working with the Office of the Prime Minister, the ministries of agriculture, health, education, gender, labour and social development, lands, housing and urban development, the National Planning Authority and district and city authorities. **-District governments, as appropriate and feasible, will be involved in the formulation and implementation of activities to ensure local buy-in and support and to maximize opportunities for capacity strengthening and the transfer of expertise.**
81. WFP will continue its partnerships with United Nations agencies and other development partners, **and expand its partnerships increasingly to include also bilateral development partners**, to better coordinate interventions, avoid duplication and achieve outcomes at scale. The main partners are FAO, the International Fund for Agricultural Development, UNHCR, UNICEF, the World Health Organization, the Joint United Nations Programme of Support on AIDS, the Scaling Up Nutrition movement, UN-Habitat, the World Bank and international financial institutions.
82. WFP will increase the number of its NGO partners and will work with civil-society organizations to strengthen the capacities of national first responders, **seeking in particular strategic partnerships that bring resources and expertise to a more collaborative and less transactional model of partnership.**
83. WFP will facilitate public-private partnerships and continue to work with social enterprises, for example in relation to post-harvest loss reduction for a demand-driven approach to agriculture and market support to leverage expertise and innovation potential.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

84. ~~Enhancement of WFP will enhance internal monitoring and, evaluation, research and learning while supporting the Government in measuring progress towards SDG 2 targets. This will be priorities. WFP's five-year realized through increased resources and capacity dedicated to monitoring and evaluation plan will assess CSP, assessing the performance of the CSP and measure measuring the effects of its interventions. It, including by developing and~~

³⁸ WFP is committed to gender parity in its workforce in line with the country office action plan.

implementing a robust five-year monitoring and evaluation plan and commissioning a series of bespoke studies to answer higher level questions about impact.

85. The monitoring and evaluation plan includes a baseline for the CSP, collection of data disaggregated by sex, age and vulnerability and gender-responsive analysis at all stages. Process and outcome monitoring will be carried out with partners. **WFP's programme staff and the staff of cooperating partners will be involved in the collection and analysis of data to inform decision-making, reporting and accountability. WFP will integrate information from outcome monitoring into programme decision-making on a quarterly basis.**

84-86. In 2021, the Office of Evaluation will evaluate the CSP: this will inform WFP's future programmes in Uganda and will be complemented by individual reviews focusing on refugees, school feeding and nutrition in 2018 and capacity strengthening and cooperation in 2019. Decentralized evaluations will be carried out in 2019 for Strategic Objective 5 and in 2020 for Strategic Objective 6; these will be aligned with stakeholder demand, evidence and learning needs.

85-87. WFP will use SCOPE to manage beneficiary information and will work with partners to increase the use of real-time data collection and reporting technologies.

88. ~~WFP's programme staff and the staff of cooperating partners will be involved in the collection and analysis of data to inform decision-making, reporting and accountability.~~ **To further deepen our learning and drive improvements in effectiveness and innovation, WFP will engage external experts to expose us to cutting-edge research and problem-solving methodologies. Quarterly performance reviews will serve to systematically assess successes and challenges met and record lessons learned that can inform continued implementation of the CSP. WFP will contribute to, advocate for and tap into the accumulated learning of the broader humanitarian and development community through engagement with independent researchers. Priority will be given to studies that demonstrate the costs and benefits of safety net programmes to help the Government make strategic policy decisions. WFP will place a premium on understanding clearly what our key clients value and introducing incremental improvements through continuous learning as the basis of a people centered approach to assistance.**

~~86. WFP will integrate information from outcome monitoring into programme decision-making on a quarterly basis.~~

5.2 Risk management

87-89. WFP has a risk register and a preparedness plan, which are regularly updated.

Contextual risks

88-90. If political, economic or weather volatility threatens development gains, WFP will maintain its focus on long-term development and resilience while responding to humanitarian needs; it will monitor wholesale and retail markets to ensure that local procurement and CBTs do not negatively affect the availability and prices of food.

Programmatic risks

89-91. Funding shortages and pipeline breaks could compromise the delivery of food assistance. WFP will accordingly advocate for continued financial support from traditional donors and will seek to expand its donor base. Emergency preparedness and communications measures will be put in place to inform beneficiaries and partners of WFP's intentions.

90-92. To mitigate the likelihood of programmes in Karamoja being affected by funding issues, WFP will seek to optimize programme design on the basis of lessons learned.

91-93. The country office gender action plan ensures commitment to gender-transformative programming where social, economic and gender inequalities (**including gender-based violence**) undermine progress towards food and nutrition security.

Institutional risks

92.94. WFP will augment the capacities of cooperating partners to prevent fraud and corruption, prevent inconsistencies in the application of humanitarian and human rights and enhance protection of whistleblowers. It will work with UNHCR and the Government to improve controls at food distributions. WFP complies with United Nations minimum operating security standards and works with the United Nations Security Management Team in regular threat assessments.

95. WFP will continue to engage regulated financial services providers that have been assessed (through WFP micro-financial assessments) as having appropriate systems and controls in place, including for the protection of personal data.

6. Resources for results**6.1 Country portfolio budget**

TABLE 4: COUNTRY STRATEGIC PLAN INDICATIVE ANNUAL BUDGET REQUIREMENTS REQUIREMENT (USD)						
-	Year 1 2018	Year 2 2019	Year 3 2020	Year 4 2021	Year 5 2022	Total
-	2018	2019	2020	2021	2022	
Strategic outcome 1	187 382 798 249 155 533	153 097 009 23 7 418 110	111 216 717 20 3 080 274	88 647 039 19 9 564 798	86 436 392 14 9 921 743	626 779 955 1 039 140 457
Strategic outcome 2	11 075 725 12 248 158	12 472 062 14 028 240	13 389 498 15 085 471	14 244 632 15 890 469	10 426 493 11 023 864	61 608 410 68 276 202
Strategic outcome 3	13 579 455 15 463 712	15 689 729 17 611 093	15 660 510 17 608 480	16 453 422 18 371 419	16 160 648 18 235 150	77 543 764 87 289 854
Strategic outcome 4	5 571 463 536 921	5 818 817 763 998	6 096 714 007 004	5 426 708 302 929	4 467 020 389 178	27 380 724 000 029
Strategic outcome 5	2 779 038 761 809	1 745 638 729 192	1 445 181 423 916	1 542 647 507 460	1 509 798 483 488	9 022 301 8 905 864
Strategic outcome 6	1 248 850 241 107	1 001 944 992 505	1 090 666 074 617	1 053 454 029 425	1 112 888 093 494	5 507 801 431 149
Total	221 637 330 286 407 238	189 825 199 27 7 543 137	148 899 287 24 4 279 762	127 367 902 2 41 666 501	120 113 238 1 86 146 918	807 842 956 1 236 043 556

6.2 Resourcing outlook

93.96. WFP received on average USD 67 million between 2013 and 2015 in contributions for operations in Uganda. This figure doubled in 2016 to USD 135 million in response to the refugee influx from South Sudan. WFP anticipates that humanitarian resources will decline during the period of the CSP as refugees settle and rebuild their lives. WFP will seek multi-year funding agreements to increase the predictability of income and provide a stable environment for the CSP.

6.3 Resource mobilization strategy

94.97. WFP will require flexible long-term funding to implement this CSP. It will accordingly seek complementary sources of funding to minimize the burden on traditional donors. WFP's fundraising will reach out to decision-makers and non-traditional donors, and will position itself as a partner of choice for the Government in supporting implementation of the SDGs by enhancing systems and focusing on policy and development and the transfer of capacities. WFP will seek partnerships with foundations and development banks and technical assistance from private-sector companies; it will also partner with other development actors to leverage both expertise and resources. WFP will communicate frequently with donors to demonstrate results. Gender equality and women's empowerment will account for 15 percent of the CSP budget.

ANNEX I

LOGICAL FRAMEWORK FOR UGANDA COUNTRY STRATEGIC PLAN (JANUARY 2018–DECEMBER 2022)

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 1: End hunger by protecting access to food

Strategic Result 1: Everyone has access to food

Strategic outcome 1: Refugees and other crisis-affected people have access to adequate nutritious food in times of crisis

Outcome category: nutrition-sensitive
 Maintained/enhanced individual and household access to adequate food
 Focus area: crisis response

Assumptions:

The political and security situations are conducive in Uganda and neighbouring countries

Outcome indicators

Consumption-based coping strategy index (average)

Dietary diversity score

Food consumption score – nutrition

Food expenditure share

Livelihood-based coping strategy index (average)

MAM treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

Activities and outputs

1. Provide food and nutrition assistance for refugees (Unconditional resource transfers to support access to food)

Refugees receive cash and food transfers to meet their basic food and nutrition needs (SR 1) (A: Resources transferred)

Refugees receive cash and food transfers to meet their basic food and nutrition needs (SR 1) (E: Advocacy and education provided)

Refugee children aged 6–23 months and pregnant and lactating women receive specialized nutritious foods to prevent chronic malnutrition. Where global acute malnutrition rates exceed 15 percent the target group will include children aged 24–59 months to prevent acute malnutrition (SR 2) (B: Nutritious foods provided)

Refugee children aged 6–23 months and pregnant and lactating women receive specialized nutritious foods to prevent chronic malnutrition. Where global acute malnutrition rates exceed 15 percent the target group will include children aged 24–59 months to prevent acute malnutrition (SR 2) (A: Resources transferred)

Refugee children aged 6–59 months and pregnant and lactating women benefit from improved nutrition knowledge to prevent chronic and acute malnutrition (SR 2) (E: Advocacy and education provided)

Moderately acutely malnourished children aged 6–59 months and pregnant and lactating refugee women receive specialized nutritious food to improve nutrition status (SR 2) (A: Resources transferred)

Moderately acutely malnourished children aged 6–59 months and pregnant and lactating refugee women receive specialized nutritious food to improve nutrition status (SR 2) (B: Nutritious foods provided)

Refugee children aged 6–59 months and pregnant and lactating women benefit from improved nutrition knowledge to prevent chronic and acute malnutrition (SR 2) (E: Advocacy and education provided)

2. Provide food and nutrition assistance to crisis-affected households (Unconditional resource transfers to support access to food)

People affected by crises and extremely vulnerable households targeted by WFP and host communities receive cash and/or food transfers to meet their food and nutrition needs (SR 1) (A: Resources transferred)

People affected by crises and extremely vulnerable households targeted by WFP and host communities receive cash and/or food transfers to meet their food and nutrition needs (SR 1) (E: Advocacy and education provided)



Refugee children aged 6–23 months and pregnant and lactating women receive specialized nutritious foods to prevent chronic malnutrition. Where global acute malnutrition rates exceed 15 percent the target group will include children aged 24–59 months to prevent acute malnutrition (SR 2)
(B: Nutritious foods provided)

Refugee children aged 6–23 months and pregnant and lactating women receive specialized nutritious foods to prevent chronic malnutrition. Where global acute malnutrition rates exceed 15 percent the target group will include children aged 24–59 months to prevent acute malnutrition (SR 2)
(E: Advocacy and education provided)

Strategic outcome 2: Food-insecure populations in areas affected by climate shocks have access to adequate and nutritious food all year

Outcome category: nutrition-sensitive
Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity
Focus area: resilience-building

Assumptions:

Non-food items and complementary services are provided by other partners (Government, other agencies and NGOs)

Outcome indicators

Attendance rate
Consumption-based coping strategy index (average)
Dietary diversity score
Enrolment rate
Food consumption score – nutrition
Food expenditure share
Livelihood-based coping strategy index (average)
Minimum dietary diversity – women
Proportion of the population in targeted communities reporting benefits from an enhanced asset base
Retention rate



Activities and outputs

3. Provide cash and food transfers for women and men participating in community asset-creation projects and technical assistance for the Government through South–South cooperation and other initiatives (Asset creation and livelihood support activities)

Food-insecure people including refugees and host community members benefit from CBTs, improved skills and community assets to reduce vulnerability to climate shocks and protect access to food (SR 1) (A: Resources transferred)

Food-insecure people including refugee and host community members benefit from CBTs, improved skills and community assets to reduce vulnerability to climate shocks and protect access to food (SR 1) (D: Assets created)

Food-insecure people in the northern region including refugees and host community members benefit from sustainable public works programme to sustain access to food (SR 1) (C: Capacity development and technical support provided)

4. Provide nutritious hot meals to children attending school, and technical assistance to the Government through South–South cooperation and other initiatives (School meal activities)

Schoolchildren receive a nutritious meal every day they attend school to meet basic food and nutrition needs and increase school enrolment and attendance (SR 1 and SDG 4) (A: Resources transferred)

Schoolchildren receive a nutritious meal everyday they attend school to meet basic food and nutrition needs and increase school enrolment and attendance (SR 1 and SDG 4) (B: Nutritious foods provided)

Staff in the ministries of education and agriculture receive technical assistance through South–South cooperation and other initiatives to establish a sustainable national school feeding policy and programme that increases access to food and improves nutrition (SR1 and SR 2)

(C: Capacity development and technical support provided)

Schoolchildren benefit from a national home-grown school meals policy and programme for sustainable access to food and better nutrition (SR 2) (E: Advocacy and education provided)

Schoolchildren benefit from a national home-grown school meals policy and programme for sustainable access to food and better nutrition (SR 2) (I: Policy engagement strategies developed/implemented)



Strategic Objective 2: Improve nutrition**Strategic Result 2: No one suffers from malnutrition****Strategic outcome 3: Children aged 6–59 months in food-insecure areas have acute malnutrition and stunting rates in line with national targets by 2030**

Outcome category:

Improved consumption of high-quality, nutrient-dense foods among targeted individuals

Focus area: root causes

Assumptions:

Non-food items and complementary services are provided by other partners (Government, other United Nations agencies and NGOs)

Outcome indicators

ART default rate

ART nutritional recovery rate

MAM treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum dietary diversity – women

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

TB default rate

TB nutritional recovery rate

RL

Activities and outputs

5. Provide specialized nutritious food and nutrition-sensitive cash transfers for populations at risk (Nutrition treatment activities)

Children aged 6–23 months and pregnant and lactating women receive specialized nutritious food and/or cash transfers to improve children’s nutrition status during the first 1,000 days (from conception to their second birthday) (SR 2) (A: Resources transferred)

Children aged 6–23 months and pregnant and lactating women receive specialized nutritious food and/or cash transfers to improve nutrition status during the first 1,000 days (from conception to their second birthday) (SR 2) (B: Nutritious foods provided)

Children aged 36–59 months receive cash transfers to prevent malnutrition and increase enrolment in early childhood development centres (SR 2 and SDG 4) (A: Resources transferred)

Caregivers of children aged 6–23 months, children aged 24–59 months in early childhood development centres and pregnant and lactating women benefit from social and behaviour change communications to prevent chronic malnutrition (SR 2) (E: Advocacy and education provided)

Caregivers of moderate acutely malnourished children aged 6–59 months and pregnant and lactating women receive nutrition education to support nutritional recovery (SR 2) (E: Advocacy and education provided)

Moderately acutely malnourished children aged 6–59 months and pregnant and lactating women and anti-retroviral therapy and tuberculosis patients on directly observed treatment short courses receive specialized nutritious food to improve their nutritional status (A: Resources transferred)

Moderately acutely malnourished children aged 6–59 months and pregnant and lactating women and anti-retroviral therapy and tuberculosis patients on directly observed treatment short courses receive specialized nutritious food to improve their nutritional status (SR 2) (B: Nutritious foods provided)

Children aged 6–59 months and pregnant and lactating women benefit from improved skills among health professionals in nutrition programming to improve nutrition status (SR 2) (C: Capacity development and technical support provided)

Community members benefit from enhanced knowledge of nutrition-specific and nutrition-sensitive interventions to improve nutrition status (SR 2) (C: Capacity development and technical support provided)

Community members benefit from enhanced knowledge of nutrition-specific and nutrition-sensitive interventions to improve nutrition status (SR 2) (I: Policy engagement strategies developed/implemented)

Community members benefit from enhanced knowledge of nutrition-specific and nutrition-sensitive interventions to improve nutrition status (SR 2) (K: Partnerships supported)



Strategic Objective 3: Achieve food security**Strategic Result 3: Smallholders have improved food security and nutrition****Strategic outcome 4: Smallholder farmers, especially women, in targeted areas have improved and resilient livelihoods by 2030**

Outcome category: nutrition-sensitive
 Increased smallholder production and sales
 Focus area: root causes

Assumptions:

Agricultural inputs are available and easily accessed by farmers

Outcome indicators

Consumption-based coping strategy index (average)
 Dietary diversity score
 Food consumption score – nutrition
 Food expenditure share
 Livelihood-based coping strategy index (average)
 Percentage of smallholder farmers selling through WFP-supported farmer aggregation systems
 Percentage of WFP food procured from pro-smallholder farmer aggregation systems
 Proportion of children 6–23 months of age who receive a minimum acceptable diet
 Rate of post-harvest losses
 Value and volume of pro-smallholder sales through WFP-supported aggregation systems

Activities and outputs

6: Provide training and nutrition and gender education, post-harvest equipment and storage facilities for farmers' organizations and technical assistance to Ministry of Agriculture and other institutions through South–South cooperation and other initiatives (Smallholder agricultural market support activities)

Smallholder farmers including refugee and host community farmers, benefit from improved skills, equipment and facilities to access markets and increase their incomes (C: Capacity development and technical support provided)

7. Provide transfers for purchasing affordable household storage and provide training in nutrition and other topics to targeted smallholder farmers (Smallholder agricultural market support activities)

Smallholder farmers, including refugee and host community farmers, benefit from improved skills, nutrition education, and equipment to store food safely for household consumption and to enhance their livelihoods (SR 3) (F: Purchases from smallholders completed)

Smallholder farmers, including refugees and host community farmers, benefit from improved skills, nutrition education, and equipment to store food safely for household consumption and to enhance their livelihoods (SR 3) (C: Capacity development and technical support provided)

Smallholder farmers, including refugees and host community farmers, benefit from improved skills, nutrition education, and equipment to store food safely for household consumption and to enhance their livelihoods (SR 3) (E: Advocacy and education provided)

Smallholder farmers, including refugee and host community farmers, benefit from a national mechanism for reducing post-harvest losses to increase their incomes sustainably and enhance their livelihoods (SR 3) (I: Policy engagement strategies developed/implemented)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs

Strategic outcome 5: Institutions have increased capacities by 2030 to coordinate and manage food security and nutrition programmes and respond to shocks

Outcome category: nutrition-sensitive

Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: root causes

Assumptions:

Willingness of the Government to participate in capacity-building interventions

Outcome indicators

Emergency preparedness capacity index
Zero hunger capacity scorecard

Activities and outputs**8. Provide a single registry to enable government and development partners to coordinate and target programmes (Institutional capacity-strengthening activities)**

Food-insecure people in Karamoja benefit from improved targeting and delivery of government and partner programmes to reduce their vulnerability to shocks and sustain their access to food (SR 1) (C: Capacity development and technical support provided)

Food-insecure people in Karamoja benefit from improved targeting and delivery of government and partner programmes to reduce their vulnerability to shocks and sustain their access to food (SR 1) (I: Policy engagement strategies developed/implemented)

Food-insecure people in Karamoja benefit from improved targeting and delivery of government and partner programmes to reduce their vulnerability to shocks and sustain their access to food (SR 1) (K: Partnerships supported)

Food-insecure people in Karamoja benefit from improved targeting and delivery of government and partner programmes to reduce their vulnerability to shocks and sustain their access to food (SR 1) (M: National coordination mechanisms supported)

Affected populations benefit from increased national capacity to assess and address acute food insecurity to enhance access to food and reduce malnutrition. (C: Capacity development and technical support provided)

9: Provide technical assistance to enable the Government and first responders to prepare for and respond to emergencies (Emergency preparedness activities)

Populations in crises benefit from increased emergency preparedness and response capacity of national and sub-national government institutions to protect and maintain their access to food (SR 1) (C: Capacity development and technical support provided)

Populations in crises benefit from increased emergency preparedness and response capacity of national and sub-national government institutions to protect and maintain their access to food (SR 1) (I: Policy engagement strategies developed/implemented)

Populations in crises benefit from increased emergency preparedness and response capacity of national and sub-national government institutions to protect and maintain their access to food (SR 1) (K: Partnerships supported)

Populations in crises benefit from increased emergency preparedness and response capacity of national and sub-national government institutions to protect and maintain their access to food (SR 1) (M: National coordination mechanisms supported)

Strategic Objective 5: Partner for SDG results

Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs

Strategic outcome 6: The humanitarian community in Uganda and neighbouring countries has access to cost-efficient supply chain services Outcome category:
Enhanced common coordination platforms
Focus area: crisis response

Assumptions:

Willingness of the Government to participate in capacity-building interventions

Outcome indicators

User satisfaction rate

Activities and outputs

10. Provide supply-chain services and expertise to enable partners to deliver humanitarian assistance (Service provision and platforms activities)

Populations affected by crisis benefit from WFP's services in support of delivery by humanitarian agencies of life-saving food, non-food items, and medical supplies (SR 8) (H: Shared services and platforms provided)

Populations affected by crisis benefit from WFP's services in support of delivery by humanitarian agencies of life-saving food, non-food items, and medical supplies (SR 8) (K: Partnerships supported)

Populations affected by crises benefit from enhanced capacities among humanitarian actors for delivery of timely assistance (SR 8) (C: Capacity development and technical support provided)

Strategic Goal 1: Support countries to achieve zero hunger**C.1 Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1. Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2. Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

C.2 Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity**Cross-cutting indicators**

C.2.1. Proportion of targeted people accessing assistance without protection challenges

C.3 Improved gender equality and women's empowerment among WFP-assisted population**Cross-cutting indicators**

C.3.1. Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2. Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3. Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

C.3.4. The project has initiatives to reduce risk of sexual and gender-based violence (yes/no)

C.4 Targeted communities benefit from WFP programmes in a manner that does not harm the environment**Cross-cutting indicators**

C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified



ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)							
WFP Strategic results/SDG targets	Strategic Result 1, SDG target 2.1	Strategic Result 1, SDG target 2.1	Strategic Result 2, SDG target 2.2	Strategic Result 3, SDG target 2.3	Strategic Result 5, SDG target 17.9	Strategic Result 8, SDG target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	Strategic outcome 6	
Transfer	543 217 7529 26 593 902	48 086 54454 986 606	62 166 039 72 077 303	21 181 92 9	5 916 18 8	4 612 007	685 180 4591 085 367 936
Implementation	22 104 772	7 321 934	7 554 187	3 461 668	2 213 73 7	343 405	42 999 703 42 999 703
Adjusted direct support costs (%)	20 453 13622 460 632	2 169 4751 500 994	2 750 5821 947 813	945 864590 075	302 13219 3 312	192 066120 428	26 813 255 26 813 255
Subtotal	585 775 6599 71 159 306	57 577 95363 809 535	72 470 808 81 579 303	25 589 461 233 672	8 432 057 323 237	5 147 478 075 840	754 993 4161 155 180 894
Indirect support costs (7 percent)	41 004 29667 981 151	4 030 457 466 667	5 072 957 710 551	1 791 262 766 357	590 24458 2 627	360 323355 309	52 849 53980 862 663
Total	626 779 9551 039 140 457	61 608 41068 276 202	77 543 764 87 289 854	27 380 724 000 029	9 022 301 8 905 864	5 507 801 431 149	807 842 9561 236 043 556

Acronyms used in the document

CBT	cash-based transfer
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
IFPRI	International Food Policy Research Institute
NDP II	National Development Plan II
NGO	non-governmental organization
NUSAF II	Northern Uganda Social Action Fund II
SCOPE	System for Cash Operations
SDG	Sustainable Development Goal
UNDAF	United Nations development assistance framework
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund

REVISION MODE