

COUNTRY STRATEGIC PLAN REVISION
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REVISION**Uganda country strategic plan, revision | 7 |**

Gender and age marker code:2A

	Current	Change	Revised
Duration	<i>2018-2025</i>	<i>No change</i>	<i>2018-2025</i>
Beneficiaries¹	2,923,437	297,785	3,221,222
Total cost (USD)	1,804,666,685	74,023,507	1,878,690,193
Transfer	1,520,824,499	68,404,696	1,589,229,194
Implementation	97,964,606	1,100,000	99,064,606
Direct support costs	76,233,617	0	76,233,617
Subtotal	1,695,022,722	69,504,696	1,764,527,418
Indirect support costs	109,643,964	4,518,812	114,162,775

1. RATIONALE

1. Uganda continues to be Africa's largest refugee hosting country with over 1.5 million refugees from South Sudan, the Democratic Republic of Congo (DRC), Somalia, Rwanda, Burundi, and other countries, located across thirteen districts. It is anticipated that South Sudanese and DRC refugees will continue to cross into Uganda due to the ongoing political and security crises in the two countries.
2. Under Activity 1, more than 715,000 refugees receive their assistance through cash-based transfers (CBTs). The scale-up of CBT has continued to provide opportunities for increased investments in financial inclusion through digital cash-delivery mechanisms and financial literacy training.
3. This budget revision will increase the number of refugees to align with the revised inter-agency Refugee Response Plan (RRP) and increase the budget to cater for additional costs related to CBT scale-up. These CBT-related costs should, however, reduce as the marginal fixed costs associated with opening of bank and mobile money accounts for new CBT enrolments reduce over the remainder of the CSP period.
4. Activity 6 (Agriculture Market Support – AMS) is also revised to cater for targeted smallholder farmers to buy improved postharvest technologies (PHT). This revision is informed by findings from the annual household survey conducted in 2021, which revealed that beneficiaries are economically constrained to purchase and utilise post-harvest technologies. WFP is providing capacity strengthening to small holder farmers through the transfer of skills/knowledge and connecting beneficiaries to PHTs. The purchase and utilisation of postharvest technologies (e.g., hermetic grain storage equipment) is at three percent, far below the 2025 target of forty percent, predominantly due to the high costs of PHTs and limited access in rural communities.

¹ The 'current' beneficiary figure in this BR 07 is different from the 'revised' beneficiary figure in BR 06 because of the amendment of the number of CBT beneficiaries for activity 1 (refugees).

5. Activity 6 will adopt a CBT modality that provides partial subsidies to accelerate the uptake of improved PHT and strengthen the private sector's capacity to supply postharvest equipment to smallholders. WFP will utilise an electronic voucher system to deliver transfers to approximately 14,735 beneficiaries over the CSP period. Targeted households, farmer organisations, micro and/or small enterprises will receive a one-off subsidy through an electronic voucher to purchase selected PHT or primary processing equipment.
6. WFP continues to partner with Mastercard Foundation on strengthening service provision and practices in postharvest management, including value addition and processing- all of these require access to and utilisation of improved PHTs. This revision increases the budget of activity 6 to absorb funding from the Mastercard Foundation that supports CBTs to subsidize the purchase of post-harvest handling equipment

2. CHANGES

7. This revision does not change the strategic orientation of the CSP.

Strategic outcomes

8. WFP fast-tracked the scale-up of CBTs under activity 1 as part of the COVID -19 prevention measures. This shift has created opportunities for increased investments in refugee self-reliance through digital financial inclusion and market facilitation activities. WFP will continue to transition its CBT programming to digital payments that channel entitlements directly into beneficiary accounts. WFP will continue to provide food or cash transfers while optimizing the design and delivery of assistance to promote refugees' self-reliance. Stakeholder consultations and multi-sectoral assessments on the digitalization of CBT will continue to be done.
9. Collection of market information based on market functionality index, value chain analysis, and market price monitoring will continue. Findings will inform nutrition programming linked specifically to the roll-out of the maternal, infant, young child and adolescent nutrition (MIYCAN) guidelines, which place emphasis on both nutrition-specific and sensitive essential nutrition actions. The delivery model of these guidelines has strong social behaviour change communication (SBCC) integrated into the delivery where emphasis on food choice and food expenditure is captured based on the unrestricted nature of cash distributed. In addition, as part of the nutrition prevention programme, WFP continues to utilise SBCC strategies targeting community care groups to guide beneficiaries into making nutritionally sound decisions about their food purchases.
10. Resource shortfalls and ration reductions of general food assistance (GFA) for refugees have intensified the need for household-level prioritization. In 2021, the Joint UNHCR/WFP Programme Excellence and Targeting Hub has supported a prioritization exercise and a shift to stratified assistance based on vulnerability levels. A geographic prioritization approach has been implemented from November 2021, where the 13 refugee settlements have been split into three groups based on aggregate vulnerability levels within the settlements. Rations have been adjusted to 70, 60 and 40 percent. This consideration will be reviewed once UNHCR and OPM conclude the individual profiling exercise (IPE) in 2022. As newly arrived refugees and asylum seekers are comparatively more vulnerable during their first few months in country, WFP is revising the food basket for refugees upon

registration and allocation of land in the receiving settlement. Resource permitting, WFP will provide locally procured fortified maize meal, together with pulses, oil, and salt, for one month at 100 percent ration and maize grains in the subsequent two months at 100 percent ration level.

11. WFP is reintroducing biometric verification, which was suspended in early 2020 to reduce risk of COVID-19 transmission, at final distribution points. Double cycle distributions, pre-packaging of in-kind rations, and CBT scale-up as a mitigation measure against COVID-19 are ongoing.
12. WFP will continue with the multi-year partnerships with GFA and Nutrition Cooperating Partners (CPs) and the Finnish Refugee Council (FRC) for financial literacy training. WFP is anticipating long-term agreements in 2022 with MTN and Airtel to deliver mobile money, another move towards the digitalisation of CBT. As part of the Bill & Melinda Gates Foundation's (BMGF) Digitize, Direct, Design (3D) principles, WFP is leveraging CBT to close the digital financial inclusion (DFI) gender gap and advance Women's Economic Empowerment (WEE) outcomes.
13. Under Activity 6, WFP is introducing electronic vouchers to enhance smallholder farmer access to improved PHTs. The introduction of vouchers requires the private sector to supply specified PHTs in the most remote locations of WFP's operation. WFP will bring together financial service providers and suppliers of PHTs and strengthen the supply chain that provides last-mile access to the smallholder beneficiaries.
14. The main challenge around the food basket supply and the delivery of vouchers to small holder farmers include low quality and counterfeit products, which are likely to compromise the value of inputs accessible to the smallholder farmers. WFP will engage services of the superintendent inspectors to verify the quality of inputs supplied to the smallholder farmers. In addition, WFP and the Financial Service Providers will develop clear selection criteria and reporting mechanism to mitigate challenges related to risk of fraud and corruption in the registration of beneficiaries to receive commodity vouchers.
15. WFP's risk management processes have been aligned with the 2018 Enterprise Risk Management Policy. Risk management processes are mainstreamed throughout decision making, with formalized tools and processes in place as well as dynamic, ad-hoc risk assessments undertaken as needed.
16. The shift to digital cash transfers has changed the nature of WFP's risk exposure. While expected to generate significant efficiencies, fewer on-site controls will be in place at the point of delivery with more reliance on digital assistance management. To mitigate the risks of (digital) fraud, corruption, protection, and breaches of privacy and data security, WFP is adjusting its monitoring approach and enhancing its data analytics, digital assistance management, and assurance systems, as well as privacy and data protection measures.

Beneficiary analysis

TABLE 1: DIRECT BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY, AND MODALITY								
Strategic outcome	Activity	Modality		Women (18+ years)	Men (18+ years)	Girls (0-18 years)	Boys (0-18 years)	Total
1	1	In-kind	Current	144,642	130,866	213,518	199,743	688,769
			Increase/ decrease	18,331	16,586	27,061	25,315	87,293
			Revised	162,973	147,452	240,579	225,058	776,062
		CBTs	Current ²	149,832	135,561	221,179	206,910	713,482
			Increase/ decrease	68,385	46,287	33,408	47,677	195,757
			Revised	218,217	181,848	254,587	254,587	909,239
	2	In-kind	Current ³	304,023	295,578	126,676	118,231	844,508
			Increase/ decrease	-	-	-	-	-
			Revised	304,023	295,578	126,676	118,231	844,508
		CBTs	Current	28,041	27,262	11,684	10,905	77,892
			Increase/ decrease	-	-	-	-	-
			Revised	28,041	27,262	11,684	10,905	77,892
2	3	In-kind	Current	-	-	-	-	-
			Increase/ decrease	-	-	-	-	-
			Revised	-	-	-	-	-
		CBTs	Current	178,459	164,732	24,615	21,721	389,527
			Increase/ decrease	-	-	-	-	-
			Revised	178,459	164,732	24,615	21,721	389,527
	4	In-kind	Current ⁴	-	-	62,194	76,015	138,209
			Increase/ decrease	-	-	-	-	-
			Revised	-	-	62,194	76,015	138,209
		CBTs	Current	-	-	6,818	8,332	15,150
			Increase/ decrease	-	-	-	-	-
			Revised	-	-	6,818	8,332	15,150
	4	In-kind	Current	1,650	3,850	-	-	5,500
			Increase/ decrease	-	-	-	-	-
			Revised	1,650	3,850	-	-	5,500
		CBTs	Current	-	-	-	-	-
			Increase/ decrease	-	-	-	-	-
			Revised	-	-	-	-	-
3	5	In-kind	Current	11,088	-	20,050	19,262	50,400
			Increase/ decrease	-	-	-	-	-
			Revised	11,088	-	20,050	19,262	50,400
		CBTs	Current	0	0	0	0	0
			Increase/ decrease	0	0	0	0	0
			Revised	0	0	0	0	0
	6	Commodity Vouchers	Current	-	-	-	-	-
			Increase/decrease	8,841	5,894	-	-	14,735
			Revised	8,841	5,894	-	-	14,735
Total (without overlap)			Current	817,735	757,849	686,734	661,119	2,923,437
			Increase/ decrease	95,557	68,767	60,469	72,992	297,785
			Revised	913,292	826,616	747,203	734,111	3,221,222

² The "current" beneficiary figure in this BR 07 is different from the "revised" beneficiary figure in BR 06 as it does not have overlaps and double counting whereas the "revised" figure in BR 06 included overlaps and double counting.

³ The "current" beneficiary figure in this BR 07 is different from the "revised" beneficiary figure in BR 06 because of the revision of the beneficiary breakdown by modality.

⁴ A correction has been made in this BR under activity 4 (In-Kind transfers) to include secondary school students who had been erroneously omitted under BR 06.

Transfers

TABLE 2: FOOD RATION (g/person/day) ⁵ or CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY												
Strategic outcome	SO1											SO4
Activity	Act 1											Act 6
Beneficiary type	Refugee HEBs	Refugee Maize Meal 100% (Hot meals)	Refugee Maize Grain 100% (Dry Ration)	Refugee Cash 100%	BSFP (6-59 months)	BSFP (PLWs)	TSFP (6-59 months)	TSFP (PLWs)	MCHN (6-23 months)	MCHN PLWs	Refugee Maize Meal 100% (Dry Ration)	
Modality (indicate food or CBT)	Food	Food	Food	Cash	Food	Food	Food	Food	Food	Food	Food	CBT
Cereals	0	440	420	0	0	0	0	0	0	0	410	
Pulses	0	90	100	0	0	0	0	0	0	0	90	
Oil	0	30	30	0	0	0	0	0	0	0	30	
Salt	0	5	5	0	0	0	0	0	0	0	5	
Sugar	0	0	0	0	0	0	0	0	0	0		
SuperCereal	0	0	0	0	0	0	0	0	0	0	0	
SuperCereal Plus	0	0	0	0	100	100	0	200	100	100	0	
micronutrient powder	0	0	0	0	0	0	0	0	0	0	0	
High Energy Biscuits	400	0	0	0	0	0	0	0	0	0	0	
RUSF	0	0	0	0		0	100	0	0	0	0	
total kcal/day (to be completed for food and cash modalities)	1,800	2,177	2,138		410	410	535	820	410	410	2071	
% kcal from protein	11.10%	11.30%	11.50%		16%	16%	10.50%	32%	16%	16%	10.50%	
Cash-based transfers (USD/person/day; use average as needed)	0	0	0	0.28	0	0	0	0	0	0	0	88.4
Number of feeding days per year	3	30	60	360	90	90	90	360	360	90	30	1

⁵ Verify that the ration is in line with WFP guidelines in terms of energy, protein, fat and micronutrient content, using the NUTVAL food basket calculator on the PGM, along with specific WFP programmatic guidance. For commodity vouchers and cash-based transfer values see the relevant manual.

Food type / cash-based transfer	Current Budget		Increase		Revised Budget	
	Total (mt)	Total (USD)	Total (mt)	Total (USD)	Total (mt)	Total (USD)
Cereals	633,346	241,674,346	39,134	13,923,223	672,480	255,597,569
Pulses	132,179	78,538,263	9,330	5,159,686	141,509	83,697,949
Oil and Fats	49,368	41,343,957	2,797	2,419,010	52,165	43,762,967
Mixed and blended foods	167,578	129,449,375	1,050	379,491	168,628	129,828,865
Other	9,330	1,992,740	402	41,786	9,732	2,034,526
TOTAL (food)	991,800	492,998,680	52,714	21,923,196	1,044,514	514,921,876
Cash-Based Transfers (USD)		629,658,275		31,421,156		661,079,431
TOTAL (food and CBT value - USD)	991,800	1,122,656,955	52,714	53,344,352	1,044,514	1,176,001,307

Cost Breakdown

	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	01	02	03	04	05	06	
Focus Area	Crisis Response	Resilience Building	Root Causes	Root Causes	Root Causes	Crisis Response	
Transfer	67,157,456	0	0	1,247,240	0	0	68,404,696
Implementation	900,000	0	0	200,000	0	0	1,100,000
Direct support costs							-
Subtotal							69,504,696
Indirect support costs							4,518,812
TOTAL							74,023,507

	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	01	02	03	04	05	06	
Focus Area	Crisis Response	Resilience Building	Root Causes	Root Causes	Root Causes	Crisis Response	
Transfer	1 399 081 740	73 560 078	62 885 097	29 433 601	16 813 183	7 455 495	1 589 229 194
Implementation	63 176 970	16 279 012	11 002 270	5 102 915	3 149 794	353 647	99 064 606
Direct support costs	66 068 744	4 115 627	3 111 621	1 635 746	933 988	367 890	76 233 617
Subtotal	1 528 327 454	93 954 717	76 998 988	36 172 262	20 896 965	8 177 032	1 764 527 418
Indirect support costs	99 341 285	6 107 057	5 004 934	2 351 197	1 358 303	0	114 162 775
TOTAL	1 627 668 739	100 061 774	82 003 922	38 523 459	22 255 267	8 177 032	1 878 690 193