



World Food Programme

SAVING LIVES
CHANGING LIVES

WFP EVALUATION

Nangiyo Paskalina 24, in her garden of orange fleshed sweet potatoes.

Evaluation of Promoting Self-reliance with Livelihood, Asset Creation and Resilience Interventions in Uganda 2020 - 2023

Decentralized Evaluation Report
WFP Uganda Country Office

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Executive Summary

- 1. Introduction:** This report presents the findings, conclusions, and recommendations of the thematic Decentralized Evaluation (DE) commissioned by the WFP Uganda Country Office (CO) of the “Promoting self-reliance with livelihood, asset creation and resilience interventions in Uganda.” These interventions were implemented under the current Uganda Country Strategic Plan (CSP) 2018-2025. This DE covers the period from 2020 to mid-2023.
- 2. Purpose:** The evaluation seeks to provide evidence on the self-reliance and livelihoods strategy, including successful approaches, areas for improvement, and how to better promote self-reliance among beneficiaries. The evaluation serves the two objectives of accountability and learning to understand the effectiveness of the intervention and its impact and identify lessons learned. Further, it seeks to improve the WFP CO Livelihood strategy, find areas where it can work alongside government services and contribute to the next Country Strategic Plan (CSP 2026-2030). The evaluation also examined whether the intervention helped achieve gender equality and women's empowerment goals (GEWE).
- 3. Primary Users:** The primary uses of this evaluation are both **internal stakeholders**, such as WFP Uganda CO and WFP Regional Bureau in Nairobi (RBN), as well as **external stakeholders**, such as government stakeholders¹, cooperating partners (CPs), United Nations agencies, private sector, donors, beneficiaries.
- 4. Methodology:** The evaluation used a mixed methods approach to answer 20 evaluation questions under four OECD criteria (Relevance, Effectiveness, Efficiency and Sustainability), and two learning questions. The evaluation included desk review, qualitative data (57 Key Informant Interviews, 18 Focus Group discussion and eight mini case studies) and quantitative surveys (1,201 household surveys). Field data collection was conducted between October 2023 – February 2024. The evaluation utilized triangulation and Atlas.ti software for analysis of the qualitative data and SPSS for quantitative data. Economic Capacity to Meet Essential Needs (ECMEN) and the Resilience Capacity Score (RCS) Indicators were calculated per WFP guidelines.
Limitations: Limitations on the evaluation included: a lack of clear definitions of self-reliance/ resilience concepts; the absence of baseline information related to self-reliance/resilience, and inadequate information about beneficiary locations. While the evaluation aimed to analyse the impact of each intervention on different beneficiary groups, survey design challenges made it hard to completely separate the results. This made it difficult to say for certain how much each intervention contributed to self-reliance and resilience, or exactly how well these goals were achieved by different beneficiary groups.
- 5. Context:** Uganda ranks 166 out of 191 on the 2021 UN Human Development Index, with a gross national income per capita of US\$ 2,181. Agriculture accounts for around 24% of Uganda's Gross Domestic Product² and there is a 77% employment rate for the adult population. Uganda's food insecurity level was classified as **'serious'** in the 2022 Global Hunger Index. Malnutrition is widespread across the country, with 29% of children under five years suffering from stunting and 53% suffering from anaemia. Uganda's economic development faces three major challenges; (i) an increasing population of 47 million in 2022, expected to double to 100 million in the next 30 years, with a fertility rate³ of 5-6; (ii) Uganda hosts 5 million refugees⁴ due to protracted crises in South Sudan and Democratic Republic of Congo; and (iii) high vulnerability to climate change. These challenges placed enormous strain on natural resources, community services and food security. Moreover, global crises (e.g. COVID-19; Ukraine) caused additional strain nationally and reduced available WFP funding.

¹ For example: Office of the Prime Minister (OPM); Ministry of Gender Labour and Social Development (MGLSD) and District Local Governments (DLGs) in West-Nile, Southwest and Karamoja

² <https://www.trade.gov/country-commercial-guides/uganda-agricultural-sector#:~:text=According%20to%20>

³ Number of children per woman.

⁴ WFP CSP

6. **Evaluation Subject:** The thematic evaluation focused on the contribution of four types of self-reliance/ resilience activities (hereafter called the interventions), implemented in 21 districts in West Nile, Karamoja and Southwest Uganda⁵, to self-reliance/resilience. The four interventions are: Agricultural and Market Support (AMS); Assets' Creation and Livelihoods (ACL) and Small Livelihoods (LH) activities; Financial inclusion, and Pro-Resilience Action (PRO-ACT).
7. The integration of the interventions in the CSP is shown in **Table 1**. Note that in terms of budget and beneficiary numbers, the CSP is heavily skewed to the refugee emergency response (CBTs) under Strategic Outcome (SO) 1. Cash Based Transfer (CBTs); nutrition, and school-feeding were outside the scope of the evaluation as well as SO6 "Supply chain service to humanitarian actors". Numbers per intervention are provided in **Table 2**.

Table 1. Integration of interventions under the CSP SOs

Number	Strategic Outcome (SO)	Interventions
SO1	<i>Refugees and other crisis-affected people have access to adequate nutritious food in times of crisis</i>	Financial inclusion (linked to CBTs)
SO2	<i>Food-insecure populations in areas affected by climate shocks have access to adequate and nutritious food all year</i>	ACL
SO3	<i>Nutrition</i>	
SO4	<i>Smallholder farmers, especially women, in targeted areas have enhanced and resilient livelihoods by 2030</i>	AMS
SO5	<i>Institutions have increased capacity to coordinate and manage food security and nutrition programmes and respond to shocks by 2030</i>	PRO-ACT Small LH activities (linked to Nutri-cash)

Table 2. Beneficiaries⁶ per intervention per year for the last 3 years*⁷

Self-reliance activity	2020		2021		2022		mid-2023	
	Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved ⁸
Asset Creation and Livelihoods	283,255	65,995	81,750	64,365	2,348	2,256	3,750	3,630
Small LH in settlements	N/A	N/A	N/A	N/A	13,500	10,062	13,742	15,102
Agricultural market systems	22,500	16,550	25,500	15,740	30,335	32,085	42,824	5,614
Financial literacy/ inclusion	N/A	N/A	141,010	110,766	120,920	116,390	120,920	86,459
PRO-ACT								
<i>Government capacity building</i>	12	12	126	366	126	256	153	0
<i>Early warning system - blanket coverage</i>		1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Total	305,767	1,282,557	1,448,386	1,391,237	1,367,229	1,361,049	1,381,389	1,310,805

8. Putting the interventions as SOs or mainstreaming them in SOs of the CSP meant that most interventions did not have detailed designs or guaranteed funding⁹. As a result, it is difficult to report a total budget figure for the specific interventions other than the yearly totals received for specific SOs or budget lines as done in **Table 3**. When funding was limited, WFP had to make ration cuts, which indirectly affected the mainstreamed interventions (financial inclusion; small LHs). The cuts also

⁵ In WFP's classification, West-Nile includes 6 West Nile districts plus two other districts, while Southwest includes 4 districts in South and West Uganda.

⁶ Note sex disaggregated data are not available

⁷ Note that the underachievement is mainly due to funding availability

⁸ Achievements till mid/ July 2023

⁹ This would be the case if the interventions had more of a project style set-up and funding like PRO-ACT.

affected interventions under SO2 (ACL) and S04 (AMS), since WFP prioritised life-saving activities with unearmarked funding. Except financial inclusion, the interventions are structurally underfunded during the evaluation period.

Table 3. Budget per intervention per year for the last 3 years*

Self-reliance activity	Budget line	2020		2021		2022		mid-2023	
		Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved ¹⁰
Asset Creation and Livelihoods	UG01.01.023. ACL1	10,216,311	4,382,224	10,228,212	2,915,909	4,837,189	1,748,348	1,619,358	757,877
Small LH in settlements	UG01.03.041. SMS1	4,326,407	1,688,125	3,924,559	1,959,316	6,030,146	3,376,064	2,297,657	1,894,093
Agricultural market systems									
Financial literacy/ inclusion	UG01.01.011. URT1	2,083,514	797,265	2,083,514	2,422,692	1,879,720	2,267,711	771,019	327,752
PRO-ACT	UG01.05.051. EPA1	300,103	2,386	951,084	348,712	840,706	550,711	435,769	581,493
Total		16,926,336	6,869,999	17,187,370	7,646,629	13,587,761	7,942,835	5,123,802	3,561,214

Findings

EQ 1: RELEVANCE/Coherence (Key Findings 1-7)

9. In general, WFP's CSP and interventions are well aligned to the Government of Uganda (GoU)'s general and technical development policies, the National Development Plan III and specifically the Parish Development (PDM) model. The CSP interventions are highly relevant to the context given the protracted refugee situation in Uganda. WFP is a trusted 'enabling' and capacity strengthening partner of GoU, and used existing GoU systems and structures for the implementation, this is the case even though does not have the official mandate for refugees and shares a mandate for agriculture with FAO and others, which hampers the establishment of formal GoU cooperations and engagement in policy development.
10. The interventions aligned with WFP's global areas of expertise, and used proven WFP approaches and technical guidelines. The design of the interventions was standardised for most interventions, although ACL was partly informed by community inputs and preferences. While vulnerable groups (like women, PWDs, and refugees) were actively included, the interventions were not specifically designed to accommodate their needs; preferences; capacities or structural barriers. The planned "food systems" approach, however, did not fully materialise due to limited geographical consolidation with other WFP interventions and/or a lack of strategic partnerships to address production and processing needs.
11. The project was partly successful in its cooperation with key UN partners like FAO, UNHCR and WB, but the goal to engage partners like FAO to develop more holistic assistance approaches did not fully materialise. In addition, there is no commonly agreed self-reliance framework and indicators, which made it difficult to measure inter-agency cooperation and impact. The limited coordination and framework also make it challenging to identify the exact contributions of WFP or to differentiate between intentional partnering those that arose organically during implementation.

¹⁰ Achievements till mid/ July 2023

EQ 2: EFFECTIVENESS (Key Findings 8-19)

12. All interventions build on WFP's global experience and technical knowledge in emergency response, food security programming, and its extensive field presence and implementation capacity in Karamoja and refugee settlements. WFP's food systems approach, however, focused mostly on the upper part of the value chain (PHM-marketing) and less on the production-side (lower part). This reduced the overall impact, although multiple successful examples of "layering" between ACL and AMS were evidenced in Karamoja. Overall, the interventions had a positive effect on the food availability and food access (by stabilising supply and prices) as well as the food diversity and intake, which is partly attributable to CBTs and Nutri-cash. The effects of the interventions are more prominent in Karamoja.
13. While everyone received equitable assistance, the program did not achieve the same level of equitable benefit as different geographic locations have different challenges and beneficiaries differ in terms of capacity and access to resources. WFP focused inclusion efforts for People with Disabilities (PWDs) on facilitating physical access, compared to tailoring interventions to specific needs. Further, the data is not fully disaggregated which makes it hard to verify achievements beyond anecdotal reports.
14. Gender mainstreaming efforts primarily focused on increasing the number of female beneficiaries, but did not specifically accommodate gender needs and preferences or address gender barriers to enhance equality of outcomes. The interventions, especially financial inclusion, promoted women leadership and contributed to changes in Household (HH) gender roles, resulting in more joint decision-making, and involvement of women in decision-making.
15. The most important intervening factor affecting WFP's performance was funding availability, which directly (life-saving WFP activities were prioritised for unearmarked funding), and indirectly (especially due to ration cuts) affected the scale and achievements of the interventions. External factors affected the overall (food) price levels, eroding the purchasing power of beneficiaries.
16. Beneficiary capacity-strengthening efforts focused on both on production and financial capacities. While AMS mainly focused on PHM and marketing, the production capacity strengthening under ACL was limited to only few ACL activities (in Karamoja), which focused on the creation or rehabilitation of production-related LH assets and provide successful examples of layering. The success of interventions also depends on access to land and education levels, which should be kept in mind when interpreting the findings.
17. Financial literacy strengthened financial management skills of beneficiaries for both HH-level and LH decision-making and has a positive effect on the use of financial services, especially Village Savings and Loans Associations (VSLA) and mobile banking. The limited physical presence, however, remains an obstacle for switching to formal FSPs. Beneficiaries used VSLA loans both for the intended purpose of LH support and for consumption-based needs (e.g. health; education).
18. It is difficult to determine the exact self-reliance/ resilience contributions due to conceptual and practical challenges. Stakeholders confirm LH improvements, and link this to their understanding of self-reliance/ resilience. However, WFP attribution for these improvements is challenging as beneficiaries often received other assistance. Karamoja has the highest RCS score, to which PRO-ACT likely contributed, although host communities scored similarly. Overall ECMEN scores were in line with regional and population differences found throughout the report; findings disaggregated per intervention were inconclusive.

EQ 3: EFFICIENCY (Key Findings 20-24)

19. WFP's targeting and coverage strategies are not well defined in the CSP and intervention approach papers, although all stakeholders recognise the importance of layering interventions to create synergies, and as part a holistic food systems' (or value chain) approach. The focus on host communities is appropriate from a needs-based perspective. However, only part of the interventions was implemented near refugee settlements and it was not specifically focused on the refugee impact and/or social cohesion, as would be expected from interventions targeting "host" communities. The program's success in combining different interventions (AMS and ACL) for both host and refugee communities was limited by the lack of clear targeting approach and different targeting criteria applied for the interventions. There are successful examples in Karamoja, however, linked to climate shocks and the school-feeding programme.

20. The timeliness of the implementation is difficult to assess, since the interventions are defined at CSP level, and integrated in the overall SO funding structures (with generic proposals and general timeframes), making them primarily dependent on funding availability. There were significant delays in the procurement for some interventions due to centralised approvals and strict adherence to WFP's procurement procedures, which sometimes discourages smallholder sellers.
21. There is an evidence gap in terms of outcome monitoring¹¹ as WFP's M&E system is mainly focused on meeting ACR/standard reporting requirements. Several factors hinder the systematic collection of evidence around self-reliance/ resilience, including lack of a common definition and mainstreaming; a lack of organisational memory; no comprehensive beneficiary database, and insufficient documentation of successes. Moreover, data collection and data availability varies significantly across the interventions.

EQ 4 SUSTAINABILITY (Key Findings 25-27)

22. While some interventions showed promise, most lack a clear sustainability approach. There is not enough review of underlying assumptions; a clear self-reliance/ resilience objective as well as how this will be achieved by beneficiary engagement; ownership creation, and a clear exit strategy. Although considered important by stakeholders and included in general resilience models, structural factors are not part of the WFP resilience model.
23. All stakeholders confirmed that WFP used GoU capacities, including existing structures and systems for its implementation, and actively engaged in capacity strengthening efforts, focusing primarily on enhancing technical expertise. Overall, the GoU engagement was limited for the (LH) interventions compared to the CBTs; nutrition; social protection, and school-feeding programmes, all of which are not within the scope of this evaluation. Perceptions regarding the sustainability of public/ community assets are less positive, with the main challenges being limited community commitment, and limited organisational, financial and technical capacity to adequately maintain the assets.

EQ 5 LEARNING (Key findings 28-30)

24. The following key lessons learnt were identified:
 - **Self-reliance/ resilience focus:** WFP's organisation set-up, mandate, short-term funding modalities and rigid, highly standardised global reporting, encourage a focus on output delivery and quantitative numbers/outputs and a limited scope (mainly food security and nutrition) of (gender) outcomes. The current set-up does not comprehensively cover self-reliance/ resilience.
 - **Layering of activities:** Evidence from financial literacy (in combination with other interventions) and Karamoja locally produced school-feeding (especially the AMS and ACL layering) shows that layering of activities can create clear synergies.
 - **Gender mainstreaming:** Despite that progress was made and GEWE achievements were observed following the Gender Age Marker (GAM) review, gender remains an improvement area with most activities focusing mainly on ensuring increased numbers of female participants (gender-targeted).
 - **Coordination:** An overall theme like "climate change" (for PRO-ACT) is useful for establishing cross-cutting coordination with Government agencies at different levels and with different mandates. This type of system is not currently in place for self-reliance, where coordination was limited.

Conclusions¹²

Relevance

25. WFP's focus on self-reliance/ resilience is well-aligned with its global "changing lives agenda," Ugandan national development policies, and joint WFP-UNCHR strategies for refugees.

¹¹ Outcomes beyond the WFP standard/designated corporate outcomes

¹² Note that the sequencing of the conclusions was changed to enhance the flow.

26. The lack of a common definition of self-reliance/ resilience and a common menu of evidence-based programming approaches for the Ugandan context, hampers effective strategy development and implementation and the ability to determine the relevance and effectiveness of them.
27. While there is coordination amongst UN agencies, further improvements are needed as their existing mandates and activities do not correspond to the reality of implementation. This is related to the lack of a common self-reliance/ resilience framework.
28. The inclusion of host communities is appropriate from a needs-based perspective. However, it is unclear how the intervention is linked to their status as “host communities” or the presence of refugees. While regional differences are relevant because of contextual differences, the distinction between host and resident populations is less relevant for the self-reliance/ resilience strategy.
29. Resilience programming, linked to the Parish Development Model and climate change theme, is more appropriate for host and resident populations, rather than self-reliance programming.

Effectiveness

30. WFP’s interventions were relevant and effective in contributing to self-reliance/ resilience, although targeting and coverage strategies were not well defined, which contributed to the limited layering and synergies achieved between AMS and ACL-small LH.
31. The evaluation cannot clearly delineate the full contributions of specific activities compared to others, due to factors including the overall lack of common definitions and indicators, lack of coordination and limited analysis of the operational context (“structural factors”) during the design and implementation of the interventions.
32. WFP actively included vulnerable groups including refugees, women; PWDs, elderly and youth), though mainstreaming of PWDs could be improved. The degree to which vulnerable groups equitably benefit from the intervention depends on several factors, including access to land, finance, and labour.
33. WFP prioritised gender mainstreaming in its programming, primarily by prioritising women as beneficiaries. However, this ‘equality of opportunity’ approach’ alone cannot overcome prevailing structural inequalities. Although the activities contributed positively to GEWE objectives, such as HH gender dynamics and women income generation, the interventions mainly qualify as gender targeted.

Efficiency

34. Since most interventions are funded based on SOs rather than project-based, the timeliness of the implementation and efficiency of the coverage is mainly determined by the availability of funding. The new “Multi-Year Partnership Agreements (MYPA)” modality needs further fine-tuning based on CP reported experiences, especially the yearly proposal and budget cycle, which limits some of the expected benefits and caused delays.

Sustainability

35. There is no comprehensive exit strategy to ensure the sustainability of the community assets created, making it difficult to determine the ultimate achievements for individual and community organisation-level activities, as well as whether the handover was timely and/or if continued support is needed.
36. WFP used and strengthened, to the extent possible, the technical capacity of GoU counterparts and governmental systems to enhance sustainability. A key challenge for sustainability, however, is continued financial support and/or a political willingness to allocate limited resources.
37. The active engagement of community organisations aligns with GoU efforts and enhanced the sustainability of the interventions, although experiences with establishing and training community assets’ committees were less positive due to a lack of community interest and financial capacity to sustain the assets.

Recommendations

- **(co-)Develop a common self-reliance approach for Uganda:** Convene strategic definition and design consultations with relevant WFP self-reliance / resilience partners and GoU; define the operational design parameters; and define common indicators to measure success.

- **Develop clear strategies for both refugees and non-refugees:**¹³ Review and confirm WFP's mandate or main objective for both refugee and non-refugee interventions.
 - For refugees: Expand the self-reliance strategy, by complementing it with 1) a capacity to engage in LHs classification, and 2) beneficiary LH interests assessment.
 - For non-refugees: Develop a strategy focused on resilience-building linked to climate shocks, mirroring the PRO-ACT set-up.
 - For both refugees and non-refugees: Design an exit- or handover strategy for both refugees and non-refugees. Explore how WFP can link to ongoing GoU and UN partner efforts or if new partnerships are needed. Explore alternative and longer-term multi-year funding modalities such as the Green Climate Fund, to better match the timeframe of self-reliance/ resilience objectives.
- **Reinforce WFP's (political) representation:** Organize discussions with key partners to clarify respective mandates related to self-reliance/resilience programming and agree on core roles and responsibilities that reduce duplication and maximise effectiveness and efficiency through improved collaboration.
- **Reconfirm relationships with key partners such as UNHCR, WB, FAO and ILO on self-reliance and resilience:** Undertake a series of partner-specific and purpose-specific exchanges that:
 - Reinforce cooperation with key GoU counterparts, such as Office of the Prime Minister (OPM) and National Agricultural Research Organisation;
 - Clarify the transition strategy with UNHCR;
 - Clarify Development Response to Displacement impacts Project (DRIP) and joint data collection and analysis workflow processes with World Bank;
 - Confirm technical cooperation arrangement related to agricultural and climate-change issues with FAO and International Fund for Agricultural Development (IFAD); and
 - Explore off-farm and non-agricultural livelihoods programming issues with International Labour Organisation (ILO) as part of the transition strategy.
- **Divide the ACL activities:** Explore links between Cash for Work activities with social protection approaches.
 - Ensure that the CO assets' creation strategy focuses on enhancing or facilitating LHs or agricultural production;
 - Develop layering approaches between asset creation and AMS, and the transition strategy; and
 - Explore off-farm and non-farm livelihoods.
- **Reinforce gender mainstreaming in the interventions:**
 - Review the mandate of the Gender Department beyond its advisory function;
 - Conduct regional gender assessments in every programme design exercise;
 - Design standard gender-sensitive indicators for inclusion in every activity to improve the evidence base and enhance gender-disaggregated monitoring and reporting.
 - Design gender-sensitive or gender-transformative interventions, which take into consideration specific gender needs and preferences as well as structural barriers that may hamper the achievements.
 - Identify gender-transformative external partners to support a progressive gender agenda.
- **Reinforce activity specific self-reliance outcome monitoring and overall self-reliance/ resilience evidence:**
 - Mainstream self-reliance /resilience monitoring framework into WFP standard monitoring.

¹³ Meaning the current resident and host communities on the assumption that WFP agrees that the distinction between the two is less relevant.

- Strengthen VAM capacity for e.g. outcome monitoring, and qualitative data collection to increase the evidence base specifically on self-reliance, resilience and climate related aspects;
- Strengthen M&E field tools, data collection and analysis capacity to track differential impacts of self-reliance / resilience activities on men and women including the youth;
- Strengthen/ increase M&E field capacity for outcome/ impact monitoring, CP monitoring and support, and qualitative data collection;
- Explore ways to enhance self-reliance/ resilience evidence collection beyond monitoring (e.g. longitudinal surveys; beneficiary tracking; impact assessments, case studies); and
- Design a knowledge management or continuous learning system or database to capture and share learning.

1. Introduction

1. This Decentralized Evaluation (DE) report for the WFP Uganda Country Office (UG CO) examines the extent to which the livelihood and resilience activities from 2020 to mid-July 2023 contribute to self-reliance/ resilience of beneficiaries in Karamoja and refugee settlements. The interventions covered by the DE are: Agricultural Market Systems Support (AMS); Asset Creation & Livelihoods (ACL) and small LH activities; financial inclusion, and Pro-Resilience Action project (PRO-ACT) implemented across 21 districts across West Nile, Karamoja, and Southwest Uganda. Other WFP interventions such as Cash-Based Transfer (CBT); General Food distributions; School-feeding, and nutrition activities are not within the scope of this DE.
2. The evaluation was conducted by [International Advisory, Products and Systems \(i-APS\)](#), a U.S. based woman-owned and managed small business with global evaluation expertise, under a WFP Long-Term Agreement for the provision of decentralised evaluations.
3. The i-APS Evaluation Team (ET) was gender-balanced and composed of national and international experts, led by a national Team Leader (female). The evaluation began in 2023, with data collection taking place between October 2023 – February 2024.

1.1. Evaluation features

4. The evaluation was commissioned to inform the Uganda self-reliance and resilience strategy, provide a robust evidence base to better understand emerging results, and identify lessons, best practices, areas of synergy with existing government programmes, and inform any replication or scale up. Furthermore, it seeks to determine the contribution of these activities to economic empowerment, with a focus on women. The scope is elaborated in [section 1.3](#).
5. The evaluation has two mutually reinforcing cross-cutting objectives, namely accountability and learning. Per the ToR, learning has been given more weight, extensively involving internal stakeholders. Specific evaluation objectives include:
 - A. Understand the key impact of the interventions thus far, and key lessons learned to inform decisions and maximize benefits to WFP clients (especially as the WFP UG CO seeks to expand and or intensify livelihoods and self-reliance related interventions).
 - B. Provide robust evidence on aspects and activities on what worked well and what might need adjustment to ensure quality programming
 - C. Provide an evidence-base to better understand emerging results of the interventions to inform decision making regarding intervention design, programming, implementation, fundraising and advocacy.
 - D. Derive recommendations, lessons learned, beneficial practices and points of synergy, for inclusion in the WFP CO Livelihood Strategy.
 - E. Identify lessons learned and areas of synergy with government services, to improve incomes and welfare at household level, using avenues such as the Parish Development Model (PDM), Youth Livelihood Programmes and others.
6. Per the ToR, the DE considered and documented pertinent issues that ensure alignment to human rights, gender considerations and related policies.
7. Gender considerations were mainstreamed through the evaluation process. This included ensuring informed consent and confidentiality of participant responses to directly address ethical concerns. To explicitly address broader issues of gender equality, equity, and inclusion, the ET ensured equality, equity, and inclusion by purposefully consulting diverse groups such as women and men; refugees and host communities; direct and indirect beneficiaries, different ages, and people with disabilities (PWD). Additionally, the evaluation assessed the extent to which gender was integrated into implementation, examined whether achievements were equitable across different groups, and evaluated any Gender Equality and Women's Empowerment (GEWE) contributions, utilising a

gender-sensitive approach as described in [section 1.3](#). Standard WFP questions related to accountability, and protection issues were included in the survey.

Main Stakeholders

8. A **stakeholder analysis** (see [Annex 11](#)) was conducted during the inception phase of the evaluation. The evaluation gathered information from **internal** stakeholders (WFP CO, Regional Bureau Nairobi (RBN)), and **external** stakeholders such as donors, technical line ministries, local government officials, UN agencies, cooperating partners (CPs), private sector, and community members involved in the programme. The objective of the stakeholder analysis was to ensure that a diverse range of perspectives and interests are considered from the onset of the DE and that WFP is accountable to affected populations. This ensures evaluation impartiality, credibility and quality and strengthens stakeholders' ownership of the evaluation results. Furthermore, their perspectives and experiences are instrumental in future CSP strategy design. For the development of this stakeholder analysis, the ET considered the preliminary ToR stakeholders' analysis, the approved technical proposal, and the WFP guidelines.
9. Beneficiaries of the four interventions, such as Financial Literacy trainees and smallholder farmers, as well as private sector actors, were included as external stakeholders. An overview of internal and external stakeholder groups is provided in [Annex 11](#). The ET identified their respective role in the intervention and evaluation, the stages at which they are consulted, and their importance in terms of contribution to the evaluation. The list of interviewed stakeholders is provided in [Annex 8](#).
10. **Intended users.** The target audiences and users of this report are: WFP Uganda CO, WFP RBN, the GoU (Office of the Prime Minister (OPM), the District Local Governments (DLGs) in West-Nile, Southwest and Karamoja, UN agencies, donors, Non-Government Organisations (NGOs), particularly WFP Cooperating Partner (CPs), the private sector, primary beneficiaries, and other development actors. The key findings and recommendations are expected to be disseminated through lessons learned workshops and coordination meetings, as well as corporate and donor reporting.

1.2. CONTEXT

General

11. The context section focuses on specifics aligned with the recently conducted contextual analyses,¹⁴ related to the evaluation subject. More context information is provided in [Annex 4](#).
12. **Economy:** Uganda is one of the least developed countries in the world, ranking 166 out of 191 on the 2021 UN Human Development Index, with a gross national income per capita (GNI) of US\$ 2,181. Agriculture accounts for around 24% of Uganda's Gross Domestic Product (GDP)¹⁵; trade 9% (with Uganda's biggest exports being coffee and tobacco¹⁶) and employment stands at 77% of the adult population. Uganda is considered a high potential agricultural producer and regional exporter of staple crops.
13. **Labour market:** According to World Bank (WB) figures¹⁷, the labour force participation rate for females is 68% and for males is 72% in 2022. While the gender gap in general participation is minor, women continue to be more engaged in vulnerable employment, with a significant gender gap in this category between women (81%) and men (67%) in 2021. More gender specific data is provided in [Annex 4](#).
14. **Food security – nutrition:** Uganda's food insecurity level was classified as 'serious' in the 2022 Global Hunger Index¹⁸. Half the population faces moderate food insecurity¹⁹, and malnutrition is widespread across the country, with 29% of children under five years suffering from stunting and

¹⁴ Two CO self-reliance analyses (on refugees and Karamoja) and "The Realities of Self-reliance within the Ugandan Refugee Context" from U-learn, all conducted early 2023.

¹⁵ <https://www.trade.gov/country-commercial-guides/uganda-agricultural-sector#:~:text=According%20to%20>.

¹⁶ The World Factbook - The World Factbook (cia.gov).

¹⁷ <https://genderdata.worldbank.org/countries/uganda>.

¹⁸ <https://www.globalhungerindex.org/pdf/en/2022.pdf>

¹⁹ Uganda's food insecurity level classified as 'serious' in the 2022 Global Hunger Index

53% suffering from anaemia. Per the National Voluntary Review (NVR) 2024 of SDG 2, the nutritional status of children in Uganda under five years has been improving over the years. The prevalence of stunting in children under five years of age reduced from 33% in 2011, to 29% in 2016 and finally to 24% in 2022.

15. **Impact of recent global developments:** While Uganda was less affected health-wise²⁰ than other nations by the COVID-19 pandemic, the global lockdowns still had a devastating economic impact in Uganda, especially for vulnerable populations. The Ukraine crisis and consequent high oil prices disrupted the wheat supply, forcing countries to switch to other suppliers to meet domestic demand. As a result, domestic food prices for wheat and other staples (e.g. maize) increased. These events placed logistical constraints on WFP's work, increased costs of providing assistance, and reduced levels of available funding.
16. **Agriculture:** As mentioned above, agriculture is a key sector of the economy, dominated by women (76%) operating small farms. Though agriculture employs most of the population, limited resources and technology hinder productivity. Gender disparities exist regarding land ownership, restricting women's access and equity. These factors, along with climate change and past conflicts, hamper Uganda's ability to achieve food security and SDG 2 (Zero Hunger). The interventions areas in Karamoja, West-Nile and Southwest reflect the country's typical agricultural system, consisting mainly of poor, family-run, semi-subsistence farms with limited access to technology and financial resources.
17. Uganda's economic development faces three major challenges:
 - **Population growth:** Uganda's population increased almost seven-fold over the past 60 years, from 7.5 million in 1962 to 47 million in 2022²¹. With a fertility rate²² of 5-6, the population is expected to double to 100 million in the next 30 years. Moreover, 75% of the population are below 35 years of age and almost 50% are below 16 years of age. This places an enormous strain on education services, health care and food security, with more than half the population being "dependent" rather than productive.
 - **Refugees:** Due to its location next to countries experiencing protracted crises, namely South Sudan and Democratic Republic of Congo (DRC), Uganda hosts the third largest refugee population in the world with over 1.6 million refugees²³. Most migrated from South Sudan (900,000) and DRC (400,000) and reside in 13 settlements in northern and southwest Uganda, while around 20% reside in urban areas. Hosting them puts additional pressure on natural resources, community services, and livelihoods (LH) opportunities.
 - **Climate Change:** Because of its agriculture-based economy, Uganda is highly vulnerable to climate change. Uganda's climate is naturally variable due to its topography/geography, making it susceptible to localised floods and droughts. Uganda may become wetter, and changes in rainfall patterns and extreme weather conditions are likely to cause increased food insecurity due to soil erosion, flood damage, with resultant decreases in agricultural productivity. A DFID climate change study stated that a negative shift in the viability of coffee growing areas could potentially wipe out 265.8 million USD or 40% of Uganda's export revenues²⁴.

Uganda's economic growth and agricultural production struggle to keep up with the demographic and climate pressures, challenging the insurance of sufficient livelihood opportunities and food security for its population. This may exacerbate poverty rates, create social tension, and accelerate urban migration.
18. **Governmental policies:** Uganda's government development priorities are documented in Uganda Vision 2040²⁵, which is aligned with the African Union Agenda 2063 and aims to achieve lower-

²⁰ Likely because of its young population

²¹ [Population growth in Uganda \(worlddata.info\)](https://worlddata.info)

²² Number of children per woman.

²³ ACR 2023, page 8.

²⁴ DFID (2008), Climate Change in Uganda: Understanding the implications and appraising the response.

²⁵ www.npa.go.ug/uganda-vision-2040.

middle-income status by 2032, and upper-middle-income status in 20 years. Vision 2040 is operationalized through three- to five-year National Development Plans (NDPs) that envisage a competitive economy, gender equality, high employment, and inclusive growth. Recognising the importance of integrating refugees, the NDP II (2015-2020) included a “Settlement Transformation Agenda” for refugee-hosting districts, which focuses on the needs of both refugees and host communities.

19. NDP III (2020-2025) introduced the Parish Development Model (PDM), with the objectives to deepen the decentralisation process, and increase accountability at local levels. The model consists of seven pillars, which were reflected in the WFP CSP:
 - A. Production, Storage, Processing, and Marketing;
 - B. Infrastructure and Economic Services;
 - C. Financial Inclusion;
 - D. Social Services;
 - E. Mindset change;
 - F. Parish-Based Management Information System;
 - G. Government and administration.
20. **Agricultural policy:** Uganda's National Agriculture Policy (NAP) aims to develop "A Competitive, Profitable and Sustainable Agricultural Sector"²⁶, enhancing food security and supporting SDG 2 targets by increasing agricultural productivity and accessibility, and promoting sustainable agribusiness practices. GoU implements the NAP through a complex national nutrition coordination framework. Per above, the NVR 2020 showed mixed progress on these objectives, while the NVR 2024²⁷ shows that progress is on track for only 26.1% of SDGs, highlighting significant challenges in achieving the SDG objectives. Other relevant technical policies for the interventions are: Uganda National Climate Change Policy (2015), National Financial Inclusion Strategy (2017-2022), and the Uganda Gender Policy (2007).
21. **Gender policy:** Uganda ranked 78 of 146 countries on the Global Gender Gap Index 2023²⁸; a deterioration compared to the 65th place reported in the NVR 2020. The index comprises four performance dimensions:
 - A. Economic participation, such as labour force participation, wage equality;
 - B. Educational attainment, such as literacy rate, education enrolment;
 - C. Health and survival, such as sex ratio; healthy life expectancy;
 - D. Political empowerment, such as women in parliament, women in ministerial positions.

On UNDP's Gender Inequality Index 2021, Uganda ranked 131 of 170 countries. Together, these rankings indicate that significant improvements are still needed to address gender inequality.

²⁶ Ministry Of Agriculture, Animal Industry And Fisheries - National Agriculture Policy, 2013, page9.

²⁷ Key Messages-Uganda's Voluntary National Review 2024

²⁸ World Economic Forum: www.weforum.org/publications/global-gender-gap-report-2023; National Voluntary Review (2020).

Figure 1. Global Gender Gap Index Uganda



22. The GoU developed various gender policies: National Equal Opportunities Policy 2006; National Gender Policy 2007; Domestic Violence Act 2010; Gender Mainstreaming; the Women Empowerment Programmes and Gender Legal Framework, and The Equal Opportunities Commission. However, Uganda’s Vision 2040 acknowledges that despite Uganda’s strong gender policy and legal framework, and considerable achievements in political and economic participation, the conditions sustaining gender inequality remain prominent due to lack of effective implementation or enforcement.²⁹ See [Annex 4](#) for a description of inequality conditions and examples.
23. **Gender roles:** While women in Uganda often bear the main responsibility for household food security and nutrition, they continue to face discrimination in access to and control over food (from production to consumption), livelihoods opportunities, and education and health services. Women are also more affected in crisis situations.³⁰ Recognising that gender equality and women’s empowerment, food security, nutrition, agriculture, and health are interlinked and mutually reinforcing, WFP developed a gender policy (2015-2020) to guide country offices’ efforts in designing and implementing programmes that promote gender equality and women empowerment. WFP made a global commitment to leverage its programmatic interventions to deliver gender-transformative results, as visualised in its gender policy theory of change (see [Annex 10](#)). WFP Uganda integrated this into its national gender approach (2021-2022), as described in [section 1.3](#).
24. **People with disabilities (PWD):** Uganda’s population counts 12.4% adults and children with disabilities (census 2014), with no significant gender difference (49% male; 51 female). PWDs face two main challenges: vulnerability and exclusion. The Revised National Policy of Persons with Disabilities (2023)³¹ states that high levels of poverty, additional living costs, shocks from the onset of disability, food insecurity, social norms, and violence contribute to the vulnerability of persons with disabilities. At the same time, exclusion from education, employment³², health services, and the justice system have led to increased insecurity and social deprivation. Insufficient budget allocations hinder the implementation of disability-inclusive policies. Most initiatives rely on international cooperation, leading to ad hoc projects that lack sustainability when funding ends.
25. The Ministry of Gender, Labour and Social Development (MGLSD), a key partner of WFP, is mandated by the Constitution to protect and promote the rights of vulnerable populations, including persons with disabilities. The revised National Policy of Persons with Disabilities (2023), focuses on creating an inclusive society by enhancing access to livelihood programs, improving service utilisation, and

²⁹ WFP (2020): Gender Approach Paper 2021-2025.

³⁰ WFP (2015): WFP Gender Policy 2015–2020.

³¹ MGLSD (2023): - Revised National Policy of Persons with Disabilities: PWD households (31%) experience more extreme poverty compared to households without disabilities (28%) and have lower diet diversity scores.

³² Unemployment rates at 17.1%, Revised National Policy of Persons with Disabilities, 2023.

ensuring protection against abuse. The policy adopts a multi-sectoral approach, involving various government bodies, and includes a robust monitoring and evaluation framework to ensure its effectiveness. It aims to contribute significantly to Uganda's development goals, including the Sustainable Development Goals (SDGs) and Vision 2040.

26. **International assistance:** Since the North-South peace agreement in Sudan in 2005, and the related disappearance of the Lord's Resistance Army (LRA) threat, Uganda is relatively stable in terms of security. Humanitarian assistance primarily concerns the refugee response efforts coordinated by the Office of the Prime Minister (OPM) and formalised in the "Uganda Refugee Response Plan (2022-2025)", which includes around 75 partners, including UN agencies (WFP; UNHCR; UNICEF; FAO; UNDP), INGOs (CARE; IRC), and national NGOs, such as Andre Foods International. The financial requirements are around USD 800 million for 2022 and 2023, covering 10 sectors, the largest being Food Security (USD 230 million); Protection (USD 160 million), and Livelihoods (USD 135 million).
27. Like WFP, other actors work in close collaboration with the Ugandan government, as reflected in joint policy development and implementation (SDG 17). Examples are the Refugee and Host Population Empowerment (RE-HOPE) framework developed in cooperation with the UN country team and WB, and the Development Response to Displacement Impact Project (DRDIP) funded by WB.
28. Another WB initiative relevant to the evaluation, the Northern Uganda Social Action Fund (NUSAF)³³ III is a five-year social protection programme, to provide income support and build the resilience of vulnerable households in Northern Uganda. Its three components are also relevant for WFP: livelihood support; community infrastructure repair, and institutional capacity development. For farmers, access to social and infrastructure services is promoted through public-private partnerships, technology through agricultural extension services and access to credit.
29. In the absence of UN coordination mechanisms for development assistance, it is hard to provide an exact overview, but Uganda receives hundreds of millions of USD in development assistance from international donors³⁴.
30. **WFP Uganda:** WFP has been in Uganda since 1963. Under the current CSP, WFP addresses humanitarian needs while simultaneously supporting the GoU to host the growing number of refugees, address the underlying causes of food insecurity and malnutrition, and strengthen the national social protection system. In line with SDG 17, WFP works in close cooperation with the GoU, actively using local governmental counterparts for its implementation.
31. The logic of the CSP and aim of programme outcomes is to support Uganda in addressing the above challenges in sustainable food security by exploiting its agricultural potential. Various populations are supported to improve their agricultural livelihoods, thereby increasing the food production and availability at both HH and national level. Given the protracted nature of the situation, with dwindling donor interest, WFP increasingly focuses on self-reliance/ resilience line with government policies and the United Nations Common Country Analysis (UNCCA) 2022 for Uganda.³⁵
32. The interventions within the evaluation are discussed in [section 1.3](#). From the desk review, there were no major changes in the implementation of these four interventions during the evaluation period, although implementation and available funding were affected by the COVID-19 pandemic.
33. **Geographical context and evaluation focus areas:** the interventions are implemented in three regions, which will be discussed below:
 - A. West-Nile: located in Northern Uganda, with a long border with South Sudan and a small part bordering the DRC.
 - B. Southwest: not an official administrative region of Uganda, but used by WFP to indicate four districts in Mid- and Southwestern Uganda, of which three are near the DRC border, and one bordering Tanzania.
 - C. Karamoja: located in Northeastern Uganda, bordering Kenya.

³³ opm.go.ug/northern-uganda-social-action-fund-nusaf-3.

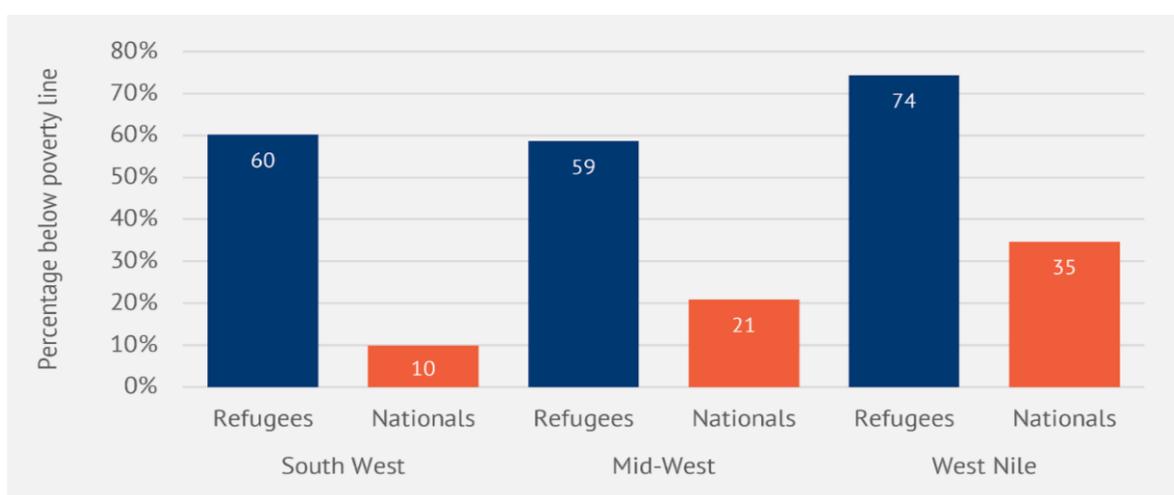
³⁴ <https://devinit.org/resources/aid-uganda-covid-19>

³⁵ <https://uganda.un.org/en/228935-common-country-analysis-uganda-2022-update>

34. West-Nile and Southwest (refugees and host communities)

- The districts of northern Uganda and, to a lesser extent, the Southwest are amongst the least developed, exacerbated by their proximity to unstable neighbours like South Sudan and DRC as well as the impact of the LRA, which hampered their economic development for decades. West-Nile District has nine settlements mainly hosting South Sudanese refugees, while Southwest has four settlements mainly hosting Congolese refugees. The widespread refugee presence in regions of Uganda that are already under-developed has placed additional pressure on community services, natural resources, and livelihood opportunities, which has caused community tensions in the past.³⁶
- Poverty is widespread amongst refugees in Uganda. Around 70% of hosted refugees live below Uganda's national poverty line³⁷, which is below the international standard poverty line, as compared with 25% of rural Ugandans (Fig.2). Around 54% of refugees report humanitarian assistance as their main source of income, compared with less than 2% for hosts. Refugee livelihood opportunities are affected by low skills levels, limited access to land, discrimination, language barriers, poor host-refugee relationships, access to finance, and documentation issues.³⁸ Additional information about food security, production, livelihoods, and labour market participation is provided in Annex 4.

Figure 2. Prevalence of poverty of refugees and nationals in Uganda, using the Ugandan national poverty line³⁹



- Overall, progressive policies and almost three decades of support have not resulted in refugees becoming self-reliant⁴⁰ and poverty remains widespread, even amongst long-term refugees. The persisting vulnerability experienced by refugees, together with reductions in humanitarian funding flows to Uganda necessitate a better understanding of how the livelihoods and self-reliance/resilience of refugee and host community households can be supported.⁴¹

35. Karamoja

- Karamoja is a large, less populated region in north-eastern Uganda, comprising nine districts. The region is semi-arid with inadequate, unreliable, and highly erratic rainfall. It is severely affected by climate change and recurrent climatic shocks, including both droughts and floods. This increased competition for human and animal water resources, and could intensify localised conflicts (now

³⁶ E.g., in September 2020, 10 South Sudanese refugees were killed. www.theguardian.com/global-development/2020/sep/15/uganda-calls-in-troops-as-violence-flares-between-refugees-and-locals .

³⁷ [Poverty in Uganda: National and regional data and trends - Development Initiatives \(devinit.org\)](https://devinit.org/development/2020/sep/15/uganda-calls-in-troops-as-violence-flares-between-refugees-and-locals) Uganda's national poverty line was set in 1990 at between US\$0.88 and US\$1.04 per person per day (the variation depends on region). It gives a much more positive view of poverty trends than the World Bank's US\$1.90 per person per day extreme poverty line – which was updated in 2015.

³⁸ U-learn (2023): "The Realities of Self-reliance within the Ugandan Refugee Context".

³⁹ WFP (2023): "Self-reliance analysis refugees"; quoting Development Pathways and WFP (2020).

⁴⁰ Ibid,

⁴¹ U-learn (2023), above.

often related to cattle raiding), and create regional insecurity. WFP and FAO are implementing the Pro-Resilience Action (PRO-ACT) programme, aimed at strengthening local government and community disaster management capacities, including early warning systems.

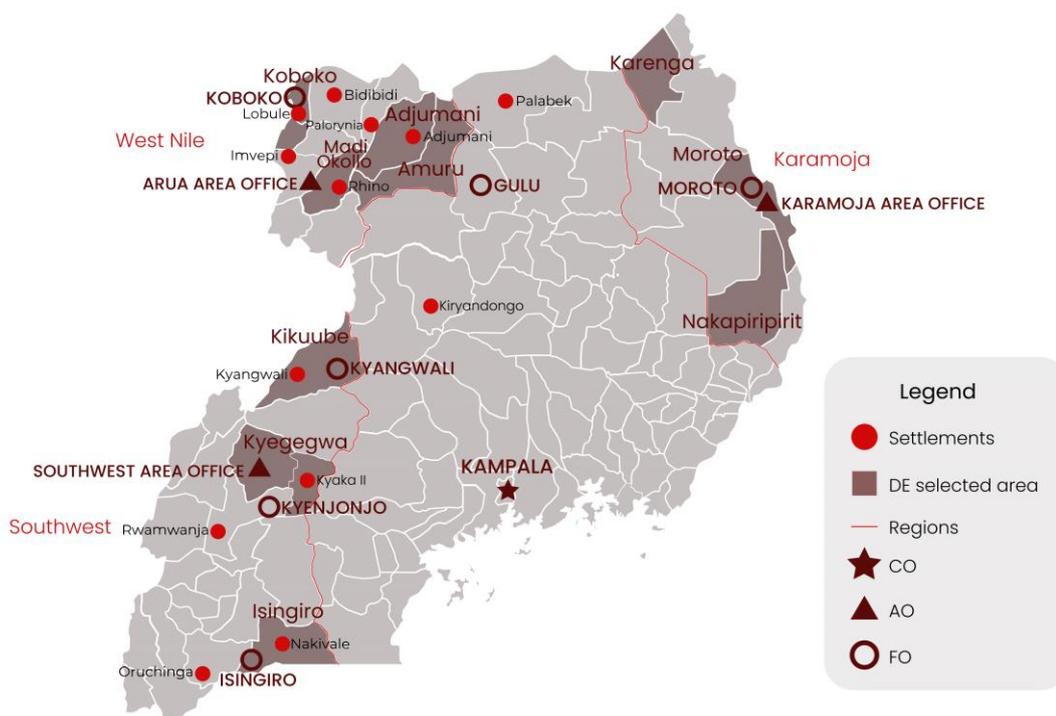
- Karamoja was historically neglected, and is the least developed region of Uganda. In terms of food security, 70% of Households (HHs) in Karamoja are food-poor, almost double the national average (37%).⁴² While food security was always challenging, local populations previously mitigated this with semi-pastoralist livelihoods. However, the decline in pastoralism and livestock brought about further changes in livelihoods and hindered the population’s adaptability to climate shocks. For example, an increased dependence on agriculture made populations vulnerable to land degradation, rainfall variability, and price shocks due to poor harvests and market fragmentation. Although new economic activities provide entry-points for diversified, resilient livelihoods, they also create environmental and social-protection concerns. Examples are charcoal burning, firewood sale, informal mining, and illicit alcohol production.⁴³
- Crucial for developing a self-reliance/ resilience strategy is the exploration of different livelihoods (including pastoralism) in Karamoja. Social protection support across the lifecycle requires the capacity strengthening of district local governments to deliver national income support programmes, such as the Senior Citizens Grant, DRDIP and NUSAF III.⁴⁴

1.3. SUBJECT BEING EVALUATED

Introduction and background

WFP’s operational set-up in Uganda is shown in [Fig. 3](#).

Figure 3.WFP operation Map



⁴² NVR (2020), SDG 2,

⁴³ Ibid.

⁴⁴ Ibid.

In order to adequately define the evaluation subject, the ET first had to define the terms “self-reliance and resilience” and link them to the CSP and interventions concerned.

Background and definitions of “Self-reliance and resilience”

36. WFP and UNHCR define **self-reliance** as “the ability of an individual, household or community to meet essential needs and to enjoy social and economic rights in a sustainable manner and with dignity.”⁴⁵ This definition stems from a joint WFP-UNHCR policy about protracted refugee situations, thereby fully applicable for the Ugandan context.
37. However, while UNHCR uses a broader definition of “essential” needs, WFP narrowed down its mandate to FS and nutrition needs, as also reflected in the CSP. This narrow definition is problematic in the Ugandan context, because unconditional cash assistance is provided, and beneficiaries will spend it to cover their broader essential needs.
38. There are no commonly agreed indicators of self-reliance. FS and nutrition indicators, coping strategy use, HH and LH assets, as well as saving capacity are used as proxies. A more comprehensive indicator is the Economic Capacity to Meet Essential Needs (ECMEN), which collects data about HH expenditures on food and non-food items.
39. **Resilience** is closely related to self-reliance. In its 2015 Resilience Policy, WFP defines resilience as “the capacity to ensure that shocks and stressors do not have long-lasting adverse development consequences”. Theoretical discussions on how self-reliance relates to resilience are beyond the scope of this evaluation. For the purpose of this report, resilience is considered as “the capacity to remain self-reliant over a sustained period of time” in the face of “normal” shocks and stressors, and without having to resort to detrimental coping strategies.
40. WFP’s organisational commitment to resilience-building places the ability to deal with expected and unexpected shocks and stressors at the centre of its programming and will be included in its second generation of CSPs.⁴⁶ Resilience is viewed as a perspective that helps build coherence in existing activities and promotes innovative solutions to pressing problems found in a given country context.⁴⁷ These recommendations follow from a key finding of the 2019 Strategic Evaluation by the Overseas Development Initiative (ODI), which observed the “tendency towards siloed working” of different WFP programmes. To facilitate the mainstreaming of resilience, a resilience toolkit (still in its testing phase) was developed. It includes existing WFP resilience approaches, e.g. Food for Assets (FFA) as well as a standard resilience Theory of Change (ToC).
41. In terms of outcomes and indicators, the WFP resilience toolkit (2021) details four HH capacities to deal with shocks: anticipatory, absorptive, adaptive, and transformative capacity. These are reflected in the Resilience Capacity Score, which measures the self-reported capacity of a HH to deal with shocks.
42. **WFP Uganda, in line with government policies, focuses primarily on “self-reliance”, which is more appropriate for the refugee situation, even though UNHCR uses both terms in the Ugandan context.** Per the WFP endorsed self-reliance studies, resilience is more appropriate for host or resident populations, as it focuses more on the ability to deal with possible future shocks that threaten their presumed current self-reliance.

Resilience literature – operational context

43. The WFP resilience toolkit dedicates attention to: beneficiaries (resilience of whom); shocks/stressors (resilience to what), and the programmatic design (resilience through what action; resilience with whom). However, the ET observed that, compared to commonly accepted resilience models such as the FAO RIMA or DFID Sustainable Livelihoods Framework (SLF), the broader operational context, especially in terms of basic services availability, receives limited attention. This while the level of availability of services is an important barrier or facilitator for achieving self-

⁴⁵ WFP UNHCR Joint Strategy for Enhancing Self-Reliance in Food Security and Nutrition in Protracted Refugee Situations.

⁴⁶ Following the recommendations of the 2019 Strategic Evaluation of WFP’s Support for Enhanced Resilience conducted by the Overseas Development Institute, discussed in Annex 4.

⁴⁷ WFP Resilience Toolkit (2021).

reliance/ resilience. For example, a vocational training programme is useless if there is no electricity for beneficiaries to use their tools. Similar observations were made in the WFP endorsed self-reliance analyses.⁴⁸

44. Based on the above, the ET considered it important to include the broader operational context or “structural factors” as part of the evaluation subject. The relevance of this decision was confirmed during the Key Informant interviews (KIIs). In the RIMA model, this concerns the pillar “access to basic services”, while in the DFID SLF it relates to “physical assets”. However, there are no commonly agreed indicators to measure these factors.
45. Self-reliance and resilience in the Ugandan context. As per above, WFP aims to place resilience at the centre of its programming and include in its second generation of CSPs. WFP Uganda CSP 2018-2025 focuses on six strategic outcomes (SOs):
- SO1: Refugees and other crisis-affected people have access to adequate nutritious food in times of crisis;
 - SO2: Food-insecure populations in areas affected by climate shocks have access to adequate and nutritious food all year;
 - SO3: Children aged 6–59 months in food-insecure areas have acute malnutrition and stunting rates in line with national targets by 2030 (not part of this evaluation);
 - SO4: Smallholder farmers, especially women, in targeted areas have enhanced and resilient livelihoods by 2030;
 - SO5: Institutions have increased capacity to coordinate and manage food security and nutrition programmes and respond to shocks by 2030;
 - SO6: Humanitarian actors have access to cost-efficient supply chain services when needed (not part of this evaluation).
46. It is important to note that Uganda’s CSP predates the above objectives in WFP’s resilience policy, and no comprehensive ToC for the interventions (such as is annexed to the WFP resilience toolkit) was developed. Instead, the CSP’s ToC follows standardised WFP global programming, with strategic outcomes focusing on crisis response and addressing root causes of food insecurity and malnutrition. This is reflected in outcome reporting (e.g., in the ACRs, which focuses primarily on transfers as well as food and nutrition indicators).
47. The six integrated resilience approaches⁴⁹ mentioned in the resilience toolkit are reflected in the CSP. While SO2 and SO4 primarily concern the interventions, elements are also mainstreamed under SO1 and SO5. This reflects the previously mentioned “tendency towards siloed working” when it comes to resilience.⁵⁰
48. During the inception meetings, it was agreed with WFP that “self-reliance and resilience” are considered intermediate outcomes linked to the higher-level WFP outcomes of improved nutrition and FS indicators, which are not the primary focus of the DE. The overall intervention logic and how the WFP pathways link to self-reliance/ resilience are visualised in the self-reliance/resilience ToC, which was developed retroactively in line with Step 2 of the Design Support Tool.
49. The ToC and a detailed explanation are presented in see [Annex 10](#). In short, the retroactive ToC shows the four interventions (subject of this evaluation) included in the CSP 2018-2025. The main logic is that these interventions support beneficiaries in enhancing current livelihoods or starting new ones through asset creation and training (general and technical). Improved assets, financial services, and skills aim to boost production efficiency, reduce losses, and increase income, making household income sources more stable and sustainable, thereby increasing self-reliance/resilience. In addition, in the Karamoja region, WFP implements PRO-ACT aiming to strengthen the disaster risk

⁴⁸ “WFP refugee Self Resilience analysis Karamoja (2023)” and “WFP refugee Self Resilience analysis Refugees (2023)”

⁴⁹ Delivering basic services in fragile contexts, FFA Plus Convergence approach, Strengthening value chain and market systems, Developing human capital and livelihoods, and “Strengthening social protection systems”.

⁵⁰ This was also mentioned during the KII with the Karamoja Area Office (KAO).

management capacity of local institutions, which will reduce the vulnerability and/or impact of climate shocks. Since GEWE were mainstreamed in the CSP, it was put as a cross-cutting theme of the evaluation.

The interventions

As a thematic evaluation, and based on the ToR and inception meetings with WFP, the DE focused on four types of interventions across various SOs:

- **Asset Creation and Livelihoods (ACL) and small livelihoods:** Mainstreamed under SO2 and SO4 respectively. The interventions aim to create healthier natural environments, reduce the risks and impact of climate shocks, increase food productivity, and strengthen resilience to disasters over time. Since refugees are provided small plots, the small livelihood activities in settlements focused on providing inputs and training to increase the household level food production and HH income. To enhance social cohesion, host populations are also engaged. ACL for host populations (linked to NUSAF-DRDIP) and resident populations (Karamoja) focused on the rehabilitation of community (using a public works' modality) and individual LH assets as well as climate sensitive agricultural practices. More recently, ACL started to actively target refugees.⁵¹ Some concrete examples are the development of irrigation systems, rehabilitation of roads, establishment and repairs of water facilities, production of orange fleshed sweet potatoes, fisheries, vegetable gardening, rabbit and small animals breeding, and beehives. ACL covers 12 districts, and small LH activities cover all 13 settlements targeting refugees, host communities, and residents.
 - **Agriculture and Market Support (AMS):** Falling under SO4, these AMS aims to improve smallholder farmers' understanding of marketing and facilitate their access to the market. Post-harvest support aims to reduce losses by improving storage practices and conditions. This enables farmers to delay their sales to benefit from higher prices. Farmers are encouraged to organise themselves in farmer groups to enhance their negotiation power and sell in bulk to bigger customers for better prices. In addition, smallholder farmers were linked to the Karamoja Home-Grown School Feeding Programme (HGSFP), and encouraged to sell to WFP. Key activities included the establishment and strengthening of farmer groups and farmer organisations, training in good storage practices and marketing, and the promotion of hermetic grain storage equipment. AMS also supports youth to create or improve employment along the agriculture value chain, which helps to catalyse pro-smallholder farmer policies and programmes. AMS covers 10 districts, mainly targeting host communities and residents.
 - **Financial Inclusion:** Mainstreamed under SO1 but the intervention was extended to overlap with the other interventions. Aims to empower unbanked and underserved and vulnerable people, especially women, to meet their essential needs in local markets through digital financial inclusion initiatives. WFP cash-based programmes allow for financial inclusion by providing access to accounts and financial services to unbanked and underserved populations and their businesses. Concrete examples are financial literacy training and opening of bank accounts for beneficiaries to receive Cash Based Transfers (CBTs). Financial inclusion covers 13 settlements and 21 districts, targeting primarily women and refugees (CBT and Nutri-Cash beneficiaries).
 - **PRO-ACT:** Falls mainly under SO5, and aims to strengthen the GoU's disaster risk management in the Karamoja region to anticipate and respond to climate shocks. Contrary to the other interventions, PRO-ACT is complementary and focuses on reducing vulnerability to and the impact of climatic shocks. Some concrete examples are early warning systems and capacity strengthening of district local governments and communities in mitigation and early response. PRO-ACT cover all nine districts of Karamoja.
50. Regarding the harmonisation of interventions across locations, AMS and financial inclusion were largely standardised across the country. Most small LHs were also quite similar (e.g. small animal breeding or vegetable gardens, likely because of the limited options within the settlements). However, ACL covered a wider variety activities across districts and regions.

⁵¹ ACL targets 70% refugees and 30% host

51. **Scope of the evaluation:** in terms of interventions concerned, **the purpose of the evaluation is to assess the extent to which four types of interventions (AMS; ACL and small livelihoods; Financial inclusion, and PRO-ACT) contributed to self-reliance/ resilience.** This contribution mainly refers to the development of capacities that enable beneficiaries to cover their essential needs over a prolonged period of time (self-reliance), ideally being able to withstand normal shocks/ stressors (resilience). The evaluation focused both on the individual contributions of the interventions and the creation of synergy between them.
52. The four interventions are implemented in 13 settlements and 21 districts in the West-Nile, Southwest and Karamoja regions. As shown in [Table 1, Annex 16](#) WFP implements both directly and indirectly, using a broad range of governmental and non-governmental partners⁵².
53. Given its importance as part of WFP's global gender mandate, and reflected in Evaluation Questions 2.6; 2.7, and 2.9, **GEWE was included as cross-cutting theme in the restructured ToC and considered part of the evaluation subject and scope.** The CSP mentions as strategic change: "analysis-based innovative interventions to address gender inequalities and improve food and nutrition security". AMS was prioritised for systematic gender equality (and youth) mainstreaming as reflected in SO4: Smallholder farmers, especially women, in targeted areas have improved and resilient livelihoods by 2030. Women, as primary caretakers, were also targeted for small LHs, which are linked to Nutri-cash. Although not specifically mentioned in the CSP, women were prioritised for ACL activities in Karamoja.
54. **Scale of the interventions:** In terms of budget allocations and beneficiary numbers, the interventions are funded under various SOs (see above) of the CSP 2018-2025. It was therefore challenging for the ET to determine exact beneficiary numbers and budget figures. The WFP provided figures and breakdowns are provided in [Table 2](#) and [Table 3](#).

Note that the DE only covers 2020 to mid-2023. ACRs (2020-2022) indicate that resources in 2020 and 2021 were heavily skewed towards specific SOs, while others were left significantly underfunded. For example, in 2020, SO5 was funded at 232%, which supported WFP scale up capacity strengthening efforts. Should be noted as well benefited capacity strengthening as part of PRO-ACT. In 2021, although WFP's crisis response was funded at 93%; the timing of most of the contributions were skewed and not consistent with implementation timelines resulting in the financial reporting of 124% resources against the annual needs-based plan (due to a carryover of 36% of the total 2022 funding), which benefited all SOs. Detailed breakdowns in terms of funding and beneficiary numbers for the four interventions are provided in [Table 3](#) and in [Annex 17, Table 1, Fig.1, 2](#). A detailed overview of the locations and implementing partners per intervention is provided in [Annex 16, Table 1](#).

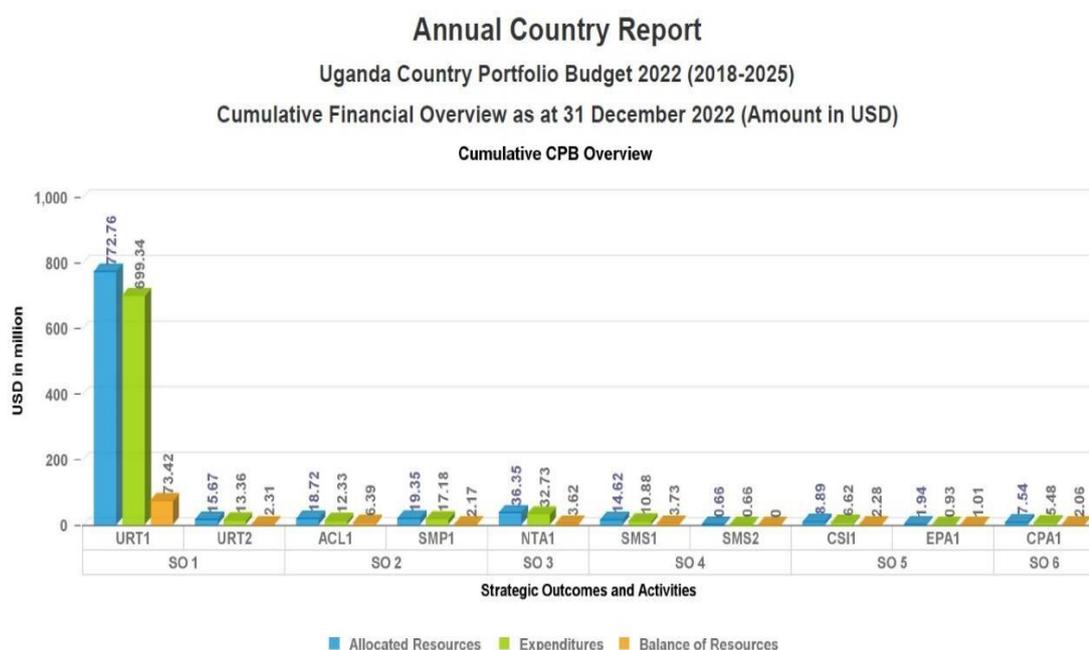
⁵² Some main partners are: UNHCR, WB, FAO, OPM, MAAIF, NARO and DLGs

Table 4. Beneficiaries⁵³ per intervention (not SO) for the last 3 years* ⁵⁴

Intervention	2020		2021		2022		mid-2023	
	Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved ⁵⁵
Asset Creation and Livelihoods	283,255	65,995	81,750	64,365	2,348	2,256	3,750	3,630
Small LHs in settlements	N/A	N/A	N/A	N/A	13,500	10,062	13,742	15,102
Agricultural market systems	22,500	16,550	25,500	15,740	30,335	32,085	42,824	5,614
Financial literacy/ inclusion	N/A	N/A	141,010	110,766	120,920	116,390	120,920	86,459
PRO-ACT								
Government capacity building	12	12	126	366	126	256	153	0
Early warning system - blanket coverage		1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Total	305,767	1,282,557	1,448,386	1,391,237	1,367,229	1,361,049	1,381,389	1,310,805

55. In terms of the budget allocations, the bulk of WFP’s resources and beneficiary numbers are directed towards emergency assistance to refugees in 13 settlements across Uganda. Since this concerns CBTs for 1.6 million refugees, the SO1 budget dwarfs those of SO2, SO4 and SO5, which cover the interventions, see [Fig.1](#) and in [Annex 17](#).

Figure 4. Cumulative portfolio budget 2022 (ACR, 2022)



⁵³ Note sex disaggregated data are not available

⁵⁴ Note that the underachievement is mainly due to funding availability

⁵⁵ Achievements till mid/ July 2023

Pre-Existing Evaluations/Assessments relevant to this evaluation

56. WFP's long-established presence in Uganda is reflected in numerous assessments provided for ET desk review. The ET reviewed the three-pronged approach (3PA), including Integrated Context Analyses; Seasonal Livelihoods Planning (Adjumani; Isingiro; Madiokolo; Kyegegwa; Yumble) and Community-based Participatory Planning for seven refugee hosting districts. In addition, detailed studies were conducted on the Karamoja context and gender-protection and inclusion issues.⁵⁶ Particularly relevant are two self-reliance analyses (on refugees; Karamoja) and "The Realities of Self-reliance within the Ugandan Refugee Context" from U-learn; all conducted in early 2023. A detailed bibliography is provided in [Annex 19](#).
57. Table 1 in [Annex 15](#) provides an overview of the most relevant studies/ assessment, key recommendations and to what extent they were followed up by WFP. Overall, recommendations from Karamoja specific assessments in terms of strengthening and diversifying agricultural livelihoods (e.g. fish farming; beekeeping) were adequately followed up. However, only recently efforts were made to explore off-farm or non-agricultural LHs. The recommended "partnering to develop more holistic assistance approaches" is an improvement area. Gender and inclusion specific recommendations were followed in terms of prioritising women as beneficiaries, but less for PWDs. Moreover, limited efforts were made to better capture the effectiveness of the inclusion or (gender) changes that occurred.

Evaluability assessment

58. The main challenge observed by the ET is that "self-reliance and resilience" are thematic areas under development within WFP. While gender was included in WFP's global standard reporting via gender disaggregated reporting and the "progress towards gender equality" indicators, no specific self-reliance or resilience outcome indicators are yet part of WFP's global reporting system⁵⁷. From the ACRs, comprehensive data is available for these outcome indicators, as well as standardised output indicators, including the interventions (see [Annex 17](#)).
59. An overview of the data availability and reliability of the four interventions (in terms of needs assessment/ approach; baseline-endline; M&E data, and partner reports) as well as available data/documentation for self-reliance/ resilience and gender is provided in [Annex 15](#).
- Key observations are:
- **ACL - small LH:** the available data is not very systematic and comprehensive, lacking LH objectives (for small LHs) as well as systematic baseline-endline comparisons.
 - **AMS:** the available data is overall systematic and comprehensive, including baseline-endline comparison, although mainly reporting on standard WFP indicators.
 - **Financial inclusion:** comprehensive monitoring data is available, although baseline data is not consistently available for all areas of intervention, although few questions about "changes" were included in the endline, which makes it harder to determine the contribution of the interventions (in absence of a comprehensive baseline).
 - **PRO-ACT:** comprehensive data is available because of frequent and detailed donor reporting requirements.
 - **Self-reliance/ resilience:** policies and detailed context analyses are available, but in absence of a comprehensive self-reliance/ resilience framework, indicators related self-reliance/ resilience (e.g. ECMEN; resilience capacity indicator) were not systematically integrated in the HH data collection.
 - **Gender:** as elaborated upon above, concrete steps were taken to adequately mainstream gender in the CSP design reflected in the ACR reporting (disaggregated; gender equality contribution). AMS was used as pilot for improved gender mainstreaming and impact, but used the same standard WFP outcome indicators. For the other interventions, while theoretical barriers and practical barriers for

⁵⁶ WFP (2021): Gender context analysis 2021; Karamoja; WFP (2020): An analysis of the relationship between gender, disability and nutrition outcomes in Karamoja; Gender transformative approach to programming: AMS

⁵⁷ Per WFP feedback, the Resilience Capacity Score (RCS) was included from ACR 2023 onwards.

engaging in LHs were identified, there is limited availability of gender-disaggregated data about the effectiveness and contributions to self-reliance/ resilience.

Evaluation scope

60. The final scope of the evaluation is summarised in [Table 5](#).

Table 5. Evaluation scope

Scope aspect	Approved inception report
Timeframe	2020 till mid 2023
Geographic targeting	21 districts: 9 resident districts in Karamoja and 12 refugee hosting districts in West-Nile and Southwest Uganda
Programme components	<ul style="list-style-type: none"> - AMS - ACL – small LHs - Financial inclusion - PRO-ACT - GEWE mainstreaming
Cooperating partners	Implementing partners in the 21 districts and 13 settlements
Target groups	Same as ToR. In addition, to the extent possible, beneficiaries of all four interventions were included, both at HH (direct-indirect) and institutional levels, e.g., district local governments for PRO-ACT.

61. As explained above, the scope of the evaluation was limited to the contribution of the interventions toward self-reliance/ resilience and did not consider if and how any changes affected FS and nutrition indicators (the overall objective of the WFP Uganda CSP). Although “access to basic services” is not a focus area of the CSP, and CBTs were excluded in the ToR, basic information was nevertheless collected about these topics to allow for a more detailed disaggregation and triangulation of the survey findings. For example, high costs for medical services or education will reduce the effectiveness of the interventions.

1.4. EVALUATION METHODOLOGY, LIMITATIONS AND ETHICAL CONSIDERATIONS

62. The evaluation focused on four OECD⁵⁸ criteria, namely Relevance, Effectiveness, Efficiency and Sustainability. As explained in [section 1.3](#), the focus of the evaluation was on the contribution of the four interventions toward self-reliance/ resilience as an intermediate outcome (Effectiveness). Per the Inception Report (IR), the ET concluded that some aspects of Relevance, especially alignment to government development plans and technical policies, were already well covered.

63. These considerations resulted in a larger number of evaluation questions for Effectiveness and a focus on the contribution of interventions’ outputs to the intermediate outcome of “self-reliance/ resilience” (see [Table 6](#) Evaluation questions below). The Relevance evaluation questions focus more on Coherence, which is more intervention-specific, and was covered less. The evaluation questions were broken down into detailed sub-questions (see the evaluation matrix in [Annex 6](#)).

64. The ET used a mixed-methods evaluation approach, including both quantitative and qualitative primary data collection strategies. Given the thematic nature of the DE, the ET conducted an extensive desk review of WFP policies and internal M&E documentation as well as secondary monitoring data. The ET concluded that WFP already conducted extensive data collection, especially

⁵⁸ Organisation for Economic Co-operation and Development DAC Network on Development Evaluation

quantitative, as part of its internal M&E activities. Therefore, the ET allocated additional resources to qualitative components.

65. The evaluation matrix ([Annex 6](#)) summarises how the ET answered the evaluation questions via extensive desk review as well as primary data collection from multiple internal and external stakeholders, using both quantitative and qualitative data collection tools (see [Annex 7](#)).

Table 6. Evaluation questions

<p>1. Relevance: To what extent are the interventions relevant, appropriate and coherent with population needs and national policies?</p> <p>1.1 To what extent were the interventions informed by relevant programmatic needs, analyses and evidence?</p> <p>1.2 How appropriate are the interventions' targeting and coverage in meeting the objectives of Promoting Self-Reliance with Livelihood and Resilience?</p> <p>1.3 To what extent did the design of the intervention consider WFP's comparative advantage, and is it coherent with national policies and strategies, and other similar UN efforts?</p> <p>1.4 To what extent have interventions been leveraging and adapting to programmatic approaches?</p> <p>1.5 What were the factors that enhanced or hindered a quality design of the intervention?</p>
<p>2. Effectiveness: To what extent has the intervention contributed to changes within wider food security?</p> <p>2.1 What effects, positive or negative, intended or unintended, have resulted on local food systems?</p> <p>2.2 To what extents have tools and systems been effective?</p> <p>2.3 To what extent has WFP partnered with others to contribute to similar objectives?</p> <p>2.4 What other opportunities can WFP seize, esp. related to its comparative advantage, to strengthen results?</p> <p>2.5 How equitable are benefits achieved across and within different groups?</p> <p>2.6. Are there any differential effects on gender equality and women empowerment, and inclusion of the youth, vulnerable and marginalized groups?</p> <p>2.7 To what extent has WFP ensured consideration of protection; accountability to affected populations; gender equality; women's empowerment; environmental protection; adherence to humanitarian principles?</p> <p>2.8 What factors, internal to WFP or external, have influenced performance and results?</p> <p>2.9 To which extent have interventions contributing to resilient livelihoods strengthened the capacities of the different target categories of beneficiaries and stakeholders?</p>
<p>3. To what extent was WFP efficient in resource mobilization and use?</p> <p>3.1 Has WFP ensured the timeliness of implementation of planned processes and results?</p> <p>3.2 To what extent has WFP used a monitoring and evaluation system ensuring reliable, valid and timely programmatic decisions during the intervention?</p> <p>3.3 To what extent were targeting and coverage standards implemented efficiently?</p> <p>3.4 How have WFP procurement units ensured efficient collaborations and partnerships with programme units and external stakeholders?</p>
<p>4. Sustainability: What is the likelihood that processes and results are sustainable?</p> <p>4.1 Are the intervention processes and results likely to be sustainable?</p> <p>4.2 To what extent has the intervention included a mechanism that used national and local capacities for sustaining results?</p>

5.Learning: what worked well, what did not and why; unexpected circumstances or developments; and what could be changed next time for better results.

5.1 Which lessons learnt were identified by the stakeholders or derived from the desk review?

5.2 Which best practices and recommendations were identified by the stakeholders?

Gender, equity and inclusion

66. While gender, equity and inclusion are specifically mentioned in evaluation questions 2.5-2.6-2.7, these cross-cutting themes were addressed via sub-questions under all four OECD criteria.
67. GEWE considerations were mainstreamed throughout the evaluation, from gender-sensitive planning and data collection to the recruitment of female ET members and female enumerators, development of gender-sensitive data collection tools and training, quantitative results were disaggregated by gender, and gender differences / similarities in beneficiaries' perspectives and needs were noted in qualitative findings.
68. The evaluation methodology was designed to enable GEWE considerations through the measurement of achievement of indicator targets and programme objectives from a gender-disaggregated approach and consideration of how gender influenced the programme's implementation and results. The evaluation design further considered the programme's context in relation to gender, as well as the participation and representation of men and women in the implementation, decision-making, and resource allocation of the programme. Where applicable, differences in reported experiences of men and women beneficiaries and stakeholders were noted.

Data collection

69. During the inception period, the ET prepared an evaluation matrix linking the evaluation sub questions to the information sources and data collection methods ([Annex 6](#)). Data collection included an extensive desk review of project documents and secondary sources, a comprehensive community-level HH survey, KIIs and Focus Group Discussions (FGDs) with stakeholders and beneficiaries, and mini case studies. The combination approaches were needed to: 1) accommodate data collection from the different types of stakeholders; 2) triangulate the findings; and 3) optimise accountability and learning objectives.
70. **Desk review:** Since WFP conducted comprehensive monitoring and evaluation activities of most activities, a significant part of the evaluation was covered by desk review and triangulation of primary data collected by the ET and secondary data collected by WFP and partners.
71. **Quantitative data collection:** The ET used a quantitative survey to provide statistically relevant findings on the perspective of community members in 21 districts across Uganda targeted by WFP with the interventions. A HH survey at community level was conducted, assuming that a large part of the population would be direct or indirect beneficiaries, because the interventions included rehabilitations of community assets and public works, which benefited the wider community. Including the opinions of indirect beneficiaries provided additional perspectives and opportunities for triangulation.
72. Data collection tools were digitised in Kobo and data was collected in person by well-trained enumerators or ET staff. A total of 31 field-based enumerators were deployed after a five-day training (11-15,12,2023) in Kampala. Female enumerators were assigned to interview female respondents.
73. The survey complemented previous data collection (e.g., FS and nutrition indicators reporting and AMS surveys) and filled a gap in data for the overall levels of self-reliance (e.g., ECMEN⁵⁹) and resilience, such as the Resilience Capacity Score (RCS), in targeted populations. The evaluation used the same survey to collect nationwide data about all groups of interventions and their contribution to self-reliance/ resilience.

⁵⁹ Economic Capacity to Meet Essential Needs.

74. **Sampling approach:** The sampling population comprised community members (direct and indirect beneficiaries) in 21 districts in three regions, in which one or more interventions were conducted. In line with WFP Uganda country set-up, the evaluation used regions as strata, ensuring regional representativeness of the data collection. The sample size was pre-determined at 400 per region. In West-Nile and Southwest, a distinction was made between host communities and refugee settlements. From each group, two or three districts/settlements were, based on the prevalence of the four interventions and WFP's inputs. Given the similarity of the small LHs, matching host districts and settlements were selected to enhance the comparability of the findings. In total, five out of 13 (38%) of the settlements and seven out of 21 (33%) implementation districts were included, as summarised in [Annex 5](#). Final respondents were randomly selected from HH lists provided by local community leaders⁶⁰.
75. **District selection for the primary data collection.** Karamoja region is the most comprehensively covered, followed by Southwest and West-Nile. Settlements were comprehensively covered across the Southwest and West-Nile regions, in terms of small LHs and financial inclusion. The targeting of host communities, especially in West-Nile, is less comprehensive for both AMS and ACL. The household listing process was instrumental in developing the sampling frame, facilitating the identification and selection of households representing the target population. The ET contacted Local Council leaders and requested they provide a list of current residents who had participated in the WFP interventions, from which the required number of respondents was selected. See [Annex 5](#) for details on survey coverage and survey topics.
76. **Clusters:** Villages listed in the National Single Registry (NSR) were used as clusters. The clusters were randomly selected from the villages targeted by WFP, excluding certain remote locations to enhance the efficiency of the field data collection. The number of clusters per district was determined by allocated sample size and local context. No comprehensive population figures were available to enable the ET to make a pro rata allocation of the clusters in advance. Since most villages were small, and to avoid surveying multiple members of the same groups, an indicative number of five surveys per cluster was applied. Per WFP suggestion, village leaders were contacted and requested to provide a list of current residents, from which the required number of respondents was selected. See [Annex 5](#) for details.
77. **Qualitative data collection** was used to collect data from a range of internal and external stakeholders. Methods used were KIIs, FGDs, and mini case studies. As evidenced in the evaluation matrix, qualitative tools were especially used for OECD/DAC criteria (Efficiency and Sustainability) that are harder to measure with quantitative tools. Besides indirect beneficiaries, the ET distinguished seven groups of stakeholders based on expected differences in knowledge about the evaluation subject: WFP (internal); donors; governmental agencies (at national, regional, district, and settlement levels); UN agencies; NGOs (e.g., Cooperating Partners; universities); the private sector; and community members.
78. The ET selected participants for qualitative data collection as follows:
- Purposive selection of most relevant key informants based on desk review and WFP inputs, covering all four interventions at national level and/or in districts selected for data collection.
 - Purposive selection of locations (one district per region; villages in which HH surveys were conducted) for FGDs with beneficiaries, although final participants were randomly selected on a voluntary basis.
 - Purposive selection of beneficiaries for success stories or mini case studies.
79. Since qualitative data was collected from key stakeholders, such as government agencies, general capacity-strengthening in support of the interventions was also considered. The reason for this is twofold: capacity-strengthening is an essential component for enhancing sustainability, and partnership strengthening is a specific focus area of WFP under SDG 17. Similarly, GEWE as a strategic global cross-cutting objective of WFP as well as AAP and protection were included in the

⁶⁰ This method was suggested by WFP due to regular movements of people.

evaluation. Besides their importance with regards to respecting humanitarian principles, respondents often provide different or more critical feedback to an external evaluator.

80. **Fieldwork.** Data collection began in October 2023 with KIIs with WFP CO staff. Field data collection took place from 18 December 2023 to 22 February 2024 in Karamoja, West-Nile, and Southwest respectively, with some data collection conducted in Kampala.
81. In total, the ET conducted 57 KIIs, 18 FGDs, and eight mini case studies. FGDs for women groups had 100% of women while the rest of the FGDs (Village Development Committees, Farmer Groups, and Refugee Welfare Council) were a mix of men and women. FGDs had around ten participants of whom 70% were women. Planned and actual qualitative data collection is provided in [Table 3, Annex 5](#).
82. Of the case studies collected, 75% were with women to provide practical examples of the interventions' effectiveness in changing lives in Uganda and GEWE objectives.

Data Analysis

83. During data collection, data was uploaded daily onto a secure server. ET members conducted data quality monitoring activities daily using established data quality checklists.
84. For qualitative data, detailed field notes and other observations were recorded during and after each KII or FGD. Prior to the data collection, a codebook was developed for qualitative data analysis to highlight key themes and sub-themes in the transcripts. Thereafter, the outputs were organised by individual, group, and code. Atlas.ti software was used for qualitative data management and analysis.
85. Quantitative data was analysed using SPSS to generate descriptive statistics disaggregated by location, population group, and gender. Quantitative and qualitative results were triangulated to give a broader understanding of the evaluation findings and strengthen the validity of the findings. ECMEN and the resilience capacity score (RCS) were calculated per WFP guidelines.

Ethical Considerations and Safeguards

86. The evaluation conformed to the 2020 United Nations Evaluation Group (UNEG) Ethical Guidelines. Accordingly, the ET safeguarded respondents and enumerators alike and ensured that ethical procedures were followed at all stages of the evaluation cycle. This included ensuring informed consent; protecting privacy, confidentiality, and anonymity of participants; ensuring cultural sensitivity; respecting the autonomy of participants; ensuring fair recruitment of participants (including women and socially excluded groups); and ensuring that the evaluation resulted in no harm to participants or communities. All evaluation participants, including beneficiaries, project partners and stakeholders, provided informed consent and were aware that their participation was voluntary and confidential. No personal details, except for demographic details, were collected unless with explicit consent. All respondents were provided with information to report concerns or ask questions.
87. i-APS conducted due diligence on and vetted all ET members, consistent with UN security lists and excluded persons lists, using its internal compliance staff and Visual Compliance online database. i-APS confirms there are no conflicts of interests for any ET members and that none is or has been affiliated with the project being evaluated.
88. Personal identifying information of respondents was not recorded as part of the survey. Any specific household identification obtained in the selecting households survey was destroyed after household data was recorded. Electronic data were stored in a secured Google Drive with permissions limited to the Team Leader, i-APS Data Analysis Unit, and other team members involved analysis. Spreadsheets were password-locked to ensure that data could not be manipulated. See [Annex 5](#) for details.

Limitations and Mitigation Measures

89. Seven main limitations were identified:
 - Self-reliance and resilience concepts: WFP policy development is ongoing for both self-reliance and resilience, resulting in different versions of the WFP resilience toolkit. WFP CO Uganda

efforts to integrate resilience components in the CSP derived from the toolkit testing version July 2021, which advocates the strengthening of four resilience capacities: anticipatory, absorptive, adaptive, and transformative capacity. However, the strengthening of these capacities has a less prominent place in the revised version of January 2022. Moreover, the Resilience Capacity Score (RCS) was mainly designed for climate-related shocks, making it more suited for Karamoja. The focus for refugees is instead on self-reliance.

- The absence of baseline information for self-reliance/ resilience indicators resulted in a higher reliance on proxy indicators, such as self-reported improvements among respondents, which implies a risk of respondent bias. This was mitigated by the use of a quantitative survey based on statistical principles, which should give a reliable indication of the contribution to self-reliance.
- Sample size: 1,201 surveys in total. A fixed sample size of 400 surveys per region was used. However, using a cluster sampling approach, and partially purposeful selection, would normally require a larger sample size to compensate for the design factor. This was not possible due to financial and time constraints of the evaluation, and was mitigated by acknowledging that the findings are not statistically valid endline values.
- Limited beneficiary information: No comprehensive beneficiary database was provided, nor any population figures for the targeted villages, which created challenges for the sampling, e.g. a pro rata allocation. This was partially mitigated by obtaining ad hoc population lists from community leaders to enable list-based sampling.
- Location issues: Villages listed in the WFP standardised list⁶¹ were used as clusters. However, it was challenging to identify the exact WFP implementation locations in the NSR as well as some refugee settlements in West-Nile. This was mitigated by a manual cross-check of the list and coordination with Area Offices (AO) and local authorities.
- Absence of coverage information: The survey was conducted at the community level, based on the assumption that a large part of the population would be direct or indirect beneficiaries. Although the clusters were selected from a list of implementation locations, no information (in lieu of population figures) was available about the extent of coverage of the various activities, e.g., the percentage of community members who were AMS beneficiaries in a village. This was mitigated by increasing the number of clusters.
- Quantitative survey: While the evaluation aimed to analyse the impact of each intervention on different beneficiary groups, the survey design made it challenging to completely separate the results. This made it difficult to say for certain how much each intervention contributed to self-reliance and resilience, or exactly how well these goals were achieved by different beneficiary groups. The evaluation findings include key findings deemed reliable after data analysis.

90. **Data challenges and gaps:** During the inception phase, there were three main data challenges related to the evaluation subject:

- Self-reliance and resilience: not systematically included in the data collection as these are not currently part of WFP global standard reporting. This was mitigated by using draft WFP tools and indicators (ECMEN; RCS) as proxy indicators to measure these outcome aspects.
- Resilience: ideally measured by comparing the self-reliance before and after a shock to determine a HH's capacity to bounce back. In practice this is difficult, as some shocks occur suddenly. This was mitigated by self-reported shock occurrences, and by using the resilience capacity indicator as proxy indicator.
- Operational context: given the different operational contexts and target groups in Uganda, it is useful to learn if and how specific "external" factors such as access to basic services affected the effectiveness of the interventions. For example, during the AMS end line, it was observed that

⁶¹ Adapted from the Uganda Bureau of Statistics (UBOS) available and accessible lists of Uganda geographical clusters. UBOS is the official governmental agency responsible for coordinating, monitoring and supervising the National Statistical System..

most loans were used for consumption spending. However, there was no further analysis regarding the type of expenses (e.g. medical), which might provide insight on underlying needs such as health services. The ET utilized theoretical models, the WFP resilience toolkit, and prior WFP studies (e.g. self-reliance contextual analyses) to determine relevant contextual factors of self-reliance.

2. Evaluation findings

91. The evaluation findings are grouped according to themes under the key evaluation criteria of relevance, effectiveness, efficiency, and sustainability. The ET developed the themes by grouping EQ sub-questions related to similar topics to enhance the accessibility of the findings and avoid duplication. **Table 7** provides a cross-walking of the evaluation sub-questions found in the evaluation matrix (see [Annex 6](#)) and the associated theme.

Table 7. Guide to EQ sub-questions' coverage

Evaluation Question	Key Themes	Relevant Sub-Qs
EQ01: Relevance <i>(appropriateness, coherence)</i>	Strategic alignment	1.1; 1.3
	Thematic alignment (self-reliance/ resilience)	1.3
	Programmatic alignment	1.4; 1.5
	Partners - Coordination	1.3; 2.3
EQ02: Effectiveness	Effects on local food systems	2.1
	Comparative advantage and opportunities	1.3; 2.4
	Equity and Inclusion (excl. gender)	2.5; 2.6
	Gender and GEWE	2.5; 2.6
	Cross-cutting issues	2.7
	Intervening factors	2.8; 1.5
	Beneficiary capacity strengthening	2.9
	Self-reliance/ resilience contributions	2.9
EQ03: Efficiency	Timeliness of implementation	3.1
	System effectiveness and efficiency	2.2; 3.2
	Targeting and coverage	1.2; 3.3
	Procurement unit collaboration	3.4
EQ04: Sustainability	Sustainability of the interventions	4.1
	Local capacity use and strengthening	4.2; 2.9

EQ 1. RELEVANCE

2.1.1 Strategic alignment

92. **Key finding 1:** WFP's CSP and the four interventions are well aligned to GoU's general and technical development policies, though WFP direct involvement in policy development is limited due to its operational mandate.

GoU policies alignment

93. General development policies and priorities of the Government of Uganda are reflected in Uganda Vision 2040⁶², a plan to strengthen the fundamentals of the economy to harness the abundant opportunities around the country. Technical areas (e.g. climate change; gender; refugees) are detailed further in specific technical development policies (see examples in [section 1.2](#)). Uganda's NDP II⁶³ included a "Settlement Transformation Agenda" for refugee hosting districts, which focused on the needs of both refugees and host communities. Although the PDM model ([section 1.2](#)), was already introduced in 2019 as part of NDP III⁶⁴, its practical adoption only started at the end of evaluation period. **WFP CSP and the interventions align to the seven pillars of the PDM model, most directly to pillar 1) "Production, Storage, Processing, and Marketing" and pillar 3) "Financial Inclusion."**
94. Since WFP mainly implements through governmental agencies, it follows that the interventions are coherent with government priorities, e.g., agro-processing, disaster risk management, financial inclusion, mindset change. A District Level Government informant stated that WFP filled gaps for unfunded government priorities, such as PHM. Note that only Ugandan nationals are entitled to technical and financial governmental assistance link to the PDM model, such as village funds and agricultural extension services. Moreover, the PDM model envisions implementation (and coordination) at the parish level, while the interventions during the evaluation period were mainly conducted at the district (and sub-county) level.
95. **Although WFP's interventions are strategically aligned to GoU policies and mostly implemented using GoU counterparts and systems, WFP's formal engagement in policy development is limited** (e.g. RE-HOPE; DRDIP; NUSAF), as confirmed by UNHCR and WB. WFP does not carry the mandate for refugee registration or agriculture, meaning it is not the official counterpart of OPM or MAAIF, which limits channels of formal cooperation. While WFP has the most field implementation capacity, it often does not have formalised partnerships with key government (e.g. OPM; MAAIF) or UN agencies (e.g. WB). Moreover, MAAIF stated that WFP has limitations on funding priorities, and government interests might be in areas that WFP is not mandated to fund.

Needs assessments

96. **The ET considers national policies as guiding for programmatic needs. WFP used GoU policies and recommendations from earlier studies, and conducted additional assessments to inform the interventions.**
97. WFP actively used multiple studies conducted in the past, and followed up the recommendations made. An overview is provided in [Table 4](#) in [section 1.3](#).
98. Most stakeholders referred to one or more studies previously conducted, such as Community Based Participatory Planning (CBPP), pilot testing of financial literacy courses, and general vulnerability and needs assessments. WFP also encouraged the use of its 3PA tools as national planning tools for resilience building. WFP conducted integrated Context Analyses; Seasonal Livelihoods Planning (in Adjumani, Isingiro, Madi Okolo, Kyegegwa, Yumbe); and Community-based Participatory Planning for seven refugee hosting districts. WFP made clear efforts to understand local contextual nuances

⁶² www.npa.go.ug/uganda-vision-2040.

⁶³ <http://library.health.go.ug/monitoring-and-evaluation/work-plans/second-national-development-plan-ndpii-2015/16-2019/20>.

⁶⁴ <http://library.health.go.ug/sites/default/files/resources/Third%20National%20Development%20Plan%20III%2C%202020-21-2024-25.pdf>.

by conducting detailed studies on the Karamoja context, gender, and inclusion issues.⁶⁵ The recent “Karamoja” and “refugees” self-reliance analyses (2023) are good examples.

99. Although multiple needs’ assessments were made, the design of the interventions was standardised for most interventions (AMS; Financial literacy and PRO-ACT). For ACL, primarily in Karamoja, the design was partly informed by community inputs and preferences, such as OFSP and mushroom, and partly by recommendations from earlier studies (fish, beekeeping). Although small LH activities were specifically targeting woman-headed households, the selection of LH activities was largely standardised and partly determined by the CPs. **While vulnerable groups (like women, PWDs, and refugees) were actively included, the interventions were not specifically designed to accommodate their needs, preferences, capacities or structural barriers** (see also [section 2.2.3](#) and [2.2.4](#)).

Intervention specific findings

100. **AMS:** Post-harvest management activities were recognised as a priority in the NDP III, with smallholder farmers losing up to 30% of their production after harvest because of pests, moisture, and mould according to the WFP CSP 2018-2025. Furthermore, there is no strategic grain reserve, and most farmers sell their produce individually at harvest, when prices are lowest. Eighty percent of food is sold in informal markets, where food safety standards are difficult to enforce. Agriculture Storage and Post-harvest handling Infrastructure (Silos, Cold rooms and Dryers)” was therefore included in the NDP III as one of twelve core agro-industrialisation project ideas to spur productivity and economic growth.
101. **ACL and small LH:** Both activities align well with the NDP III and the PDM model, which consider agriculture and agro-industrialisation as growth sectors, and the GoU’s focus on self-reliance. Desk review and stakeholder feedback confirmed that ACL and small LH activities focused primarily on vegetable cultivation and small animal breeding. ACL also followed up on IGAD’s recommendations of fish farming and beekeeping, but not on pastoralism.
102. **Financial inclusion:** Aligns with the Ugandan National Financial Inclusion strategy⁶⁶, endorsed at the time of the CSP development, and is one of the seven pillars of the PDM model. Per the Participatory Poverty Assessment (2002), referred to in the Uganda Gender Policy 2007⁶⁷: “women’s inadequate control over livelihood assets such as land, labour, skills and information, networks, technology, and financial capital remains one of the root causes of poverty”. During the implementation, WFP confirmed the barriers previously identified for women, refugees and youth in the National Financial Inclusion Strategy. Examples are: “Know Your Customer” and collateral requirements as well as the digital gap encountered by women⁶⁸.
103. **PRO-ACT:** Uganda is highly vulnerable to climate change. Government priorities are reflected in the Uganda National Climate Change Policy, and a dedicated chapter on climate change, “Natural resources, environment, climate change, land and water management”, was included in the NDPIII.

2.1.2 Thematic alignment (self-reliance/ resilience)

104. **Key finding 2:** WFP’s focus on self-reliance aligns with GoU priorities, the United Nations Common Country Analysis 2022 for Uganda, and WFP global changing lives agenda, and is highly relevant given the protracted refugee situation in Uganda. At the same time, there is no commonly agreed self-reliance framework and indicators to guide, coordinate and measure assistance efforts. While the joint WFP-UNHCR policy⁶⁹ acknowledges self-reliance for refugee situations, WFP’s global policy focus is on resilience.

⁶⁵ WFP (2021): Gender Context Analysis Uganda: Karamoja.

⁶⁶ Bank of Uganda and Ministry of Finance, Planning and Economic Development (2017): National Financial Inclusion strategy 2017-2022.

⁶⁷ Government of Uganda (2007): Uganda Gender Policy.

⁶⁸ Women are less likely to own a mobile phone, be active users of mobile money, have an account at a financial institution, save or borrow money, and understand financial services.

⁶⁹ WFP-UNHCR (2020): Joint Strategy for Enhancing Self-Reliance in Food Security and Nutrition in Protracted Refugee Situations.

105. **Self-reliance is a shared goal of both GoU and WFP, in collaboration with UNCHR and other partners.** This focus on self-reliance makes sense given that survey findings show an estimated 75% of refugees have been in Uganda and receiving assistance for over 5 years, demonstrating the need for sustainable solutions. ([Annex 13](#)). **The Ugandan government priorities self-reliance as a top goal in providing refugees with land to grow their own food instead of providing food or cash assistance.** Recent cuts in funding further confirmed the emphasis on self-reliance, in which a government informant shared that assistance cuts were the reason WFP is weaning refugees off food support. MGLSD stated that the ministry is developing a tool to measure the linkage between self-resilience and resilience that could be adapted by all partners.
106. Both the NDP III and WFP self-reliance analyses (Karamoja and refugees) emphasise the importance of investments in the private sector and the non-farm rural sector. This emphasis was further confirmed in the OXFORD RCS paper⁷⁰, which advised that “agriculture should be promoted alongside a range of other pathways to self-reliance”. An OPM staff from West-Nile agreed: “Self-reliance should not only be viewed as on-farm-strategies. Land is not expanding, yet populations are.”
107. WFP’s emphasis on self-reliance/ resilience has only recently gained traction at both the CO and global levels. **WFP is currently working to develop a common definition and mainstreaming of corresponding outcome indicators** (see evaluation subject [section 1.3](#)). This was confirmed by multiple stakeholders referencing the transition strategy and comprehensive self-reliance models developed in late 2023, both of which are currently under discussion. An overview of data availability and reliability for the four interventions is provided in [Annex 15](#). The extent to which available evidence was collected by WFPs M&E system is elaborated in [section 2.3.2](#).
108. The UN Common Country Analysis (UNCCA) 2022 for Uganda, considers building resilience and capacity for disaster preparedness and response as specific short- and medium-term objectives.⁷¹ However, despite consistent emphasis on self-reliance/ resilience by all stakeholders (WFP; GoU; UN agencies and NGOs), **there is no agreed self-reliance/ resilience framework for Uganda or any consistent use of any existing resilience framework.** The PDM model offers a potential theoretical framework and approach, but its practical application and evidence is limited.
109. In the context of WFP’s existing mandate, it is notable that while WFP is a key agency for the transition strategy toward self-reliance models, it is not part of established transition initiatives⁷² that seek to transition from humanitarian to development-centred assistance and address the long-term needs of host and refugee communities.

2.1.3 Programmatic alignment

110. **Key finding 3: The interventions are strongly aligned with WFP’s global areas of expertise, and used proven WFP approaches and technical guidelines. The planned “food systems” approach, however, did not fully materialise due to limited geographical consolidation of WFP interventions and/or a lack of strategic partnerships to address production and processing needs.**
111. The four groups of interventions were a logistical follow-on of WFP’s crisis response activities, and used previously tested modalities (such as FFA, EWS, HH food production and marketing activities) to move away from humanitarian assistance. According to the CSP and stakeholders, WFP adopted a broader “food systems approach, to support the shift to “changing lives”, which aligns well with established GoU policies. This is evidenced by the fact that the NDP III pillar 1 “Production, Storage, Processing, and Marketing” of the PDM model advocates for a broader value chain approach. The AMS intervention was the main activity to taking the lead on this shift, given it had the largest budget, beneficiary numbers, and coverage (see [Table 5](#)).⁷³

⁷⁰ OXFORD RCS (2019): Uganda’s Self-Reliance Model: Does it Work?

⁷¹ UN Country team (2022): United Nations Common Country Analysis.

⁷² For example, PROSPECTS is a four-year partnership (2019–2023), bringing together the International Finance Corporation (IFC), ILO, UNHCR, UNICEF and WB.

⁷³ This section in no way suggest that AMS is at fault, but stakeholders referred to AMS likely because it is the most present

112. Per the CSP, WFP planned to achieve a “food systems” approach via geographical consolidation of multiple WFP interventions, and strategic partnerships. While, geographical consolidation (see also [section 2.3.3](#) “coverage”) was partly achieved for the school-feeding in Karamoja, **most ACL activities (e.g. irrigation and fishing), are not linked to AMS, nor did they evidence a systematic, value chain-based approach.** Further, strategic partnerships (e.g. with FAO as foreseen in the CSP), were limited according to FAO, and the WFP key informants interviewed did not reference them.
113. While AMS was redesigned during CSP implementation based on key lessons learnt, it remained limited to post-harvest management of dry cereals. This is in contrast to the fact that prior findings from the PHM adoption barrier analysis had recommended a broader focus. For example, the ET found was that adoption rates were lower for subsistence farmers/ small volume producers (most refugees would fall in this category), compared to higher volume, more commercially oriented farmers⁷⁴. Most stakeholders did not understand why WFP limited its focus to PHM and marketing and did not include production, input, or processing activities. For example, 46% (71 % female and 29% male) of the evaluation survey respondents across regions confirmed the availability of agricultural supplies as “limited”.

Intervention specific findings

114. **AMS:** Detailed findings are elaborated in the section above. Per remarks from WFP stakeholders, there is a growing consensus in WFP Uganda that the WFP self-reliance model “...rests on the wrongful assumption that the key barrier is an inability to sell surplus production, rather than an inability to produce surplus...”⁷⁵.
115. **ACL:** WFP staff were knowledgeable about the basic premise of ACL, as stated in WFP’s FFA policy, to support individual or community asset creation in support of LHs. While the 3PA approach was used across regions to develop community action plans, few ACL activities were implemented outside Karamoja. Moreover, LH assets and how they are affected by climate change were not systematically integrated into the design of ACL activities in refugee-hosting areas, as was done in Karamoja. As confirmed by survey findings, these areas are similarly affected by climate change and environmental/ land degradation.
116. In the hosting districts, ACL activities are linked to Labour-Intensive Public Works (LIPW) programmes, which do not fully align with the WFP FFA policy and changing lives agenda as they discourage Cash-for-Work activities. This type of ACL activities classifies more as social protection, as confirmed by the CSP and ACL approach paper: “ACL activities for host communities will build upon current government social protection programme (e.g. NUSAF/DRDIP) investments”.
117. ACL interventions in Karamoja were better aligned to the FFA policy, and achieved good results by focusing on LH assets that were designed jointly with the community. The projects were planned jointly through consultations, feasibility studies, beneficiary profiling, and testing different crop varieties. For example, the Orange Fleshed Sweet Potato was selected based on community inputs, and while mushrooms were not originally planned for, they were included based on the suggestion of local youth. Similarly, recent projects in Southwest focused more on LH assets, such as irrigation systems in Isingiro district to complement DRDIP efforts, and the Excel Hort Agribusiness Incubator (ECHAI) project⁷⁶.
118. **Small LH:** Align with the WFP-UNHCR joint policy (2016) and programmatic needs identified in the GoU Comprehensive Refugee Response Framework (CRRF) and RE-HOPE framework. The introduction of small LH activities was driven by pragmatism in the face of high refugee (food) needs, expected ration cuts, and the availability of plots, and linked to Nutri-cash rather than ACL. The implementation was similarly pragmatic, using existing (food and nutrition) CPs and prioritising

⁷⁴ The respondent selection was purposefully (50% adopters and 50% non-adopters). Hematic storage bags were less adopted by those with low quantities of agricultural produce (8%).

⁷⁵ WFP (2023): Transition Model Presentation CRRF-DPG.

⁷⁶ ECHAI is based on the F3A business incubation model, winner of a World Food Summit award in 2001, which has a successful track record in Uganda.

vulnerable women as beneficiaries with limited consideration for the sustainability of the intervention. **Various reports⁷⁷ concluded that the intervention design was not based on specific LH assessments or evidence, and lacks a clear LH and self-reliance approach.** Moreover, the viability of agriculture as a LH in settlements was doubted. One partner was also sceptical, stating that many models are being promoted, but they are not based on any background research to ensure their viability and sustainability.

119. **Financial inclusion:** Financial inclusion is not a standard WFP programmatic approach but followed naturally from the switch to CBTs (see [section 2.1.3](#)). Various WFP assessments, focusing on gender and protection, were conducted in support of this transition. WFP effectively leveraged the technical experience of the Bank of Uganda Curriculum and FRC's experience in adult literacy programming to build a simplified curriculum and conduct training.
120. **PRO-ACT:** PRO-ACT is a designated EU funding modality, and WFP and other agencies such as OXFAM have implemented similar programs worldwide. PRO-ACT leverages the established 3PA model for food security, and aligns with well-documented climate sensitivity, and climatic shocks in Karamoja, as reflected in policies and projects (e.g. Karamoja Drought Resilience Project). Per [section 1.2](#), climate change capacity was only developed recently in Uganda at national level, and there is need for enhanced disaster risk management capacity at local level. The climate dimension offers a thematic umbrella for linking other interventions to shocks and resilience, and is consistent with the WFP resilience toolkit, and general resilience models.

2.1.4 Partners and coordination

121. In line with SDG 17, and the extended CSP (2018-2025), WFP aimed to shift its role from 'implementer' to 'enabler', focusing on indirect implementation via GoU counterparts, while simultaneously strengthening their capacity. In addition, WFP cooperated and coordinated with UN partners, and engaged CPs for the implementation, who in turn engaged the private sector.

Government

122. **Key finding 4:** WFP is a trusted 'enabling' and capacity strengthening partner of GoU, and effectively used existing GoU systems and structures for the implementation. However, WFP's limited mandate for refugees and agriculture hampers the establishment of formal GoU cooperations and its engagement in policy development.
123. **WFP is a strategic and respected partner of the GoU for refugee response, emergency operations, and social protection.** WFP's shift to the "enabler" role and indirect implementation is ongoing for the interventions, but progressed more for nutrition, social protection and school-feeding activities, which are outside the scope of this evaluation. WFP stakeholders reported good relationships with government counterparts, while noting that coordination takes time and depends on the availability of government staff.
124. WFP, acting as part of the overall UN country team, collaborated with the OPM on the Uganda refugee response plans (UCRRP), which formalise the humanitarian assistance needs. WFP is the main assistance provider for refugees and has more established implementation capacity than UNHCR. However, **WFP is not the mandate holder nor the official counterpart of OPM, and is therefore not fully recognised in terms of official involvement in policy development** (see [section 2.1.1](#)). The lack of formal cooperation agreements might explain why some OPM informants were critical about the cooperation with WFP.
125. As confirmed during KIIs, government agencies at different levels have different priorities. WFP mainly coordinates its efforts at district level, and less at regional and national levels. At the national level the main GoU coordination bodies for food security are OPM and MAAIF, but WFP also coordinates with technical counterparts (e.g., Ministry of Education and Sports, MGLSD, and NARO).
126. At the district level, WFP coordinates with existing governmental or community structures such as DLG, parish chiefs or NUSAF groups. Refugee Welfare Councils (RWCs), established to facilitate

⁷⁷ WFP self-reliance analysis for refugees (2023), "The Realities of Self-reliance within the Ugandan Refugee Context" from U-learn (2023), and the Multi-Year Partnership Agreement (MYPA) final evaluation report

refugee access to available resources, were used in the settlements. A local council shared that although WFP actively engaged sub-counties as part of its 3PA approach, other coordination activities, including the MoUs signed with CPs, were at the district-level and sub-counties were not always engaged or informed. This example reflects the broader cooperation challenges between different administrative units at the district, sub-county, and parish level, as stated by multiple stakeholders.

127. **PRO-ACT offers a good example of the proven partnership approach** in which WFP strengthened the GoU's capacity to reduce, anticipate, and rapidly respond to effects of shocks and sustain climate-resilient development. Per stakeholder feedback, the Disaster Management Committees established under PRO-ACT bring different stakeholders together to discuss disasters, risks and mitigation measures. WFP further provided targeted support to MAAIF for agricultural interventions, such as PHM and food quality control systems.
128. WFP also successfully engaged a broad range of stakeholders in the Southwest. Kyegegwa district shared that WFP coordinated the project well, involving both technical and political stakeholders at the district level as well as partners including Save the Children, CARE Uganda, NARO, and Nsamizi.

UN coordination

129. **Key finding 5:** WFP was partially successful in cooperating with key UN partners like FAO, UNHCR and WB in the course of implementation, but was not able to fully adopt recommendations to engage FAO to develop more holistic assistance approaches.
130. The interventions are coherent with the UNCCA. The UNCCA states that Uganda's reliance on rudimentary agricultural practices, mostly for subsistence purposes, increased the vulnerability to weather and climate-related shocks, decreased productivity, and affected food security, nutrition, and incomes. Moreover, WFP is one of 15 UN agencies that have formalised GoU relationships as part of Uganda's SDG cooperation framework (2021-2025)⁷⁸.
131. **Tables 7** detail the expected cooperation, achieved levels and gaps for the three most relevant UN partners for the interventions (FAO, UNHCR, and WB) and specific examples are provided in **Annex 14**. Note that **specific recommendations were made during earlier evaluations to enhance the cooperation with especially FAO, which were not fully achieved**. For example, in 2016, the "Enhancing Resilience in Karamoja Programme (ERKP) evaluation"⁷⁹ recommended that WFP partner with FAO and other research institutions to develop more holistic approaches in future programming, which was reflected in the CSP. Similarly, the cooperation with WB is not formalised even though WFP aligned its activities to WB, which is supportive of WFP's focus on agriculture and nutrition and praised its implementation capacity.
132. The RE-HOPE framework recommended joint projects between WFP and the International Fund for Agricultural Development's (IFAD) focusing on enhancing resilience of smallholder agriculture value chains in four refugee-hosting districts. IFAD, however, does not play any significant role in Uganda even though land issues (an IFAD expertise area) are an important challenge for self-reliance/resilience as confirmed by WB, survey findings, and a recently approved EU-funded project.

⁷⁸ UN Country team (2020): Uganda UN SDG cooperation framework 2021-2025.

⁷⁹ WFP (2016): Evaluation of the DFID Funded "Enhancing Resilience in Karamoja Programme (ERKP)

Table 8. Cooperation and gaps

	FAO
Area(s) of expected cooperation	Agriculture: ACL-AMS Joint programmes: PRO-ACT Link to farmer schools (per the CSP)
Achieved cooperation	Technical collaboration primarily concerning EWS, under PRO-ACT and limited technical cooperation for valley tanks in Southwest
Gaps/ improvement areas	Expected synergies of joint programme are not well-defined and it is unclear to what extent the agencies are working with the same beneficiaries to provide a more comprehensive assistance package. E.g. with WFP focusing on AMS, while FAO focuses on production. ⁸⁰ Limited technical cooperation for agriculture Different implementation rates and timeframes
	UNHCR
Area(s) of expected cooperation	Refugees Graduation strategy Self-reliance approach and coordination
Achieved cooperation	Joint Vulnerability and Essential Needs Assessment (VENA) ⁸¹ in 2020 Joint development of self-reliance framework and indicator end 2023
Gaps/ improvement areas	<u>Lack of harmonised approach:</u> - WFP's global focus is on resilience instead of self-reliance - WFP's self-reliance focus is on nutrition and food-security while UNHCR focuses on essential needs - WFP provides CBTs for food in settlements, while UNHCR provides multipurpose cash assistance in urban centres ⁸²
	WORLD BANK
Area(s) of expected cooperation	ACL Graduation strategy (following the REHOPE strategic framework)
Achieved cooperation	- WFP interventions are aligned with NUSAF - WFP is a key implementing partner for LIPWs - Technical cooperation, e.g. "National Guideline for the Planning and Implementation of Labour-Intensive Public Works (LIPWs)" - Emergency COVID-19 cash transfers, mobilising DRDIP and NUSAF3 programmes for a customised shock responsive intervention . - WFP co-designed aspects of NUSAF4, e.g. Disaster Risk Financing mechanisms; anticipatory shock-responsive social protection measures; nutrition-sensitive cash-transfers, and a livelihoods programmes' guide.
Gaps/ improvement areas	Cooperation not formalised

⁸⁰ The cooperation was stated to be good according to key informants. However, per recommendations from earlier studies, and reflected in the CSP, a more extensive technical cooperation was foreseen and would be assumed to have taken place for example in a joint programme like PRO-ACT. From the desk review of the PRO-ACT proposal and PRO-ACT donor reporting as well as key informant feedback, in practice, the cooperation mainly concerned EWS.

⁸¹ WFP; UNHCR; REACH (2020): Vulnerability and Essential needs assessment volume 1.

⁸² OPM and UNHCR (2021): Inter-agency Refugee Response plan 2022-2025.

Coordination with other partners

133. **Key finding 6:** WFP successfully engaged 20 CPs (25% of which national⁸³) for the implementation, consistent with WFP’s localisation agenda, although the newly introduced multi-year partnership agreement needs further fine-tuning to maximise its benefits. The CPs were also responsible for the indirect engagement of the private sector, which was less successful.
134. WFP engaged 20 CPs, including both international and local NGOs. CPs were selected via standard WFP CP selection procedures. The CPs were involved to different extents in the intervention design (see **Table 9**), and primarily responsible for the field-level implementation, including the engagement of local communities and authorities.
135. In terms of CP management, WFP adopted the DE ERKP recommendation to award longer duration field-level agreements (FLAs) to CPs to provide more funding stability and enhance the effectiveness and sustainability of the interventions. **The resulting MYPA was received positively by CPs, although the yearly proposal and a budget requirement (and related approval process) caused some implementation delays**, which reduced part of the expected benefits, according to interviewed CPs.
136. Related, the CPs identified the timely sharing of information and feedback as an area for improvement. For example, one CP stated that changes in planned cash distribution were often communicated last minute, which resulted in beneficiaries holding the partner responsible.

Table 9. CP specifics per intervention

Intervention	CP specifics
AMS	Implemented standardised WFP-designed activities Responsible for liaising smallholder farmers with private sector buyers
ACL	CPs had some freedom to select and design the activities
Small LH	Allocated to existing GFA and nutrition CPs CPs had some freedom to select and design the activities
Financial literacy	FRC co-designed the interventions
PRO-ACT	No CPs, direct implementation by WFP and FAO

137. WFP also engaged Ugandan academic institutions for research and to support the implementation. Although WFP established some direct partnerships with the private sector, such as Equity Bank, **WFP primarily engaged the private sector indirectly via its CPs, which limited its ability to leverage its weight and financial power as a buyer to advocate for smallholder farmer interests**, as explained by WFP staff. Private sector actors are interested in expanding their roles by providing market access (some hotels started buying from youth) and offering access to intelligence or technology (e.g. university/ research institutions visited Kyangwali and Kyaka refugee settlements).

Coordination of partner efforts

138. **Key finding 7:** There is no common self-reliance framework to ensure a holistic approach for providing assistance. Limited inter-agency coordination and overview make it challenging to specify the exact contributions of WFP or to differentiate between intentional and “organic” partnering.
139. Per government staff, recent stakeholder mapping in Karamoja identified 90 NGOs working on resilience-building. Multiple stakeholders stated that more coordination is needed between different UN agencies to ensure a holistic service delivery to beneficiaries, thereby reducing potential confusion over individual and collective agency efforts. WFP supported GoU and multi-agency efforts

⁸³ WFP (2023): 2022/2023 FUNDED FLAs/MOUs with detailed complementary activities under each agreement. Note that three of the international ones are African international NGOs.

to strengthen inter-agency cooperation. Per stakeholders interviewed, there are two main improvement areas for in inter-agency cooperation:

- 1) **LH coordination:** It is unclear who is doing what, *forcing* OPM (which is supported by WFP) to conduct a monitoring exercise to obtain a better overview;
- 2) **Common self-reliance framework:** see [section 1.3](#). The self-reliance model developed at the end 2023 by WFP and UNHCR, received criticism from the LH working group, especially for the omission of the operational context in the proposed self-reliance indicator.

140. **The limited coordination is reflected in feedback received from local authorities that were confused about which actors were doing what and examples of beneficiaries receiving different assistance from different actors.** For example, a DLG staff member noted that the “Give Directly” program provides farmers with 3,500,000 UGX, while the GoU provides 1,000,000 UGX under PDM, and World Vision is providing 250,000 UGX. The limited coordination and overview make it challenging to specify the exact contributions of WFP or to differentiate between intentional and “organic” partnering, as shown in [Table 9](#) for examples.

Table 10. Examples of support received from other partners

- A farmer group in Southwest was taught to save and provided with loans by DRDIP. The same group was supported by OXFAM (tree planting), Ripple Effect (manure production),¹ and FAO (water tank).
- A refugee farmer group in West-Nile received multiple supports: irrigation equipment from DRDIP, tree planting by Rise West-Nile, farming training by ACAF, and agricultural inputs from CEFORDS.

EQ 2. EFFECTIVENESS

2.2.1. Effects on local food systems

141. **Key finding 8:** The program improved food availability, access and diversity, particularly in Karamoja as part of the food systems approach. The success of the approach was limited, however, by focusing on PHM and marketing instead of the entire food system. There are multiple documented examples of successful layering of ACL and AMS activities in Karamoja.
142. As explained in [section 1.3](#), WFP switched to a “food systems” approach during the CSP implementation period with AMS taking the lead as it was the biggest intervention. **WFP food system approach, however, was limited to the PHM and marketing part of the agricultural value chain (for dry cereals), with limited focus on the production-side.** Production aspects, such as access to inputs, input costs, productivity, and profitability, which, as per the CSP, were foreseen to be covered via strategic partnerships were not fully addressed.
143. The ACL activities in Karamoja, which focused on four value chains (Orange Fleshed Sweet Potatoes); beekeeping; fish, and mushrooms), and also provided training and inputs to the beneficiaries, provide good examples of geographical consolidation of WFP interventions. This confirms the views shared by multiple stakeholders that asset creation can contribute to enhancing local food systems by complementing the AMS activities (layering).
144. **The interventions strongly contributed to local food systems through the establishment and strengthening of farmer groups**, which are linked to VSLAs (see [section 2.4.2](#)). The farmer groups are organised under farmer organisations, which add another layer of bulking, which further increases the selling power of farmers. As result they can become attractive for bigger buyers like WFP and private sector parties, with whom links were established. At a lower level, community-level aggregators are trained to encourage direct links between farmers and smaller buyers. While the current set-up is geared to PHM and marketing, **the strengthened organisation of smallholders is a durable asset, offering possibilities for links to production-oriented interventions**, as proven by the ACL activities in Karamoja.

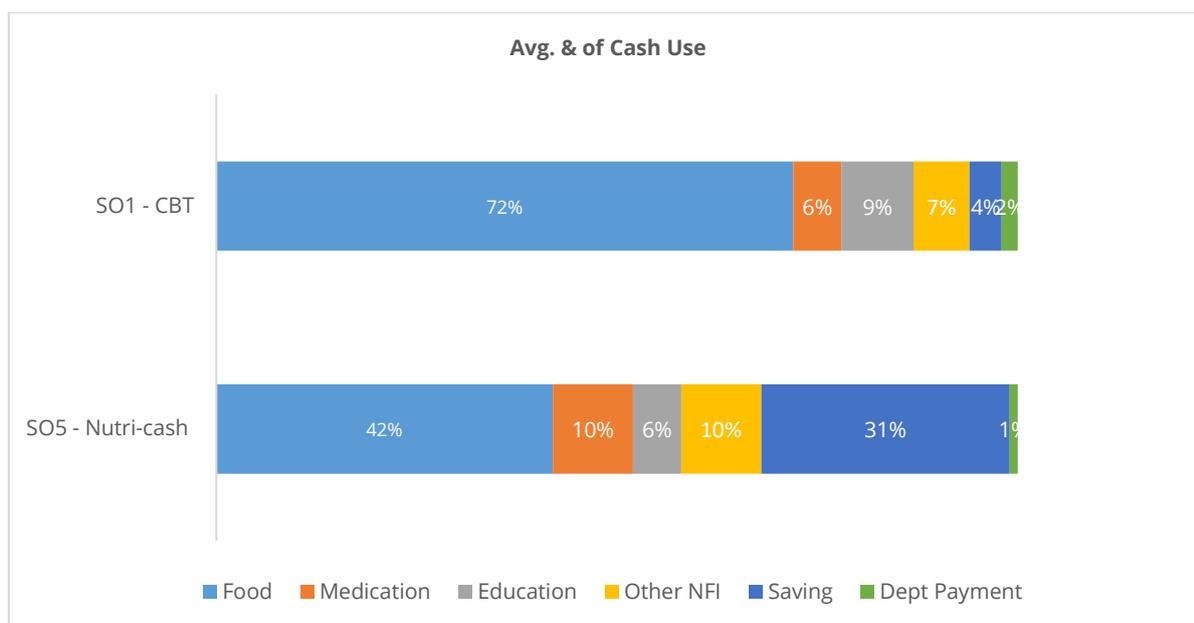
145. The interventions were also successful in introducing new cultivation techniques, such as planting in rows helped farmers, including PWDs, to increase their production by cultivating more acres or cross-cropping. This created additional (though unquantified) employment for labourers working in the beneficiaries' fields according to various stakeholders. Similarly, AMS and ACL activities led to increases in economic activity, which benefited the broader community in terms of economic spinoff and employment creation, as confirmed by KIIs with aggregators and input suppliers and FGD feedback.

CBTs

146. Although CBTs are technically not within the evaluation scope, they have an important impact on local food systems. As confirmed by multiple stakeholders, **the switch to CBTs provided beneficiaries with flexibility to spend their money and to choose which food items to purchase, stimulating a normal market system of supply and demand.** At the same time, it is difficult to concretely determine the effect of the interventions on local food systems due to the switch to CBTs.

147. Providing CBTs led to an increase food availability and diversity in the household. Per desk review of WFP Post-Distribution Monitoring reports, an average of 72% of the CBT transfer value is spent on food, compared to 42% for Nutri-cash confirm (Fig.5). The evaluation survey yielded similar findings (Annex 13). Of those that received cash assistance, around 70% agreed that the CBT: "increased the food availability in my HH", and "diversified the food groups consumed in the HH". Host populations were more positive than refugees, which could be because refugees rely more on CBTs as a main HH income source, as confirmed by the survey findings.

Figure 5. Average percentage of cash use for Nutri-cash and CBTs



148. The value of CBTs purchasing power was reduced because of significant food price increases resulting from the COVID-19 and the Ukraine crisis. In addition, FGDs shared that a disadvantage is that some men use the cash to drink alcohol, which can increase HH tensions and risks for Gender Based Violence (GBV).

Food availability and access

Food availability

149. **The interventions contributed to the supply and food availability through adopting practices that reduced losses and resulted in a higher percentage of production volume that could be sold at market.** The main focus of the interventions was on PHM and marketing, which enhanced the capacity of smallholder farmers to store their grains adequately, by drying them before storage, and safely, using tarpaulins and silos (as confirmed by farmer groups and aggregators). This reduced

PHM losses to 11%, which is around 30% of the national average.⁸⁴ The improved storage, provided the farmers with flexibility to sell their produce at their convenience or when prices are higher. Although various stakeholders (farmer groups; DLG staff; aggregator) stated that farmers were able to sell later, no systematic evidence was collected to verify this. In a functioning market system, the interplay between supply and demand will ensure a more balanced food availability and reduce price fluctuations, as reported by several stakeholders (see “reported effects” below).

150. **The intervention did not fully meet the goals for adoption rates of good PHM practices, especially for refugees.** Per the barrier analysis conducted⁸⁵, and the recently (2024) completed Evaluation of Local and Regional Food Procurement Pilot Programmes in Eastern Africa (2021-2023), key challenges are the limited enforcement and related non-compliance of traders to grain quality regulations (making it hard to increase prices to cover the investments made) are key reason for non-adoption. Surveyed non-adopters mentioned: perceived high cost (52%) and unavailability of hermetic storage equipment (17%), Hermetic storage bags were less adopted by those with low quantities of agricultural produce (8%), which is likely the reason for the low adoption by refugees, most of which only have access to small plots. Lastly, per OPM Kampala and the survey findings, there is still a high need for storage space, especially at community level, close to the farmers. Current capacity is not enough to accommodate bumper harvests (from refugees) resulting instead in lower prices and HH income due to a flooding of the market.
151. **Beneficiaries also reported production-related increases, although it is difficult to determine if this can be contributed to WFP and/or other partners** (see [section 2.1.4](#)). For example, a village committee in Southwest, indicated that previously, using the broadcast-method-of planting, community members would harvest 200 to 300 kgs of maize per acre. Through additional intercropping, they now harvest 1,000 kgs of maize as well as 200 to 300 kgs of beans. The interventions successfully enhanced food availability because many refugees started small, food-related businesses as part of the small LHs or financial literacy interventions, e.g. selling eggs, vegetables, or street food. The switch to CBTs likely created part of the additional demand to sustain these businesses, as also observed by a CP stating commenting that CBTs reinforced the interventions and resulted in an increase of dry food suppliers.

Access

152. **The interventions indirectly improved access to food by increasing food availability (reducing prices and enhancing access), and increasing HH income via increases in sellable production volume and better prices.** Besides timing the sale to obtain better prices, PHM improvements enabled producers to meet WFP or Eastern Africa quality standards, and sell for better to larger buyers or bigger markets outside their villages. WFP reported that 23 FO are supplying maize grains to WFP, and a DLG staff in Karamoja stated that after the harvest, food was ferried in bulk to Mbale district⁸⁶ A CP remarked that selling was not well addressed for small LHs, and women’s groups complained about a lack of market (in the settlements) for their produce such as beans, vegetables, and fruits.
153. Some farmers noted they are discouraged when trying to sell to WFP. A local committee in West-Nile stated: “The farmers planted maize and delivered it to the store, but WFP could not buy it because they did not reach the target of 50 tons, having a shortage of eight tons.” As a result, some grains got spoilt and then the farmers had to sell at the local market. After this experience, they were not confident to continue bulking, and now they use a common store but sell individually.

⁸⁴ WFP (2022): AMS Endline Study

⁸⁵ WFP (2022): Barriers to the Adoption of Small-Scale Hermetic Grain Storage Equipment amongst small-scale producers in Uganda.

⁸⁶ Mbale district is one of the major trading districts in Eastern Uganda, functioning as transfer hub for e.g. districts in Karamoja

Food diversity

154. The interventions enhanced the food diversity and intake. Per WFP staff and confirmed by survey findings, **Karamoja communities previously concentrated only on sorghum and maize, but now have capacity to diversify crops, which positively affected the HH income generated and the nutritional intake.** Examples are mushrooms (added as crop per suggestion of local youth) and guinea pigs, which became an important source of animal protein according to WFP staff. A farmer group in West-Nile reported that before the intervention, HHs ate meat only on special days, but it is now eaten regularly as confirmed by ECMEN survey findings ([Table 9, Annex 13](#)).
155. **The introduction of “new” food varieties such as OFSP also enhance the food diversity.** It also provided a successful example of the “food systems” approach and “layering” of interventions, as referred to in the CSP, approach papers and by internal stakeholders. Note that these examples mainly stem from Karamoja, where 45 LH groups are being supported with different value chains and climate smart farming. This approach proved successful and WFP raised funding to scale up the programme in 2024.
156. Part of the success is the link to the school-feeding programme, with NARO and WFP supporting the cultivation of nutritious potato varieties in 83 schools. Production is supported through ACL and marketed via AMS, showing the successful expansion to the marketing of fresh produce. However, overlap between activities is hampered by different targeting strategies with ACL targeting 70% of refugees (under the transitional model), while AMS targets 30% of refugees.

Reported effects

157. **Overall, stakeholders were positive about the effects the interventions had on local food systems, especially in Southwest and Karamoja, where most stakeholders mentioned significant increases in food production volumes, which stabilised the food prices.** For example, in Nakapiripirit, a DLG staff confirmed that overall production increased and was reflected in a drop in food prices stating that before PRO-ACT⁸⁷, a tin of cereal cost UGX 10,000, but now the price is stable at UGX 3,000. Similarly, a NARO informant stated that the productivity in Karamoja improved, and food imports from other regions have reduced. No comprehensive market monitoring data is available for resident and host communities to triangulate these statements; WFP does conduct comprehensive market monitoring in the 13 settlements. Also, FAO acknowledged the increases in the efficiency of food production, but it pointed out that the main food security challenge is not just availability, but rather access to food. Note that market price level monitoring was not included in the AMS endline (2023), and longitudinal findings about changes in food expenditure share were inconclusive compared to the control groups.
158. Several successful examples were reported:
- ✓ an increase in the number (now 3) and nutritional quality (including eggs, bananas) of meals consumed (OPM Kampala)
 - ✓ continued production of bananas and maize despite drought (mayor in Southwest), and introduction of fish farming (CP).
 - ✓ Multiple stakeholders across the regions stated that there were fewer malnourished children although it is difficult to attribute this solely to the interventions as many beneficiaries also received CBTs and Nutri-cash. Longitudinal findings for various FS indicators, per the AMS endline (2023), were inconclusive compared to the control groups.
159. Unintended effects reported by stakeholders and beneficiaries are summarised in [Table 11](#).

⁸⁷ The informant stated PRO-ACT, but it is mainly the contribution of AMS

Table 11. Unintended positive and negative effects

+	-
<p>Spontaneous knowledge sharing/ trainer-to-trainer effect: sharing knowledge gained from financial literacy, small LHs and ACL trainings (WFP staff; success stories).</p>	<p>Challenges with selling and spending: the increased income from more lucrative markets created challenges for some farmers, some of which sold all of their produce without saving any for HH consumption, and others spent the funds in a way that may not be sustainable (Source: WFP staff, FGDs).</p>
<p>Increased joint HH decision-making about the use of HH food production (local committee; survey).</p>	<p>Potential gender impact: FGDs and KIIs shared concerns about alleged impacts such as men abandoning their families. However, it should be noted that the same FGDs and KIIs found that families separating could also be the result of women escaping GBV.</p>
<p>Enhanced integration/ social cohesion between refugees and host communities, such as refugees renting land (WFP staff).</p>	<p>Alcohol production: women used VSLA loans to produce local beer (kwete).</p>

Intervention specific findings

- **AMS:** Improved storage practices reduced aflatoxins levels, and improved the quality of locally produced seeds, which were tested as Grade 2 compliant (East African Standards) according to a CP. The increased seed availability, presence of seed companies (e.g. Green Pulse) and agro-inputs suppliers, and strengthened farmer groups enhanced access to seeds and reduced price levels, which in turn reduced the production costs.⁸⁸
- **ACL and small LHs:** Multiple internal and external stakeholders stated that ACL and small LH contributed to a diversification of HH income sources (in Karamoja), but systematic evidence collection to document the self-reliance achievements is lacking. The main reported change is that cereal cultivation is complemented by additional, often more profitable, LH activities such as beekeeping; animal husbandry or vegetable production.
- **Financial literacy:** Offers indirect support and enhanced access to financial services, as reflected in a much higher reported use (by survey respondents) of financial services by those who received the financial literacy training (see [Table 23, section 2.2.7](#)).
- **PRO-ACT:** Offers indirect support for managing local food systems at HH level via EWS and mitigating the impact of shocks. Per the survey, 44% of the Karamoja respondents were affected by drought, and 43% stated to have received EWS messages.

2.2.2. Comparative advantage

160. **Key finding 9:** All interventions build on WFP's global experience and technical knowledge in emergency response, and food security programming, and build on WFP's extensive field presence and implementation capacity in Karamoja and the refugee settlements.
161. **The interventions align with WFP's mandate of zero hunger and build on WFP's comparative advantage and extensive global experience in nutrition and food security.** The CSP reflects national policies (see [section 2.1.1](#)), and how WFP plans to operationalise them using proven approaches and standard indicators from the WFP indicator compendium. Given Uganda's agricultural potential, the CSP took a "food systems" approach to designing interventions, focusing

⁸⁸ These findings come from KIIs with stakeholders and could not be objectively quantified. The AMS endline supports some of these findings but also does not provide concrete figures.

on agriculture and HH food production to achieve self-reliance in terms of food security and nutrition. However, the planned geographical consolidation and strategic partnerships to support this approach, were not fully materialised (see [section 2.3.3](#)).

162. **Internal and external (e.g. GoU; WB; UNHCR) stakeholders lauded WFP's extensive field presence, and ability to reach vulnerable communities in hard-to reach places across the country**, which can serve as a catalyst for other programs. Per external stakeholders' feedback, WFP has a good reputation with GoU partners and local populations and is a reliable and practically oriented implementing agency. Combined with in-house expertise on disaster risk management and school-feeding, these assets make WFP a partner of choice in Uganda.

Opportunities

163. **Key finding 10: Access to land and climatic shocks are key challenges for achieving self-reliance/resilience. A more holistic value chain approach (as expounded by ECHAI's F3A model) might address some of the challenges, by increasing production and profitability and supporting LHs along the agricultural value chain. Climate change was also recognised as an opportunity, since it affects all three regions, not only Karamoja which is targeted under PRO-ACT.**
164. As pointed out by multiple stakeholders, achieving self-reliance/ resilience is challenging. Two main threats were identified during the evaluation, which simultaneously offer opportunities for WFP:
- A. **Limited access to land:** especially for refugees who own small plots, which limits the income generation potential and/or economic viability of existing livelihood strategies;
 - B. **Climatic shocks:** 89% of the survey respondents indicated their HH was affected by an average of 1.69 natural/ external shocks, mainly floods and drought, during the last 12 months, with minor differences between regions ([Table 18, Annex 13](#)).
165. **Limited access to land:** Stakeholders identified three solutions to address this challenge:
- A. **Increase access to land:** WB emphasised the importance of increasing access to land, especially for refugees who own small plots, which may involve solving issues related land registration and ownership. From the GoU side, OPM explained that plans are made to support one settlement where refugees will be offered 50 x 100 square metres per HH.
 - B. **Increase profitability:** Either by increasing the production/ yield of current crops, diverting to more profitable crops or switching to more profitable LHs.
 - C. **Support LHs that are less dependent on land:** For example: processing or service jobs linked to agricultural value chains or non-agricultural LHs.
166. From the findings, WFP's main comparative advantage primarily aligns to solution 2 and 3, although solution 1 might be supported indirectly via advocacy or partnering (e.g. WB; FAO; IFAD). The increase in profitability can be supported in various ways. First, by geographical consolidation and ensuring that ACL activities are focused on LH assets ([section 2.1.2](#)). WB mentioned opportunities in irrigation, increasing market access for products (e.g. perishable produce) and encouraging climate smart activities, which WFP could explore. Second, the (AMS) interventions could be expanded to include other parts of the value chain, especially production as requested by beneficiaries (see [section 2.2.1](#)). Third, different crops can be introduced as done successfully in Karamoja (see [section 2.2.8](#)). For example, although alcohol is less appropriate, wine was mentioned as profitable by several women's groups in Southwest. Coffee and fruits were suggested as examples in West-Nile. Fourth, different LHs, meaning especially livestock, can be introduced, e.g. guinea pigs under small LHs. FAO mentioned opportunities in pastoralism, which used to be an important LH in Karamoja, also to mitigate unreliable weather conditions.
167. **A broader value chain approach, such as advocated for in ECHAI's F3A model⁸⁹, is particularly relevant, and was already reflected in the WFP transition strategy, ToCs for future programming, and statements from WFP stakeholders.** ECHAI explained that it was challenging to convince WFP, DLGs, and other actors to get out of the fixed value chain mindset, in which

⁸⁹ The F3A model with its focus on food access, availability, and affordability, aligns very well with WFP's core mission.

community members were blindly following specific value chain activities even if they were not economically viable or if the market had changed. A broader value chain approach will also include or generate other income generation opportunities. Examples are transport services, sheller fabrication, and processing. A local committee in West-Nile mentioned grinding maize and soya beans, the latter being to cultivate but with no one processing them. FAO suggested to stimulate jobs in the service sector, such as repair of agricultural machinery.

168. **Climatic shocks:** Many stakeholders (e.g. survey respondents; community groups, input suppliers and WB), recognised climate change and weather fluctuations as a challenge for all three regions, not only Karamoja which is targeted under PRO-ACT. One group stated: “The challenge is that we don’t know the weather and seasons ahead”. Another group from West-Nile stated: “Drought is common in this area and has been destroying our crops”. This was confirmed by survey findings with the most mentioned shocks being drought (52%) and floods (29%). Agricultural crop-pests (22%), especially mentioned by host communities in West-Nile and Southwest, can also be related to climatic conditions. The findings confirm the usefulness of extending PRO-ACT to other regions, as was already suggested in the transition strategy.

Intervention specific findings

169. **AMS:** AMS activities capitalise on WFP’s long track record of stimulating local smallholder production in Uganda. WFP has been implementing AMS since the early 2000s to build the capacity of farmer organisations (FO), connect them to WFP’s supply chain local food purchase activity, and raise agricultural incomes. This programmatic approach contributed to the design of the global Purchase for Progress (P4P)⁹⁰ pilot from 2009 to 2014, of which AMS became a part.⁹¹ In 2018, Uganda topped the list of 15 countries for locally grown commodities with 188,663 MT, injecting about USD 50 million into the local economy. As such, WFP has ample experience with purchasing food and has a comparative advantage in advocating (and rewarding) compliance with relevant quality standards, which in Uganda are “Quality Specifications Grade 1, East Africa Grain Council”.⁹²
170. **ACL:** per above, focusing on LH assets proved examples from Karamoja
171. **Financial inclusion:** capitalised on the WFP’s existing presence and large-scale CBT programming in the settlements, including established relations with financial services providers. The switch to CBT (from 20% in 2018 to 50% by 2020), created a need to training particularly women and refugees, which never used cash and/or financial services.
172. **PRO-ACT:** PRO-ACT builds on WFP’s extensive global experience with analysis of climatic shocks affecting food security situations, as acknowledged by several stakeholders. WFP leveraged existing tools, such as its three-pronged approach (3PA) that includes: integrated context analysis (ICA) at national level, seasonal livelihoods programming, and community-based participatory planning.
173. Per the CSP and self-reliance analysis, Karamoja is prone to recurrent climate shocks and seasonal food insecurity, necessitating recurrent emergency interventions. In line with the “changing lives” agenda, WFP used its existing presence to address the need for climate shock impact mitigation measures like EWS, and social protection systems, such as the home-grown school feeding programme.

2.2.3. Equity and inclusion (excluding gender)

174. **Key finding 11:** Equity of assistance was achieved for the interventions, but the extent to which this translates into equity of benefits is affected by differences in structural factors between geographical locations, as well as differences in beneficiaries’ capacities and access to resources.
175. **The interventions achieved equity in that they did not discriminate and actively encouraged the participation of vulnerable groups,** which received the same assistance (e.g. small LH inputs;

⁹⁰ Through the Purchase for Progress (P4P) programme, WFP has pledged to source 10% of its food purchases from smallholder farmers. Its global “Farm to Market Alliance” has engaged hundreds of thousands of smallholder farmers across the world, including in Uganda.

⁹¹ WFP (2019 and revisions): WFP UGA FS AMS approach paper v3.0.

⁹² WFP Uganda (2014): Information for farmers, AMS Purchase for Progress (P4P): [wfp230719.pdf](#).

subsidised prices for PHM equipment; possibility to sell to WFP). However, one challenge with the intervention logic is the implicit assumption that equal opportunities translate into similar benefits for different population groups, which may ignore structural or geographical differences.

176. Per desk review and the survey findings, there are **significant differences between regions and populations (refugees and non-refugees) in terms of: self-reported effects of the WFP interventions; HH and LH assets; animal ownership; HH income; saving capacity; ECMEN and RCS scores**. The main reasons are structural factors (see [section 2.4.1](#)) and legal restrictions⁹³ (e.g. documentation needed for employment or to open a bank account; entitlement to extension services as non-Ugandan) for refugees. In terms of regions, Southwest showed better results than West-Nile and Karamoja, while in terms of populations, non-refugees show more positive results than refugees, see [Annex 13](#) for detailed survey findings. Host populations in southwest performed best, while refugees in Southwest performed significantly better than in West-Nile, showing that structural factors (especially location/ market access) affect all populations.
177. **Refugees are mainly affected by their legal status and limited access to land** (in the settlements), which are interrelated since the paperwork and collateral requirements made it harder to access loans, while only being able to rent at high prices (e.g. 90,000 UGX for 0.5 acre), according to FGD feedback. Similar challenges also affect women, elderly and youth, although youth were noted as being less interested in agriculture. The role of structural factors depends on the settlement, but the survey findings show that refugees in the settlements often benefit from similar or better basic services provided by various agencies working in these locations.

Intervention specific findings

178. **AMS:** Access to land is a major success factor, according to stakeholder feedback and the PHM adoption barriers analysis.
179. **ACL and small LH activities:** There were notable differences depending on the specific project and location. For example, ACL in Karamoja benefits from linkages to the Karamoja school feeding programme. The small LH activities may depend on the support of the CP as well as the business skills of the participants.
180. **Financial literacy:** Financial literacy is affected by overall literacy levels if no adult education is offered (e.g. Karamoja), and the availability of VSLAs and Financial Service Providers (FSPs) per CP feedback as well as FGD and survey findings.
181. **PRO-ACT:** The reception of EWS messages requires phone access/ network coverage, which affects the benefits for remote communities and specific groups like women.

Inclusion

182. **Key finding 12:** Inclusion efforts, especially for PWDs, mainly focused on including specific groups of beneficiaries or facilitating physical access, rather than tailoring the interventions to their specific needs, on the assumption that inclusion translates into similar benefits. Moreover, the lack of a meaningful disaggregation of monitoring data makes it hard to verify the achievements, beyond anecdotal reports.
183. From desk review and stakeholder feedback, **inclusion was mainly achieved by including or prioritising specific “vulnerable” groups (e.g. women, youth, and PWDs) as beneficiaries**. For example, the financial literacy and small LH activities targeted women benefiting from Nutri-Cash, and ACL prioritised vulnerable community members.
184. **PWDs:** were included as vulnerable community members as confirmed by multiple stakeholders. Per the survey ([Table 2, Annex 13](#)), an average of 16% across the regions, reported that the head of HH had a disability or was chronically ill (19%). Both percentages were lower for Karamoja, which may be explained by higher percentage of younger heads of HH in this region with very high percentages of chronically ill reported by refugees in Koboko and Adjumani (West-Nile), which could not be explained by age differences. Another 19% reported “other HH members with a disability”,

⁹³ Mentioned in various documents, for example the WFP (2023): Self-reliance analysis refugees.

and 18% “other chronically ill HH member”. Karamoja reported lower percentages for both. In addition to being beneficiaries, WFP provided training in partnership with the National Union of People with Disabilities in Uganda, to enhance physical access and PWD awareness of community leadership structures in the settlements. Per the desk review, PWD disaggregated reporting for the interventions is limited.

185. **Youth:** Uganda has a very young population, making it hard to determine to what extent youth was mainstreamed. **The CSP gender approach (2021-2025) had recommended to prioritise AMS activities for systematic youth mainstreaming, however no systematic evidence was found.** Financial literacy activities were expanded to include youth, recognising that youth face similar challenges (e.g. lack of collateral) as women and refugees for accessing financial services. For ACL, WFP, in collaboration with UNCDF developed a joint program on youth entrepreneurship and job creation funded by the Mastercard Foundation that commenced in 2022. The focus is on youth entrepreneurship and job creation. Youth inclusion efforts are also supported by GoU, with (financial literacy) trained youth being engaged by DLGs as agents of PDM and the Emyooga program⁹⁴.

2.2.4. Gender and GEWE

186. **Key finding 13:** The WFP Gender Unit has a mandate that is limited to an advisory role. Gender mainstreaming efforts primarily focused on increasing the number of female beneficiaries, but did not specifically address gender barriers to enhance equality of outcomes. The interventions, especially financial inclusion, promoted women leadership and contributed to changes in HH gender roles, resulting in more joint decision-making, and involvement of women in decision-making.

Gender mainstreaming

187. From the desk review, WFP Uganda’s CSP received a GAM of 1 retrospectively, meaning that the CSP applied neither gender nor age systematically in its design. WFP followed up the specific recommendations made as part of the CSP gender approach (2021-2025), such as conducting a socio-cultural context analysis for Karamoja and prioritising the AMS activities for systematic gender equality mainstreaming, were followed up.
188. **Mainstreaming efforts were mainly gender-targeted, and focused on including women as beneficiaries in the interventions.** While they benefited in the same in terms of assistance received (outputs), differences in outcomes were reported as a result of differences in their access to land or education levels. For example, female FGD participants in Karamoja pointed out that although women were trained in financial literacy, most were unable to keep farm records⁹⁵. Survey findings related to RCS and ECMEN revealed gender differences, and gaps in Karamoja and West-Nile (see [section 2.2.8](#)).
189. One reason is that the mandate of the **WFP Gender Unit is limited to an advisory role, with no allocated budget, which reduces its capacity to promote change.** For example, the Gender Unit has limited control over the CPs’ gender mainstreaming efforts and related budgets.

⁹⁴ Emyooga is a presidential initiative aimed at wealth and job creation. Source: <https://presidentialinitiatives.go.ug/emyooga>

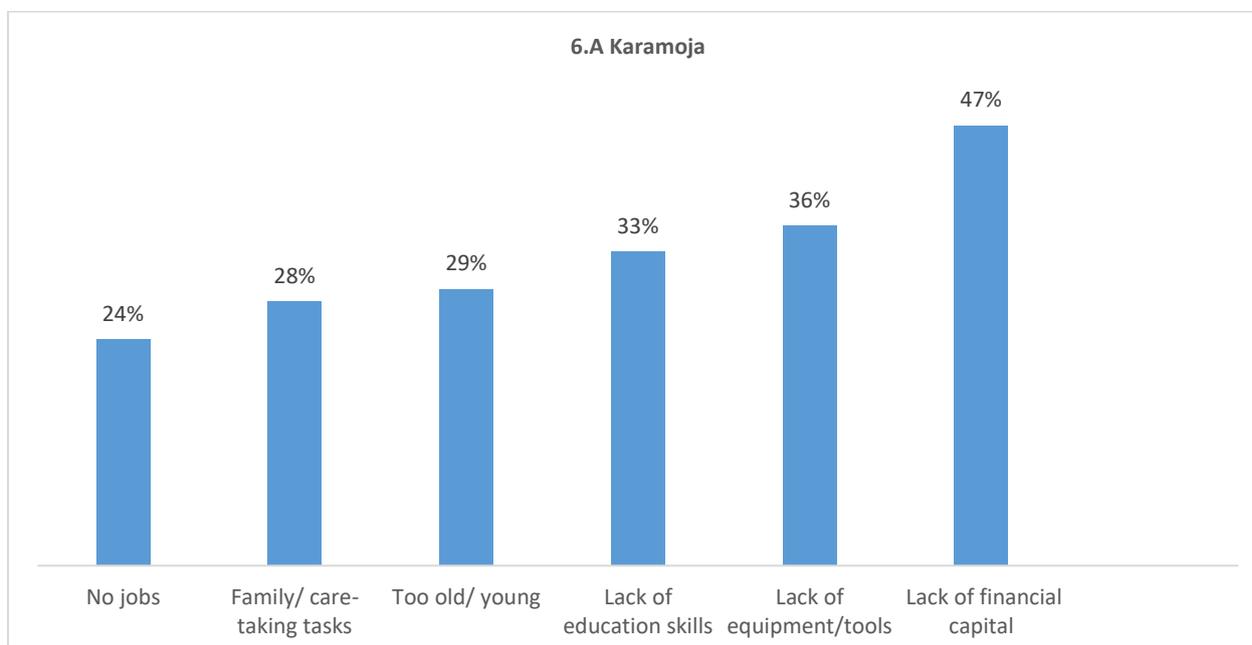
⁹⁵ In the settlements, literacy trainings from FRC are accompanied by adult education.

Table 12. Examples of gender mainstreaming

Examples of gender mainstreaming
CP obligation to mainstream gender in proposals and implementation
Gender risk assessment before CBT switch
Prioritisation of women for AMS resulting 69% women beneficiaries
Prioritisation of women-only groups for USAID-funded activity Iron Rich Beans project ⁹⁶
Training of Food and Cash Management Committees (349 men; 287 women) in all settlements in gender and leadership structures in partnership with Forum for Women in Democracy
Financial literacy and agricultural trainings targeting women
Inclusion of women in farmer group leadership structures and accompanying trainings
Promotion of gender equality via community dialogues, radio talk shows, and role model fathers
Awareness raising via joint UN efforts, e.g. '16 Days of Activism Against GBV'

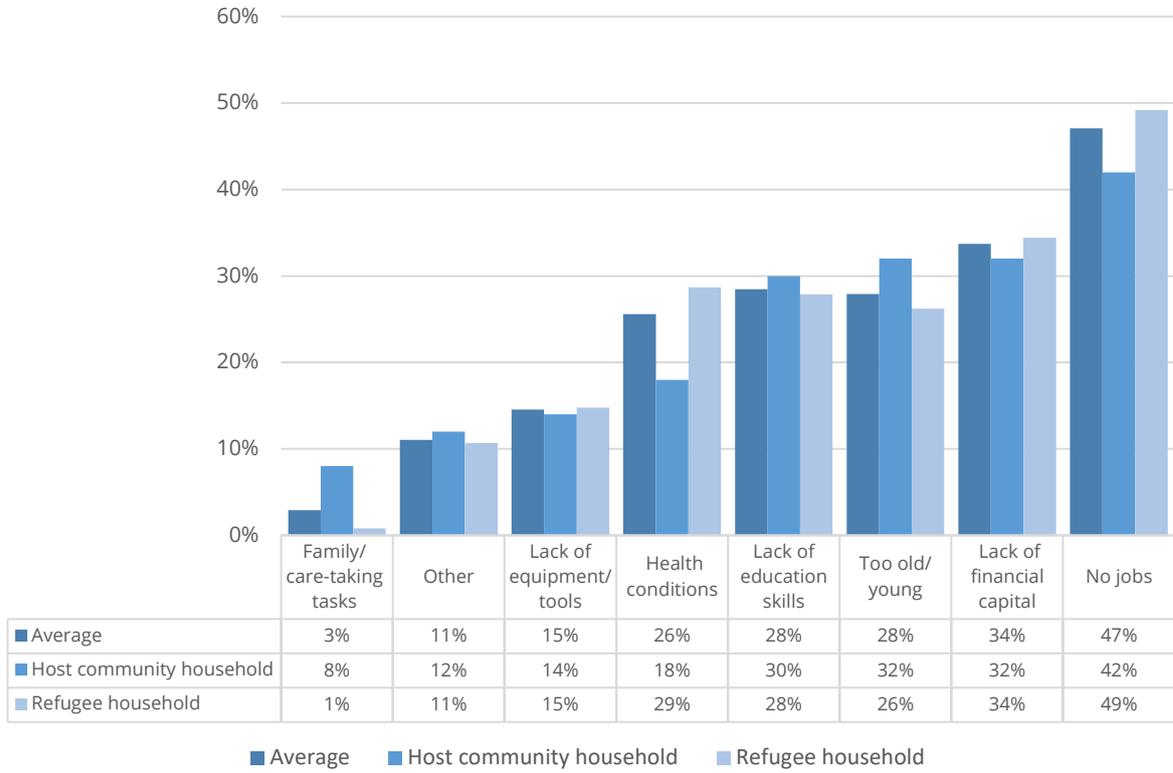
190. **Part of the reason that women struggled to benefit equally from the same assistance provided to men is a result of limited access to resources, such as land ownership; access to finance; mobile phones, and “time poverty” due to caring tasks.** These barriers were confirmed by WFP and GoU gender studies as well as the survey findings. However, the survey found that “time poverty” (see [section 2.2.4](#)), was a barrier in Karamoja, but less in the other regions, see [figure 6A-C](#)). WFP addressed some barriers. For example, WFP accommodated the limited digital literacy and skills of women and refugees in the financial literacy training. However, barriers like literacy levels and a lack of phone access, affected some of the results. For example, fewer women received EWS messages and women that received financial literacy training were unable to keep farm records. Related, a WFP staff remarked that more efforts are needed to overcome these structural gender barriers, by taking into consideration gender priorities, protection issues, and time use.

Figure 6. Reasons for HH members not engaging in income or food generating activities in three provinces

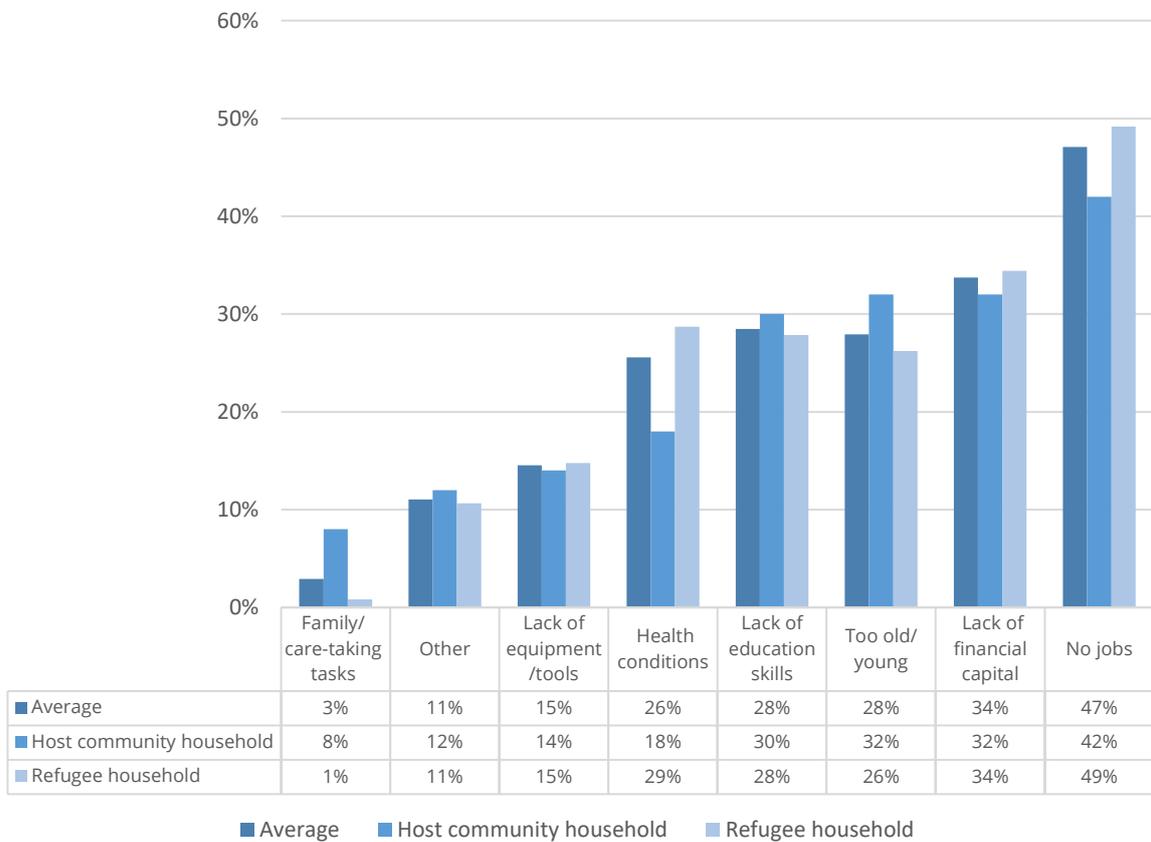


⁹⁶ Uganda Annual Country Report 2021.

6. B South West



6. C West Nile



Gender roles and women leadership

191. **WFP strongly contributed towards promoting women leadership and changes in gender roles (mainly via financial inclusion) in an effort to promote gender equality** (see [Table 13](#)).

Table 13. Examples of changing gender roles and women leadership

Examples of changing gender roles and women leadership
50-70% of the 75 groups supported are women's group (Nakapiripirit).
Women are more engaged in RWC elections, occupying 53% of positions, including chairperson (West Nile).
"Women now do activities they never used to do", and men delegate more responsibilities to women, e.g., registering them as heads of HH or allowing them to respond on behalf of the HH.
Local council leaders encouraged WFP to motivate women to always participate in the activities (Karenga).

192. The Evaluation survey ([Table 27, Annex 13](#)), which had 70% female respondents, provided clear evidence about changes in gender roles at HH level. **An average of 61% indicated one of more changes occurred as a result of project activities**, and 39% answered there were "no changes". The "no change" breakdown was: Karamoja (46%); West-Nile (44 host; 59% refugees), and Southwest (15% host; 20% refugees). There were no major gender differences, although women reported higher percentages of "more final decisions taken by women". The reported "no change" percentages were similar, although significantly higher for women in West-Nile, while lower for host communities in Southwest.

Table 14. Changes in HH decision making as result of project activities – disaggregated by Gender

	Gender	Total average	Karamoja	West-Nile		Southwest	
			Resident	Host	Settl	Host	Settl
No changes	Male	37%	41%	42%	52%	30%	26%
	Female	39%	41%	43%	67%	18%	22%
Women more involved in/ consulted for decision-making	Male	37%	41%	47%	33%	27%	29%
	Female	39%	36%	45%	27%	53%	41%
More final decisions taken jointly	Male	52%	47%	42%	40%	67%	66%
	Female	41%	40%	36%	23%	57%	50%
More final decisions taken by women	Male	10%	4.3%	14%	14%	6.7%	14%
	Female	21%	12%	20%	14%	35%	34%

193. **The most reported change (44%) was "More final decisions were taken jointly", followed by "Women were more involved in/ consulted for decision-making (38%), and "more final decisions were taken by women (18%)** (see [Table 28A, Annex 13](#)). Interviewed stakeholders observed similar changes. When disaggregating the use of financial services based financial literacy training ([Table 15](#)), there is **a clear pattern of much higher changes by those having received financial literacy training.**

Table 15. Changes in HH decision making as result of project activities – disaggregated by FL training

	Received FL training	Total average	Karamoja	West-Nile		Southwest	
			Resident	Host	Settl	Host	Settl
No changes	NO	53%	53%	60%	64%	44%	28%
	YES	47%	47%	40%	36%	56%	72%
Women more involved in/ consulted for decision-making	NO	21%	25%	19%	24%	6%	25%
	YES	79%	75%	81%	76%	94%	75%
More final decisions taken jointly	NO	18%	30%	10%	23%	3%	16%
	YES	82%	70%	90%	77%	97%	84%
More final decisions taken by women	NO	23%	49%	5%	22%	5%	26%
	YES	77%	51%	95%	78%	95%	74%

194. Disaggregating by gender showed some gender differences in the findings per financial literacy training. However, the overall effect of significant differences in reported changes in HH roles correlated to financial literacy training attendance is noticed for both women and men alike, confirming the importance of joint attendance.

Table 16. Changes in HH decision making as result of project activities –by FL training and gender

	Gender	Received FL training	Total average	Karamoja	West-Nile		Southwest	
				Resident	Host	Settl	Host	Settl
No changes	Male	NO	61%	46%	74%	78%	60%	46%
		YES	28%	38%	22%	33%	24%	23%
	Female	NO	64%	55%	70%	81%	82%	31%
		YES	28%	29%	28%	51%	10%	20%
Women more involved in/ consulted for decision-making	Male	NO	25%	31%	22%	11%	40%	23%
		YES	42%	46%	62%	50%	24%	30%
	Female	NO	27%	20%	26%	14%	18%	56%
		YES	48%	48%	55%	41%	58%	37%
More final decisions taken jointly	Male	NO	29%	37%	11%	22%	20%	54%
		YES	62%	52%	60%	54%	76%	68%
	Female	NO	21%	29%	11%	10%	9.1%	44%
		YES	50%	50%	49%	38%	63%	52%
More final decisions taken by women	Male	NO	10%	8.6%	3.7%	6.3%	0%	31%
		YES	13%	2.5%	20%	21%	8.0%	11%
	Female	NO	15%	12%	2.1%	5.6%	18%	38%
		YES	27%	12%	29%	23%	37%	33%

Gender equality and women's (economic) empowerment

195. **WFP's gender approach, as outlined in the CSP, implicitly assumes that providing opportunities to women as beneficiaries enhances GEWE outcomes**, even though gender barriers or structural inequalities affecting women's ability to respond to such opportunity are well-documented (see [section 2.2.4](#) above). Both evidence of materialised GEWE contributions ([Table 17](#)) and not materialised contributions ([Table 18](#)) were found.

Table 17. Materialised GEWE contributions

Description
Women paying school fees for their children and reporting less dependence on men (beneficiaries; UNDP).
Mothers building permanent houses with iron sheet roofs (OPM).
Successful women training other women (beneficiaries).
Kaabong women's group selling to big buyers like WFP.
Women's groups are selling to prisons.
Namalo outgrowing WFP and selling to Nile breweries.

Table 18. GEWE contributions that did not materialise

Description
Most disaster management committees are male-dominated because males occupy the majority of local government positions (WFP staff).
<p>Trainings were unsuccessful because:</p> <ul style="list-style-type: none"> - "men own all assets (land, cows, pigs and chicken) and women have no decisions on which asset to sell (FGD); - low literacy levels, an inability to keep financial records - lack of knowledge to get loans from banks or microfinance institutions

196. **The ET found it difficult to fully verify the GEWE contributions because of limited gender-specific data (mainly focused on high-level ACR reporting), and data is not adequately disaggregated at the intervention level** to allow for an in-depth analysis of the contributions. As a result, the data is sometimes misleading according to a WFP staff. For example, although AMS reached 60% women, they cultivate less acreage than the men, resulting in less HH income and unequal outcomes. Similarly, FRC stated that women scored a little lower in post-training tests, due to lower literacy levels, which was also observed in the survey.
197. Lastly, district authorities in West-Nile emphasized that sustainable empowerment can only be achieved if men, who are often the head of HH, are also brought onboard.

2.2.5. Cross-cutting issues (AAP; protection; environment, and humanitarian principles)

198. **Key finding 14:** No major concerns were found for cross-cutting issues although beneficiary engagement and communications as well as environmental impact assessments of the interventions could be improved.

Accountability to affected populations

The ET found no major concerns for AAP, although it identified areas for further improvements, especially with regards to beneficiary involvement and communications.

199. Standard WFP AAP-protection questions were included in the Evaluation survey ([Table 31, Annex 13](#)), the result of which are shown in [table 19](#). There were no major differences between the regions, except that beneficiaries in Karamoja were significantly better informed about the selection criteria, but significantly less informed about feedback mechanisms. A small number of beneficiaries raised issues, which the ET qualified as red flags. Examples are safety-related concerns; complaints about the beneficiary selection or inappropriate (CP) staff behaviour. These allegations were reportedly directly to WFP management with a recommendation to independently confirm and act on them as appropriate, in line with WFP AAP guidelines. Note that most issues raised were related to CBTs, not to the interventions. .

Table 19. Beneficiary views

	Male		Female	
	Yes	No	Yes	No
Did you feel well informed about the assistance/service available?	82%	18%	81%	19%
Were your views taken into account by the organization about the assistance you received?	9%	9%	10%	8%
Do you think WFP and/or other partner staff have treated you and members of your household respectfully?	96%	4%	97%	3%
Have any of the household members experienced any safety issues related or as a result of participating in livelihood assistance?	4%	96%	4%	96%
Do you know how your household was chosen to participate in the livelihood assistance program?	50%	50%	50%	50%
Do you know when the livelihood assistance program you are participating in will end?	20%	80%	21%	79%
Do you know where you could address your compliant, questions or ask for information about anything related to livelihood assistance if at all you ever wanted	76%	24%	75%	25%

200. The following feedback was provided about specific AAP aspects, largely corresponding to the survey findings.

- **Beneficiary involvement:** there was more active engagement in the design and review of WFP interventions activities in Karamoja, while RWCs were commonly used in the settlements (survey findings). RWC leaders shared they were not involved in the vulnerability classification design. Per the survey, only 9% of the respondents felt their views were considered.
- **Partner engagement:** although mostly positive about the engagement (see [section 2.1.4](#)), several GoU stakeholders were critical about the extent to which they were kept informed by WFP, including sharing of workplans and budgets, to verify achievements.
- **Accountability:** WFP asked banks and mobile money service providers to translate their code of conduct into languages predominantly spoken by refugees to enable them to hold agents accountable for breaches.⁹⁷
- **Availability of feedback mechanisms:** stakeholder and survey findings confirm the availability of a tollfree line⁹⁸ and on-site feedback mechanisms. Per the survey, 75% were aware ([Table 19](#)).
- **Accessibility of feedback mechanisms:** a WFP informant stated that telephone calls are predominantly from men due to women literacy levels, HH roles and telephone access. This corresponds with desk review, FGD and survey findings about telephone ownership/access.
- **Complaints raised:** From the CFM reporting, there were no complaints about the interventions. However, per several stakeholders and the survey, most complaints concern the vulnerability

⁹⁷ Uganda Annual Country Report 2020.

⁹⁸ The hotline is not included as answering option in the standard WFP survey question, and few respondents stated this as preferred feedback modality.

classification system, causing OPM and UNHCR set up a complaints and appeal mechanism to enhance accountability. Farmer groups mentioned specific issues, such as delays of WFP purchases, and a pending loan refund for an irrigation system in West-Nile.

- **Irregularities:** FRC reported incidents of trainers selling certificates to participants upon completion of training in Kyaka refugee settlement, and an incident of ghost trainers in Rwamwanja, with FRC field supervisors inflating the number of trainers, causing a financial loss.

Protection

201. **The ET found no major concerns for protection, with only 3.8% stating that they experienced safety issues** (all of which were related to CBTs, not the interventions). The following feedback was provided about specific protection aspects:

- **Privacy:** WFP drafted Data Sharing Agreements for the Ministry of Gender's (MGLSD) legal review.
- **Confidentiality of feedback mechanisms:** WFP put in place protocols data protection and restricted staff access.
- **Beneficiary identification:** WFP works with the MGLSD to identify protection risk beneficiaries, such as elderly, and enrol them for senior citizens grants.
- **Risks and mitigation:** WFP conducted protection risk assessments for the switch to CBTs. According to the Q3 PDM report 2020 for Southwest, no safety issues were reported. Staff and externals (CPs; bank agents and retailers) received training in humanitarian principles and WFP's zero tolerance policy on Sexual Exploitation and Abuse.
- **Ration cuts:** Settlement stakeholders replied that the rations cuts increased protection risks, such as: dropouts, early marriage, theft; GBV, suicide, and child abandonment.
- **COVID-19:** Although this created more issues for CBTs, mitigating measures were implemented to reduce the risk, such as delaying trainings, and coordination meetings (see [section 2.3.1](#)).

202. **GBV:** The evaluation did not find any direct links to increases in GBV. Reference to GBV were made in FGDs and KIIs but it is unknown if this was the result of the interventions or due to broader external circumstances like ration cuts. Various stakeholders and survey findings stated the financial literacy training led to more joint HH planning, resulting in less GBV. The same applies for enabling women to contribute financially (via income-generation or Nutri-cash) to the HH, earning them respect from their spouses. However, other stakeholders stated that cash enables men to buy alcohol instead of food, increasing HH tensions and GBV.

Environment

203. **WFP made efforts to reduce or mitigate the environmental impact by supporting climate-smart agriculture practices and restoration of natural resources.** WFP engaged district local governments and relied on national legislation to assess environmental and social risks prior to implementation. Projects implemented in Kotido, Moroto, Isingiro, Adjumani and Lamwo districts had a section on their expected environmental impact included in the proposals. **However, based on the desk review, no studies were made on the environmental impact of the interventions.** For example, irrigation systems were developed in the Southwest, but no details are provided about the water availability or links to water saving irrigation techniques.

Table 20. Examples of specific projects per region

Region	Specific projects
Karamoja	<ul style="list-style-type: none"> - 40 ha of trees and expanded three soil and water conservation structures in degraded lands in (Kotido and Moroto districts); - Efforts to combat deforestation due to a refugee influx in (Kisoro district)
West-Nile	<ul style="list-style-type: none"> - 21 ha of trees and 18 fuel efficient institutional stoves to reduce energy needs in schools (Adjumani district)
Southwest	<ul style="list-style-type: none"> - 2 ha of trees to create to protect and restore the Rwizi river (Isingiro district) - 2 valley tanks to enhance access to water

204. **PRO-ACT:** Specifically focuses on climate change and shocks, indirectly considering environmental protection via disaster risk management, and directly via mitigation assets like woodlots to improve natural resources. However, per the desk review and stakeholder feedback, some planned asset creations (e.g. water sources) were not realised.

205. **ACL:** WB stated that environmental concerns played an important role in its DRDIP and NUSAF interventions, to which WFP's ACL activities are aligned. A key issue is deforestation in and near settlement areas due to a need for firewood as well as charcoal production. Fuel efficient stoves and solar power were promoted to reduce the environmental impact.

Humanitarian principles

206. WFP's four humanitarian principles (humanity; neutrality; impartiality, and operational independence) are reflected in the WFP code of conduct, which promotes the following core values⁹⁹:

- fundamental human rights;
- social justice;
- the dignity, worth and diversity of individuals;
- equal rights for men and women;
- accountability, competence, respect and discretion to the people we serve;
- anti-fraud and anti-corruption;
- protection from sexual exploitation and abuse.

207. Given the developmental context in Uganda, its democratic government system, and well-documented hospitality to refugees from neighbouring countries, adherence to WFP's humanitarian principles is easier than in typical humanitarian conflict settings. **The ET found no indications that humanitarian principles were compromised or any GoU interference in WFP's strategic decision-making.**

208. Topics related to the core values were included in the evaluation design, for example survey respondents were requested about accountability, protection and respectful treatment. As mentioned above, these were reportedly directly to WFP management for verification and follow-up. Similarly internal and external stakeholders were asked about irregularities that occurred, with two examples mentioned by FRC¹⁰⁰.

209. **Do-no-harm:** For example, financial literacy and small business trainings contributing to the already high rural-urban migration of refugees; seedling distributions causing tensions in communities and

⁹⁹ <https://www.wfp.org/ethical-culture>

¹⁰⁰ FRC reported incidents of trainers selling certificates to participants upon completion of training, which was identified via the whistle blowing-process in Kyaka refugee settlement. In addition, there was an incident of ghost trainers in Rwamwanja, with FRC field supervisors inflating the number of trainers from 19 to 50, causing a financial loss.

nutri-cash assistance creating a financial incentive for some women to get pregnant. This was documented from KIIs and FGD participants reported some as unquantified, negative side-effects.

2.2.6. Intervening factors

210. **Key finding 15:** The most important intervening factor affecting WFP's performance was funding availability, which directly (prioritisation of life-saving WFP activities), and indirectly (especially due to ration cuts) affected the scale and achievements of the interventions. External factors affected the overall food price levels, eroding the purchasing power of beneficiaries.
211. **Internal: The most important internal factor influencing performance and results was reduced funding availability due to the COVID-19 pandemic and competing humanitarian crises.** The ACRs provide WFP's explanations about the funding challenges encountered and consequent decisions made. The main impacts were: a prioritisation of life-saving activities over the interventions and CP capacity-building; rations cuts, and a skewed funding coverage of SOs. Given the generic set-up of the interventions as SOs (instead of projects), the achievements are primarily dependent on the extent to which the SO is funded. Related it is impossible to state the exact impact of these factors at output level.
212. WFP tried to mitigate this by strengthening relationships with donors that traditionally supported WFP Uganda, while also diversifying the donor base, such as attracting private sector funding like the Mastercard Foundation project.

Table 21. Intervention specific factors

Intervention	Description
General-structural	Remote locations of the settlements, which affect the LH options (see also AMS below)
	(uncoordinated) Assistance provided by other agencies
Agricultural production	Fluctuating commodity prices
	Availability of or access to land, water, and agricultural inputs (e.g. seeds, fish feed, ploughs)
	Production losses due to pests, insects, and diseases
	Cross-border harvest buy-ups from Kenya
ACL	End of NUSAF III
	Funding reductions due to lack of structural donor base
AMS	Limited storage facilities
	<u>Market access:</u> long distances (to settlements) discourage aggregators/ traders to visit or cause farmers to sell produce at farm-gate to middlemen for low prices
Financial literacy	Gender differences in adult literacy affect the effectiveness of financial literacy and other trainings

213. **External:** Stakeholders identified the following factors that affected both the implementation and the design of the interventions: insecurity in Karamoja, spillover and a refugee influx from

neighbouring countries, the Ukraine crisis, and natural disasters. These increased overall price levels, which affected the implementation and the purchase power of beneficiaries.

Factors affecting the quality of the intervention design

214. **Key finding 16:** Stakeholders mentioned as factors that enhanced the quality of the intervention design: the close alignment with GoU systems as well as the close involvement of GoU technical counterparts and local communities in the implementation. Factors identified as hampering the quality of the intervention design are not all under the effective control of WFP. However, they include external constraints like land access and the legal position of refugees, which challenge some of the underlying assumptions of the WFP interventions.
215. The interviewed stakeholders mentioned multiple enhancing and hampering factors, although some (e.g. synergy between activities, focus on broader needs) were contradicted, and considered improvement areas per other evaluation findings.

Key enhancing factors	Explanation/ example
Involvement of GoU technical counterparts	e.g. technical standard from Bank of Uganda for financial literacy, and from NARO for ACL
Local (-ly selected) crop varieties	e.g. OFSP and mushrooms were selected and field tested, resulting in high acceptance and successful cultivation.
Integration/ alignment with government systems	e.g. PROACT is part of the government system with the government leading the actions

Key hampering factors	Explanation/ example
External factors	Natural shocks such as drought/ flood as well as insecurity in Karamoja
Political factors	Political endorsement requirements; local elites protecting their interests; compulsory engagement of district authorities to reach beneficiaries
Funding availability and modalities	Self-reliance/ resilience focus is challenging with unreliable and short-term funding
Lack of a harmonised self-reliance approach	In Uganda as well as WFP internally
Unclear objectives and exit strategy	Such as for small LH activities and PRO-ACT
Limited adaptation of the interventions to different needs	Most interventions (e.g. AMS) use standardised approaches with limited adaptation to different beneficiary needs and capacities
Agricultural production constraints	Limited access to land, land fragmentation and infertility make it challenging to scale up production to a level beyond subsistence
Refugee constraints	Refugees cannot be enrolled into mainstream government programs such as under the PDM model
Gender mainstreaming constraints	For example, the WFP Gender Unit's role is advisory only; mainstreaming is partly delegated to CPs; women-specific constraints such as time poverty or related to the absence or low quality of public services (e.g. education and health services) may have an impact

2.2.7. Beneficiary capacity strengthening

216. **Key finding 17:** Capacity-strengthening efforts focused on both on production and financial capacities. While AMS mainly focused on PHM and marketing, the production capacity-strengthening under ACL was not always linked to the AMS efforts. However, there are successful examples of layering of ACL activities in Karamoja, which focused on production-related LH assets that linked to AMS. The success of the capacity-strengthening efforts will also depend on access to land and education levels, which should be kept in mind when interpreting the findings.

Regional and population differences

217. As noted in the self-reliance analyses for Karamoja and refugees and confirmed by stakeholders, there are differences in the availability (and quality) of land and education levels between regions as well as populations (e.g. refugees and host communities) (see [Table 5](#) and [6, Annex 13](#)). **Access to land and education directly affects the effectiveness of certain interventions and capacity-strengthening efforts.** For example, PHM practices were less adopted by small volume producers (see [section 2.1.3](#)), and women groups mentioned during FGDs that financial literacy was taught while most beneficiaries were unable to keep farm records.
218. **The survey confirmed the presence of large regional differences in terms of land ownership, with Karamoja as region scoring highest with 70%.** Although host communities' ownership in Southwest was the same (71%), it was only 39% for refugees. West-Nile scored lowest with 56% for host, and 37% for refugees. In both regions refugees scored much lower, in line with desk review findings (see [Table 6, Annex 13](#)). Crop-sharing arrangements were less reported in Karamoja, likely due to the high land ownership, and had similar percentages in Southwest and West-Nile, with refugees in West-Nile making more use of this modality. Access to land, and access to finance were identified by around 70% of the refugees in both West-Nile and Southwest as key obstacles to engage in income generation activities.
219. **The survey did not find major regional differences in education levels of the head of HH's,** with around 80% either not having received formal education or only primary education. In general, education levels can have a significant impact on the income-generating potential. Karamoja scored lower than the other two regions, especially when compared to the host communities (other Ugandans) confirming that Karamoja is one of the least developed regions, with lesser governmental service provision, e.g. schools. In West-Nile and Southwest, there are significant differences between host communities and refugees.

Strengthened production capacity

220. All stakeholders agreed that to create or enhance self-reliance/ resilience, there is a need to conduct capacity-strengthening to improve agricultural production and practices of the beneficiaries and create linkages to GoU and private sector partners to ensure sustainability.
- The main interventions aimed at strengthening production capacity are AMS; ACL and small LH.** Although access to finance is also essential to strengthen production capacity, its effect is more indirect and it will therefore be discussed in the next section.
221. As explained in [section 2.2.1](#), **WFP's capacity strengthening mainly focused on PHM and marketing, which increases the sellable production volume by preventing losses.** Overall, AMS was successful, and the adoption of hermetic storage technology increased to 61%, and post-harvest losses reduced from 18% to 10% in 2020 compared to 2019.¹⁰¹ However, several barriers were identified,¹⁰² including financial constraints to purchase the subsidised equipment, as also confirmed by the Evaluation Survey.
222. Evaluation field visits to groups in Kyegegwa and Isingiro districts showed clear differences in PHM and record-keeping between those who were trained and those who were not as well as differences between refugees and host communities. Residing in the settlements, refugees are closely

¹⁰¹ Uganda Annual Country Report 2020

¹⁰² WFP (2022): Barriers to the Adoption of Small-Scale Hermetic Grain Storage Equipment amongst small-scale producers in Uganda.

supervised, which enhanced the quality of produce. However, the access to land to increase their volume remains a problem. Host communities produce more, but due to less supervision, unscrupulous farmers are tempted to compromise PHM for quick gains by drying their produce on bare ground to increase the weight with stones and residue.

223. **Instead, production capacity strengthening under ACL was limited to only few ACL activities, which clearly focused on the creation or rehabilitation of production-related LH assets.** Although only few “ACL” activities were conducted in West-Nile and Southwest, they were assessed as more social protection oriented due to their link to LIPWs (see [section 2.1.3](#)). Good ACL examples (e.g. OFSP; fish; beekeeping) were discussed before and mainly conducted in Karamoja. However, in Southwest, irrigation systems developed under ACL enabled farmers to produce vegetables throughout the year, addressing the need for irrigation water as confirmed by the survey; 44% of the respondents assessed the availability of irrigation water as limited. Also, the recent ECHAI project, implemented directly with OPM and DLGs, has a strong production capacity strengthening component, including links to the private sector.
224. **Another proxy of strengthened production capacity are job creation spin-offs but no concrete figures are available.** Some evidence is provided in financial literacy success stories and indirectly since the reported production volume increases warrant additional labour. NARO and OPM were also positive about the job creation for host communities and refugees. Reportedly, many trained refugees have begun self-employment initiatives, which was confirmed to some extent the financial literacy success stories.
225. WFP also supports, although not systematically (e.g. by engaging its Munich office), the digitisation of support efforts, to enhance business efficiency. A WFP staff mentioned that VSLA records were digitised, enabling farmers to make online orders for inputs, and in Southwest, beneficiaries use digital platforms for conducting businesses and mobile transactions.

Strengthened financial capacity

226. **Key finding 18:** Financial literacy strengthened the financial management skills of beneficiaries for both HH-level and LH decision-making. It also had a positive effect on the use of financial services, especially VSLA and mobile banking. However, the limited physical presence remains an obstacle for switching to formal Financial Service Providers. Beneficiaries used VSLA loans both for the intended purpose of LH support and for consumption-based needs (e.g. health; education).

Access and use of financial services

227. The AMS endline¹⁰³ and early phase monitoring¹⁰⁴ show that regional differences in the utilisation of mobile money services are related to the availability of physical infrastructure (e.g. banks) and the quality of network infrastructure (electricity; communication). To mitigate this effect, WFP convinced FSPs to go to settlements where the infrastructure is not good and supported Bank Agents to provide services to the communities (e.g. mobile branches). Note that WFP engaged banks for the CBTs, which provide an incentive. However, reportedly banks also work directly with beneficiaries, aiming to retain the accounts even without WFP's CBTs, which the ET was unable to verify.
228. **The survey confirmed the strong correlation between the availability and use of specific financial services, such as banks and mobile saving & lending.** This applies especially for the bank and community-based services, and less for the mobile banking, which is understandable as these are remote-based. The gap between availability and use is the biggest for Karamoja, and the smallest for West-Nile. The exact reasons for these differences are not clear. It could be partly the result of a better coverage with financial literacy activities, but this was not supported by survey findings.
229. **Desk review, stakeholder feedback, and survey findings confirmed that the access to and use of financial services increased because of the interventions** with the notable exception (important for self-reliance/ resilience) being the continued low use (2.6%) of weather index

¹⁰³ WFP (2022): AMS endline.

¹⁰⁴ WFP (2019): Agent Banking Process Monitoring June 2019.

insurances. An average of 89% of the surveyed community members used an average of 1.43 financial services. Although there are significant regional differences (see [Table 22](#)), the most used services are community-based lending or insurance services/ VSLA (78%); mobile savings & lending (32%), and banks (9.9%). In Karamoja, 22% are not using any services.

Table 22 Financial services' use (per region & population)

	Total average	Karamoja	West-Nile		Southwest	
		Resident	Host	Settl	Host	Settl
None	11%	22%	2.9%	4.7%	2.3%	8.1%
Bank (savings & lending)	9.9%	7.3%	5.8%	2.1%	18%	19%
Mobile saving & lending services	32%	30%	22%	27%	49%	38%
Other external lending institutions (e.g. micro-finance; private)	2.4%	0%	1.4%	0%	11%	4.4%
External (e.g. crop/livestock) insurance services	1.7%	4.0%	0.5%	0%	0.8%	0.7%
Governmental lending or (e.g. crop/livestock) insurance services	1.7%	3.0%	3.4%	0%	0%	0.4%
Governmental safety net/ employment protection	0.2%	0.3%	0%	0%	0%	0.4%
Nutricash saving system	0.2%	0%	0.5%	0.5%	0.8%	0%
Community-based lending or insurance services (e.g. farmer associations; VSLA)	78%	64%	89%	83%	92%	81%
Other ¹⁰⁵	1.2%	2.5%	1.4%	0%	0%	0.7%

Contribution of financial literacy training

230. **Those who received the financial literacy training report a much higher use of financial services (Table 22).** Only 26% of those who received training are not using any financial service compared 74% for those who did not receive literacy training. Given the low familiarity with cash and financial services of especially the refugee population, and the introduction of CBTs, it is highly likely that this relationship is causal, and that financial literacy training contributed to an increased use of financial services. There are a few exceptions for West-Nile and Nutri-Cash beneficiaries.
231. However, there was also some critical feedback. For example, a CP in Southwest, stated that the contribution of the financial literacy training was limited, since only a few participating groups and individuals were able to take up the skills. Explanations are the low literacy of women in Karamoja (per FGDs) and the limited HH saving capacity for refugees, as reported in the survey.

¹⁰⁵ Under "oer" (n=15), safety box in the house (14x), and business stock (1x).

Table 23. Use of financial services disaggregated for FL training

	Received FL training	Total average	Karamoja	West-Nile		Southwest	
			Resident	Host	Settl	Host	Settl
None	NO	74%	83%	50%	67%	67%	45%
	YES	26%	17%	50%	33%	33%	55%
Bank (savings & lending)	NO	19%	41%	25%	0%	13%	10%
	YES	81%	59%	75%	100%	87%	90%
Mobile saving & lending services	NO	32%	39%	53%	73%	5%	12%
	YES	68%	61%	47%	27%	95%	88%
Other external lending institutions (e.g. micro-finance; private)	NO	10%	N/A	33%	N/A	7%	8%
	YES	90%	N/A	67%	N/A	93%	92%
External (e.g. crop/livestock) insurance services	NO	25%	25%	0%	N/A	0%	50%
	YES	75%	75%	100%*	N/A	100%	50%
Governmental lending or (e.g. crop/livestock) insurance services	NO	35%	25%	43%	N/A	N/A	100%
	YES	65%	75%	57%	N/A	N/A	0%*
Governmental safety net/ employment protection	NO	50%	100%	N/A	N/A	N/A	0%*
	YES	50%	0%	N/A	N/A	N/A	100%
Nutricash saving system	NO	67%	N/A	100%	100%	0%	N/A
	YES	33%	N/A	0%*	0%*	100%*	N/A
Community-based lending or insurance services (e.g. farmer associations; VSLA)	NO	26%	21%	32%	52%	12%	15%
	YES	64%	79%	68%	48%	88%	85%
Other ¹⁰⁶	NO	33%	40%	33%	N/A	N/A	0%
	YES	67%	60%	67%	N/A	N/A	100%

232. With regards to the purpose for which financial services are used, multiple stakeholders (WFP; farmer groups; CP) and **survey findings¹⁰⁷ confirmed that VSLA savings were used for LH improvements/diversification**, e.g. investments in small businesses; livestock or agricultural inputs (seeds, pesticides and insecticides). However, as also observed by UNDP monitoring of its grants' use, **loans are often also used for consumption-based needs such as health and education**. The decisions will be affected by the extent to which other (LH) assistance is received ([section 2.1.4](#)) as well the operational context or "structural factors" ([section 2.4.2](#)).

233. **Although hard to quantify, the financial endline and FGD feedback, confirm that financial literacy contributed to better financial planning and decision-making**. Although WFP monitoring showed that Nutri-cash beneficiaries spent 31%¹⁰⁸ on saving, and 61% of the survey respondents stated that the CBTs "allowed me to build up some savings", the resulting financial buffer is limited¹⁰⁹. As a result, financial capacity strengthening achievements are quickly undone by shocks. An example from Karamoja described how a successful smallholder farmer in year one, struggled to buy agricultural inputs in year two when there was drought.

¹⁰⁶ Under "other" (n=11), 8 respondents mentioned "house" maybe referring to mortgage or the use of their house as collateral; 2 stated SACCOs and 1 group savings.

¹⁰⁷ Per the survey, an average of 14% across regions, with the highest percentage 28% reported by host communities in Southwest.

¹⁰⁸ Please note there was a mandatory saving of 30% for each of the Nutri-cash beneficiaries.

¹⁰⁹ Survey findings show that 51% of the respondents had saving of less than one month of basic needs, and 23% had no savings

Switch to formal FSPs

234. Trust is an important factor for financial decisions and service use. Although WFP made efforts to address wider infrastructure challenges, such as bringing banks to the settlement, their lack of physical proximity or tangible presence is hampering the graduation to more formal financial inclusion, as confirmed by the survey findings.
235. Per the National Financial Inclusion Strategy,¹¹⁰ SACCOs remain a major potential source of financial services and inclusion for large segments of the population. Similarly, WFP reported that many refugees still use informal financial services that are highly expensive and exploitative to access credit.¹¹¹
236. As a result, **although mobile services are increasingly used, VSLAs are the most preferred and used saving modality with an average of 78% across the regions.** Stakeholders were mostly confident about their sustainability, although there are big differences between groups. WFP staff reported that VSLAs are safeguarding billions of Uganda shillings and actively provide loans to farmers. Successful examples of VSLAs linked to ACL activities were quoted from Karamoja. However, some groups are not very strong because their members are unable to save much or the have too few or many members, which affects the size of the loans and the capacity to invest.

2.2.8. Self-reliance/ resilience contributions

237. **Key finding 19:** It is difficult to determine the exact self-reliance/ resilience contributions due to conceptual and practical challenges. Stakeholders confirm LH improvements, and link this to their understanding of self-reliance/ resilience. However, WFP attribution for these improvements is challenging as beneficiaries often received other assistance. Karamoja has the highest RCS score, to which PRO-ACT likely contributed, although host communities scored similarly. Overall ECMEN scores were in line with regional and population differences found throughout the report; findings disaggregated per intervention were inconclusive.
238. There are three conceptual challenges related to measuring the self-reliance/ resilience contributions:
1. **Lack of a commonly agreed self-reliance framework in Uganda** ([section 2.1.3](#));
 2. **Simultaneous use of self-reliance and resilience by WFP:** for protracted refugees and global policies respectively ([section 1.3](#));
 3. **Different self-reliance focus between WFP and UNHCR:** on “food security and nutrition” and “essential needs” respectively.
239. These challenges were confirmed during the desk review. The CSP focuses primarily on hunger and malnutrition, less on LHs and self-reliance. In line with the WFP-UNHCR joint policy, and global standard reporting (see ACRs), the focus is on self-reliance in food security and nutrition. However, **WFP internal data collection (PDM; endline studies) and survey findings confirm that an essential needs focus is more appropriate for unconditional cash assistance (CBTs; Nutri-cash), since beneficiaries spent their assistance to cover various needs.** The Resilience Capacity Score (RCS) is mainstreamed in global standard reporting since 2023. Besides ECMEN is there is no self-reliance indicator included in the WFP indicator compendium.
240. According to a partner, self-reliance is not an optimal objective, and interventions should not be limited to “graduating people”. There is instead a need for a longer timeframe to sustainably address the needs of vulnerable HHs and measure the impact. Although it is interesting to see that WFP is starting to use, for example ECMEN, but based on FAO’s experiences, for activities like AMS, this data will only give a reliable impression about self-reliance in a couple of years.
241. Irrespective of whether self-reliance is a suited objective, **the lack of commonly agreed self-reliance framework means it is difficult to determine when the self-reliance objective is achieved.** For example, multiple WFP stakeholders stated that certain farmer groups (in Karamoja)

¹¹⁰ Bank of Uganda (2017): National Financial Inclusion Strategy 2017-2022.

¹¹¹ WFP (2022): DFI WEE Uganda Period 2 Report.

are likely already self-reliant. An example is the Nakelio farmers group in Karenga, which explained that members look for their own markets for selling fish, and that a savings group was established for the income generated. Local council leaders and farmer groups in Karenga reported that members used their profits to buy other assets like goats, chicken, and pigs or open retail shops. The saving capacity and investments in livestock and LH diversification are strong indicators of an enhanced self-reliance/resilience capacity. However, this group is not documented as “graduated” or assessed as self-reliant. In general, the AMS graduation logic or the handover to the government, as mentioned in the CSP, is not well documented.

242. In addition to or because of the conceptual challenges there are several practical challenges related to measuring the self-reliance/ resilience contributions:
- **LH improvements equals self-reliance improvement:** based on the assumption that improved LHs (e.g. reduced PHM losses), increase HH income, which in turn increases the self-reliance capacity. This ignores aspects like costs of living. Examples like “having a surplus for storing and selling after catering for immediate food needs”, and “LH diversification” might be better proxies.
 - **Other assistance received:** The fact that WFP beneficiaries’ also received other assistance, as mentioned under production capacity strengthening, biases the findings. A WFP internal example is that multiple of the financial literacy success stories described beneficiaries who were also engaged as trainers, benefiting from temporary employment in addition to the training itself.
243. Although qualitative data is available, it is often difficult to distil WFP’s contribution and lacks concrete figures. For example, a CP stated that the irrigation systems in Southwest were successful in strengthening self-reliance. The HHs received both AMS and ACL support, and required a little push, e.g. an irrigation kit, to reduce their need for food assistance and become independent. However, the Ugift partnership provided subsidies to support these farmers, and ACL groups received LH support worth 18 million UGX from DRDIP to enhance self-reliance.

Resilience Capacity Score (RCS)

244. As confirmed by desk review and WFP informants, the CO Uganda efforts to integrate WFP resilience efforts focused mainly on the enhancement of four capacities (anticipatory; absorptive; adaptive, and transformative), which should contribute to resilience in a sustainable manner. They are measured by the RCS¹¹², which was included in the latest version of the WFP compendium. Most interventions focused on enhancing the absorptive (e.g. access to loans) and adaptive capacities (e.g. business development skills; drought-resistant crops) of the beneficiaries (**Table 24**), by improving and diversifying HH food and/or income sources. PRO-ACT focused also on anticipatory capacities. AMS is the only intervention that also aimed for transformative capacity in terms of changing food systems in favour of smallholder farmers.

¹¹² Although the CSP and Uganda CO strategy papers mainly refer to self-reliance, this “resilience” approach/ indicator guided the policy development

Table 24. Contribution of the interventions to RCS capacities

	Anticipatory <i>(Minimize exposure to shocks and stresses by preventive measures)</i>	Absorptive <i>(Resist a shock or the eroding effects of a stressor)</i>	Adaptive <i>(Respond to change by making proactive and informed choices)</i>	Transformative <i>(Reduce the impact of shocks by major changes/investments in livelihoods/food systems)</i>
PRO-ACT	X	X	X*	
AMS		X	X	X
ACL		X	X	
Small LH		X		
Financial inclusion		X	X	

* note that the creation of multiple planned assets was cancelled

245. **The interventions likely contributed to a higher RCS score, with Karamoja, where PRO-ACT is implemented, having the highest RCS, significantly higher than West-Nile and Southwest (Table 25).** However, it should be noted that within these regions, there are significant differences between host communities and refugees, with the latter pulling down the average. For example, the host communities in Southwest are at par with Karamoja, especially when considering the breakdown per RCS category (Table 26). A detailed breakdown of scores for the different RCS questions is provided in [Table 22, 24 Annex 13](#).
246. While Karamoja had the highest percentage of high RCS, it simultaneously had a significant percentage of low RCS, equal to West-Nile and almost double compared to Southwest host communities. The findings are nevertheless encouraging, since Karamoja is one of the least developed regions of Uganda, and Southwest is significantly better positioned and connected to major urban centres in the country. Disaggregating the findings by gender of head of HH reveals gender differences, and **a significant gender gap for female heads of HH in Karamoja and West-Nile, which reported lower RCS compared to their male counterparts.**

Table 25. Average RCS¹¹³

Region	Average RSC
Karamoja (resident)	53.33
West-Nile	44.69
<i>Host</i>	47.92
<i>Refugees</i>	41.19
Southwest	46.78
<i>Host</i>	51.31
<i>Refugees</i>	44.58
<i>Average</i>	48.26

Table 26. Breakdown of RCS per category (by region, population, gender)

Region	High RCS	Low RCS	Medium RCS
Karamoja	30%	20%	50%
(Resident)	30%	20%	50%
<i>Female</i>	19%	34%	48%
<i>Male</i>	37%	11%	52%
West Nile	15%	23%	62%
Host community household	19%	20%	61%
<i>Female</i>	20%	23%	57%
<i>Male</i>	19%	18%	63%
Refugee household	9%	27%	64%
<i>Female</i>	11%	30%	60%
<i>Male</i>	6%	18%	76%
South west	19%	23%	58%
Host community household	24%	11%	65%
<i>Female</i>	19%	7%	74%
<i>Male</i>	27%	15%	58%
Refugee household	17%	29%	54%
<i>Female</i>	16%	33%	51%
<i>Male</i>	17%	26%	57%
Percentage of total	21%	22%	57%

ECMEN

247. Per the survey findings and stakeholder feedback, two points should be considered when interpreting the ECMEN findings:

- Differences in spending patterns: different gender and age groups spend their income differently. Men and youth are more prone to invest part of their income in LH opportunities, such as starting a small business. The elderly tend to spend more on food and women saved for HH needs like health and education.

¹¹³ This indicator measures household's perception of their four resilience capacities, see table 23, to generic or country specific shocks and stressors.

- HH sizes: although this is reflected in ECMEN per capita findings, the survey found significant differences in HH sizes between the regions. The average HH size across regions was 7.46, but 6.46 in Southwest; 7.62 in Karamoja, and 8.29 in West-Nile.
248. The overall ECMEN findings (See [Fig.7](#)) confirm regional differences noted throughout the report:
- **Southwest (81,309 UGX; 15% above MEB)**: highest ECMEN and less difference between host communities and refugees, also for the percentages above MEB;
 - **West-Nile (55,718 UGX; 6.8% above MEB)**: significant differences between host and refugees also for the percentages above MEB.
 - **Karamoja (53,634 UGX; 4.5% above MEB)**: lowest ECMEN but higher than refugees in West-Nile.
249. Note that these do not consider price differences between regions, as partly reflected in the Minimum Expenditure Basket (MEB), see table 27. In line with the general pattern of findings across the evaluation, the Southwest as region scores the best with 15% above MEB, followed by West-Nile (6.8%) and Karamoja (4.5%). While there are only minor differences in Southwest, host communities perform much better (9.6%) than refugees in West-Nile (3.6%). Except for Southwest, there are big gender differences, especially in Karamoja (10% male; 2.1% female).
250. Regarding the recurrent (monthly) non-food costs, key observations are that for expenses like personal care, electricity (if available), and communication, the differences are small between regions and populations. However, resident and host populations spent more on housing costs like water supply and service related to their dwellings. (See [Table 11, 12, 13](#) in [Annex 13](#)).
251. For the irregular non-food costs, a key observation is that health and education are the biggest expenditure groups (see [Table 14, Annex 13](#)), and that there are significant regional differences. These would fall under the header of “structural factors” ([section 2.4.1](#)), the importance of which was identified in desk review and by stakeholders. Regional differences are detailed in [Table 14 A, B, C Annex 13](#).
252. **Disaggregating the ECMEN findings by gender of head of HH reveals small gender differences, with a more significant gender gap for female heads of HH in Karamoja and West-Nile (Fig.8).** Interestingly, when ECMEN compared to MEB was disaggregated by gender, male-headed HHs consistently scored better than men, contradicting statements from some stakeholders that women were performing better than men in terms of income generated from the interventions ([Table 26](#)). The food module findings seem to be coherent across regions, and differences likely reflect price differences between regions, as the general expenditure level is much lower in Karamoja. The high reported expenses on cereals by host communities in Southwest is striking, especially given the smaller HH sizes, and may need to be followed up (see [Table 8, 9, 10](#) in [Annex 13](#)).

Figure 7. Monthly ECMEN per capita

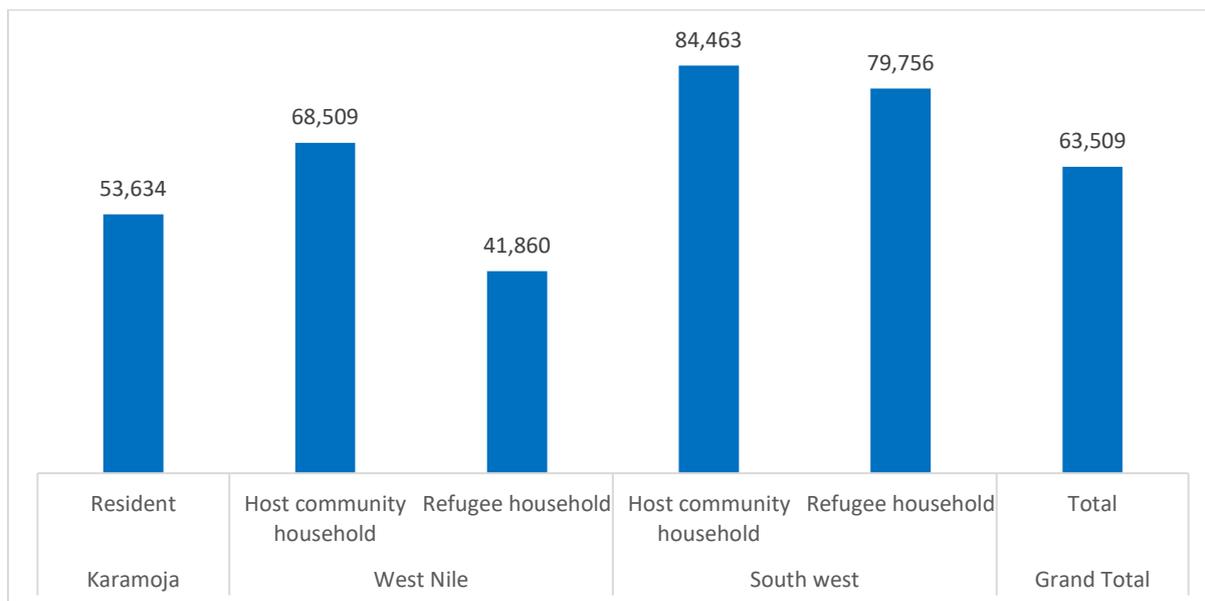


Figure 8. Monthly ECMEN per capita per gender

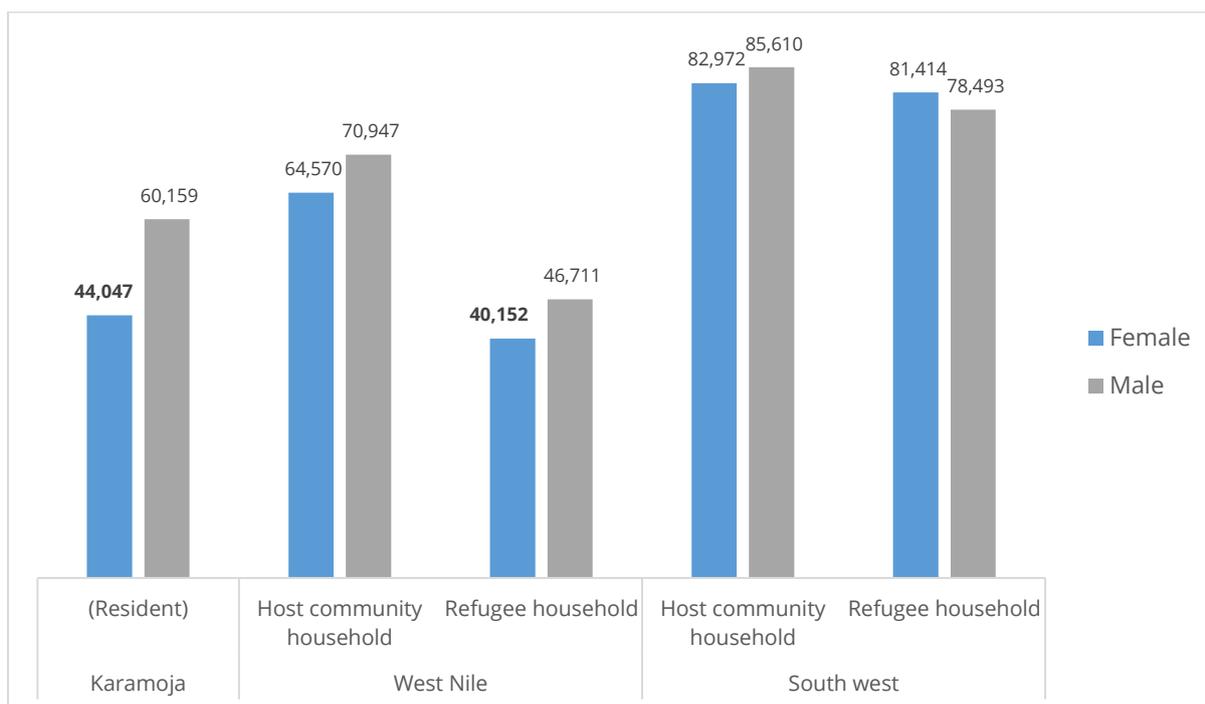


Figure 9. Comparing ECMEN with MEB Per Capita (excl. Assistance)

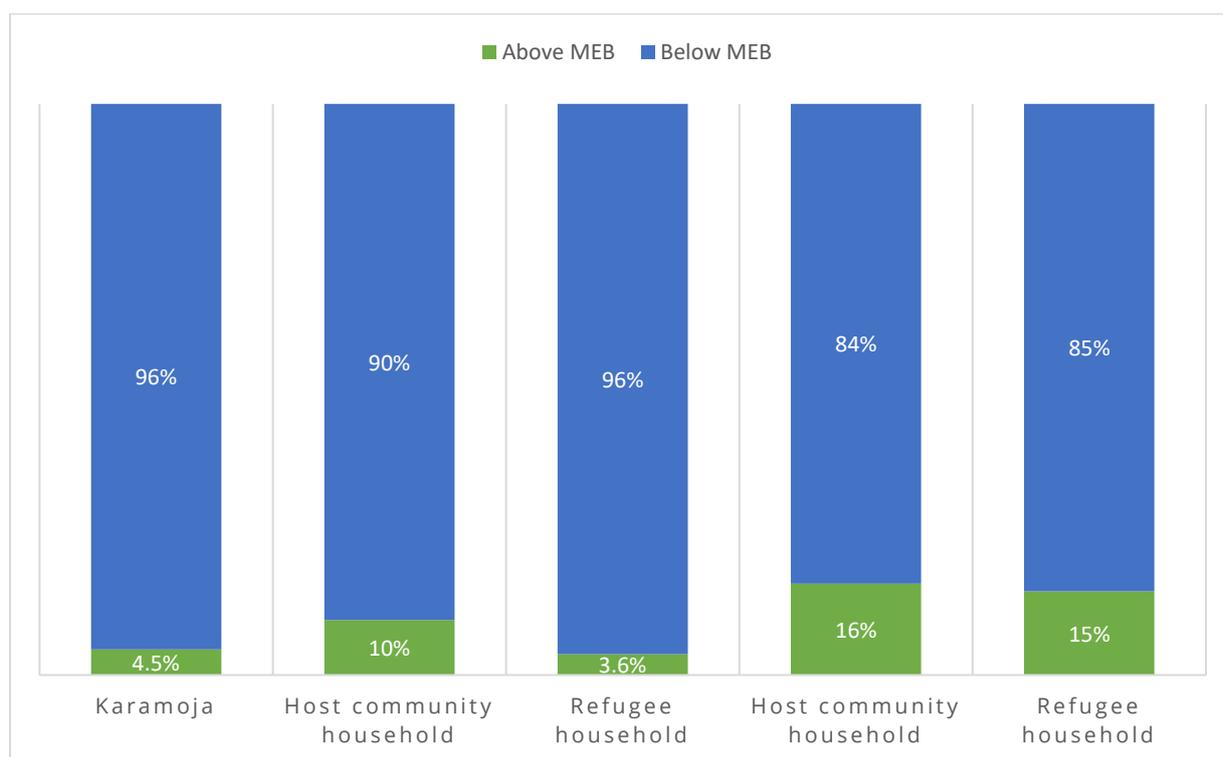


Table 27. ECMEN - excluding assistance (comparing with MEB per capita)

	Above MEB	Below MEB	Total
Karamoja Residents	4.5%	96%	100%
Female	2.1%	98%	100%
Male	10%	90%	100%
West Nile	6.8%	93%	100%
Host community household	9.6%	90%	100%
Female	8.1%	92%	100%
Male	13%	88%	100%
Refugee household	3.6%	96%	100%
Female	2.7%	97%	100%
Male	7.1%	93%	100%
South west	15%	85%	100%
Host community household	16%	84%	100%
Female	16%	84%	100%
Male	17%	83%	100%
Refugee household	15%	85%	100%
Female	14%	86%	100%
Male	16%	84%	100%
Total	8.8%	91%	100%

Intervention specific findings

253. Methodological note: A technical issue in the survey design limited the ability to analyse participation in WFP activities by intervention. Only respondents that received cash assistance were asked to self-report their participation in WFP LH activities which made it challenging to disaggregate per intervention.
254. In general, as confirmed by the survey findings and qualitative data collection, it is challenging to provide a breakdown of the self-reliance/ resilience contribution per intervention for a variety of reasons:
- Different levels of vulnerability: beneficiaries have different starting levels of vulnerability, making it difficult to interpret the findings without a baseline. Since vulnerable HHs were targeted, the achievements are less positive compared to a group average.
 - Regional-population differences: per above, there are regional and district-level differences in land access, education level and “structural factors” ([section 2.4.2](#))
 - Other assistance received: many beneficiaries received assistance (e.g. agricultural inputs) from multiple partners, which creates a high risk for bias.
 - Beneficiary confusion: beneficiaries might allocate assistance to the wrong agency, e.g. 76 respondents (6.3%) reported to have received all four types of LH assistance from WFP, which is unlikely.

Self-reported contributions

255. Survey respondents were asked to what extent they agreed or disagreed with eleven statements about possible self-reliance contribution of the three groups of LH activities (ACL, AMS and small LH activities). A comprehensive overview of the division of answers across LH activities and regions is provided in [Annex 13](#). Overall, the findings of Karamoja were considered not very representative based on the small number of respondents (that received cash assistance), which were likely very vulnerable HHs benefiting from Nutri-cash.
256. **In general, especially the AMS and small LH activities (as ACL was conducted much in the settlements), show that refugees primarily use the additional income to cover basic needs.** Per the survey, savings have higher priority than livestock or HH asset purchases, which can be for practical reasons (lack of space) and/or a contribution of the financial literacy activities. For all respondents, the findings indicate that the contributions are higher for populations in Southwest, nothing that they also reported higher capacities (e.g. access to land; education level) and a more favourable operational context.

ECMEN disaggregation

257. Based on the proxy¹¹⁴ ECMEN disaggregation per various combinations of the interventions ([Table 28](#)), **no clear pattern was distinguished for either the height of the ECMEN per month per capita or the percentages above MEB**, also not when disaggregated by region/ population (see [Table 8a, Annex 13](#))¹¹⁵. The same applies when disaggregated for three specific sub-activities (fishponds; OFSP and mushrooms), which were successful according to beneficiary and stakeholder feedback. The lack of a clear pattern was also found when disaggregating the findings further per region/ population or gender.
258. **Financial literacy as stand-alone activity does not contribute much to self-reliance.** Disaggregating the potentially most homogenous group, those that stated not to have benefited from WFP LH interventions, against financial literacy, showed a significantly higher ECMEN (+10,000

¹¹⁴ Using the self-reported participation (for cash recipients) in LH activities and financial literacy training as well as answers from other questions (e.g. LH assets received, feedback on open questions), which indicated that respondents participated in a specific activity, e.g. OFSP.

¹¹⁵ The ET disaggregated the 7 most relevant combinations with the highest counts, including 796 of the 1,201 counts (66%). Note that some combinations are not feasible, see footnote 116.

UGX) for those that received financial literacy training. However, this translated only in a slightly percentage (+0.6%) in meeting the MEB standards,

Table 28. ECMEN breakdown per activity

Interventions	Count	ECMEN per capita per month ¹¹⁶	Above MEB	Below MEB
ACL	62	56,132	3.2%	97%
ACL & Financial	83	69,888	8.4%	92%
ACL & Financial & Small LH	15	55,998	6.7%	93%
ACL & Small LH	4	97,002	50%	50%
AMS	14	81,951	21%	79%
AMS & ACL	1	293,944	100%	0%
AMS & ACL & Financial	30	51,504	10%	90%
AMS & ACL & Financial & Small LH ¹¹⁷	74	65,606	11%	89%
AMS & ACL & Small LH	10	49,473	0%	100%
AMS & Financial	102	63,576	8.8%	91%
AMS & Financial & Small LH	30	48,241	10%	90%
AMS & Small LH	5	23,543	0%	100%
Financial	424	65,820	8.3%	92%
Financial & Small LH	36	61,031	8.3%	92%
None	58	60,383	6.9%	93%
Small LH	19	68,219	11%	89%
TOTAL	967	63,906	8.6%	91%

Interventions	Count	ECMEN per capita per month	Above MEB	Below MEB
Fish ponds	26	57,428	3.8%	96%
Mushrooms	6	34,660	0%	100%
OFSP	71	60,978	5.6%	94%
None – no financial literacy	58	60,383	6.9%	93%
None – with financial literacy	53	70,311	7.5%	92%

RCS disaggregation

259. The RCS measures household's perception of their four resilience capacities (anticipatory; absorptive; adaptive and transformative) to generic or country specific shocks and stressors. **When disaggregating the RCS per various combination of the interventions, the findings reflect the ECMEN ones, and do not reveal a clear or coherent pattern.** The same applies when disaggregated for three specific sub-activities (fishponds; OFSP and mushrooms), which were successful according to beneficiary and stakeholder feedback, although OFSP had the highest RCS (55.28) of all disaggregation.¹¹⁸
260. Although, "financial" has a significant higher average resilience score, it is likely that a significant number also benefited from AMS. Disaggregating the none LH recipients against financial literacy, showed no significant differences. This is to confirm that financial literacy as stand-alone activity does not contribute much to self-reliance.

¹¹⁶ In plain language, this means the average costs per household member to cover his/her basics needs for a month.

¹¹⁷ This combination of all interventions is not possible based on the desk review and reported coverage.

¹¹⁸ The AMS&ACL RCS is considered not representative as based on one respondent

Table 29. RCS breakdown per activity

Activity/ies	Count	Average of Resilience Score	High RCS	Medium RCS	Low RCS
ACL	62	54.79	27%	56%	16%
ACL&Financial	84	49.83	24%	52%	24%
ACL&Financial&Small LH	15	45.18	20%	67%	13%
ACL&Small LH	4	43.06	0%	75%	25%
AMS	14	54.56	29%	57%	14%
AMS&ACL	1	94.44	100%	0%	0%
AMS&ACL&Financial	30	47.22	23%	57%	20%
AMS&ACL&Financial&Small LH	76	49.34	21%	61%	18%
AMS&ACL&Small LH	10	45.83	10%	80%	10%
AMS&Financial	102	46.84	23%	50%	27%
AMS&Financial&Small LH	31	44.71	16%	65%	19%
AMS&Small LH	5	43.33	20%	60%	20%
Financial	424	48.84	23%	57%	21%
Financial&Small LH	36	45.68	17%	47%	36%
None	58	46.12	19%	55%	26%
Small LH	19	44.15	21%	42%	37%
Grand Total	971	48.57	22%	56%	22%

Activity/ies	Count	Average of Resilience Score	High RCS	Medium RCS	Low RCS
Fish ponds	26	50.64	15%	69%	15%
Mushroom	6	32.87	0%	33%	67%
OFSP	71	55.28	34%	51%	15%
None – no financial literacy	58	46.12	19%	55%	26%
None – with financial literacy	53	46.96	15%	68%	17%

EQ 3. EFFICIENCY

2.3.1 Timeliness of implementation

261. **Key finding 20:** Overall, it is difficult to assess the timeliness of implementations, since the interventions are defined at CSP level, and integrated in the overall SO funding structures (with generic proposals and general timeframes), making them primarily dependent on funding availability.
262. The interventions are integrated in the CSP and the overall SO funding structures with generic proposals and general timeframes. **The timeliness of implementation therefore depends primarily on timely funding availability.** For example, several stakeholders mentioned that the interventions were delayed because WFP diverted unearmarked funding to life-saving interventions under SO1 to reduce the impact of shortfalls. This caused OPM Southwest to be very critical of WFP's performance and the planned delivery of activities. A DLG staff in West-Nile stated that WFP planned direct budget support at the district level to support farmers for two years, but the expected funds (53 million UGX) were not provided.
263. **Since self-reliance/ resilience was not a pre-defined objective in the CSP and it did not include comprehensive outcome indicators (section 2.1.2.) making it difficult to assess the timeliness of implementations in terms of outcome achievements.** Most stakeholders considered the project durations too short to achieve self-reliance/ resilience outcomes.

“The time allocated was little since self-reliance and resilience take long. WFP was kind of overambitious”.

WFP staff

264. **The main general delays were caused by external factors** as described in [section 2.3.1](#), or due to bureaucratic delays resulting from the need to work with and through governmental systems, forcing WFP to adjust to the pace of the DLGs. Stakeholders involved in more project-based activities such as small LH and financial literacy remarked that these delays did not cause problems, and objectives were achieved without any extensions. In addition, some procurement delays were reported (see [section 2.3.4](#))

Intervention specific findings

265. **AMS:** although funded as dedicated USAID proposal including a programme logical framework, the setup aligns with SO4 and incorporates the corporate output and outcome indicators, and not specifically refer to timeliness.
266. **ACL:** for the ECHAI incubator, there were delays from the GoU’s side related to land allocation and clearance as well as payments. Similar feedback about late payment of project participants was mentioned in the irrigation project endline.¹¹⁹
267. **Small LH:** from the 2022 CP partner evaluations, overall, the implementation and planned results of the CPs were timely. The MYPA modality was piloted during the evaluation period, but the yearly budget and disbursement cycles (see [section 2.1.4](#)) affected payments of community structures or agents; staff recruitment; input distribution, and the overall implementation. This was problematic for time-sensitive agricultural supplies like seeds, as explained by community members in Southwest and West-Nile. Similarly, a CP in West-Nile stated that activities like small animal rearing and demonstration gardens were only started in the last year of the MYPA, and better results could have been achieved had they begun earlier.
268. **Financial inclusion:** stakeholders mentioned delays due to procurement delays; inadequate translation of the materials; FLA approval delays resulting in the resignation of trainers, and challenges in locating the beneficiaries on the WFP lists¹²⁰. FRC explained that the CBT rollout in West-Nile was slower than expected, causing low achievements in trainee numbers for the last districts in line, e.g. Palabel and Bidibidi, which likely explains the significantly lower percentages for West-Nile settlements found in the survey. Other delays resulted from unrealistic project durations; unavailability of beneficiaries due to farming activities and negative sentiments from some refugee leaders towards the financial inclusion activities due to disgruntlement over forced ration cuts.
269. **PRO-ACT:** per the donor reporting conducted, the inception phase and signing of the MoU of the project were delayed for three months due to various external factors that included COVID-19, elections, and insecurity in Karamoja. The security situation also caused challenges for the baseline data collection. Moreover, per desk review and DLG staff, certain planned physical assets (e.g. water for production; boreholes, and valley tanks) were not realised.

2.3.2 System effectiveness and efficiency

270. **Key finding 21:** WFP’s M&E system is primarily geared to meeting ACR/ global standard reporting requirements, of which self-reliance/ resilience like ECMEN; RSC¹²¹ are not yet part. Combined with the lack of a commonly agreed self-reliance/ resilience framework in Uganda, this resulted in an evidence gap in terms of outcome monitoring. Several key gaps that hamper the systematic collection of evidence about the self-reliance/ resilience achievements were identified, such as inadequate self-reliance/ resilience mainstreaming; a lack of organisational memory; inadequate beneficiary database, and inadequate documentation of successes. Moreover, the data collection

¹¹⁹ WFP (2021): Irrigation Endline Evaluation Report.

¹²⁰ December 2020-January 2021 Consolidated Monthly Reports FRC.

¹²¹ Per WFP feedback, the RSC was included from ACR 2023

and data availability vary significantly across the interventions. Related, the ACR/ global standard reporting only provides gender-disaggregated data for outcome indicators, meaning beneficiaries that received a transfer, thereby excluding most of the interventions.

WFP systems

General

271. **Under previous management (before the CSP), Area Offices (AOs) were granted a large degree of autonomy, which created very independent AOs.** This resulted, in the words of one staff member, in two parallel hierarchies - one between CO (units) and AOs and the other with AOs reporting directly to Deputy Country Director. While AO independence has advantages in terms of better tailoring to local needs and enhancing the implementation speed, drawbacks are that activities may become scattered, with limited technical harmonisation and monitoring standards. **This is reflected in the interventions, with AMS being largely standardised across Uganda, while the ACL and small LH activities are less so.**
272. According to WFP key informants, **the situation has improved with new management during the evaluation period**, which re-established regular communication between the CO and AOs, along both the hierarchical and technical line. In addition, cross-unit coordination and communication were improved through weekly meetings of Technical Working Groups.

M&E systems

273. Focus: As confirmed by desk review and WFP stakeholders, **WFP's M&E system is primarily geared to meeting ACR/global standard reporting requirements, focusing on CBTs provided and FS and nutrition indicator reporting.** The current global standard reporting is inadequate for reflecting the intervention achievements. For example, see [Fig. 10](#), in the ACR outcome reporting for 2022, the achievements reported beneficiaries per programme area (and for the principal output indicators¹²²) for ACL or AMS are zero, since the supported beneficiaries did not receive any transfers and are therefore not reflected. PRO-ACT and small LH activities are not reflected as interventions since they are integrated in broader SO.

Figure 10. Beneficiaries by programme area¹²³

Beneficiaries by Programme Area

Programme Area	Planned	Actual	% Actual vs. Planned
Asset Creation and Livelihood	25,000	0	0%
Malnutrition prevention programme	241,131	124,771	51%
Malnutrition treatment programme	68,225	123,745	181%
School based programmes	135,000	205,903	152%
Smallholder agricultural market support programmes	50,982	0	0%
Unconditional Resource Transfers	1,399,871	1,556,959	111%

274. In terms of being able to measure the achievements, it should be noted that the interventions are not life-saving like CBTs, and are not based on urgent, direct needs (e.g. malnutrition rates). **The planned and actual beneficiaries provide more of a global indication of what can be expected to be achieved, based on current intervention sizes; operational capacity; and/or expected funding availability.** Per [section 2.3.1](#), the actual achievements are mainly dependent on funding available. While CBT pipeline breakdowns will directly impact FS and nutrition indicators, and trigger WFP emergency funding, this will not occur or occur less for the interventions supporting self-reliance/resilience. Therefore, the percentage achievements will reveal little about the actual achievements or the coverage.

¹²² A.1: Beneficiaries receiving cash-based transfers (all; children) and A.3: Cash-based transfers

¹²³ ACR 2022

275. Moreover, as explained in [section 2.1.2](#), since efforts to mainstream a resilience focus in WFP's global operations are ongoing, and a common self-reliance/ resilience framework is lacking in Uganda, **there is limited focus on self-reliance/ resilience outcomes in WFP's M&E systems**. For example, no systematic data is collected for the RCS (to capture change in resilience capacity); ECMEN (to capture changes in the capacity to meet essential needs) or structural factors (to analyse the findings in the wider operational context) to systematically evaluate the interventions and build an evidence base. WFP has acknowledged these challenges and is working with GoU and partners to identify self-reliance Indicators, while RAM/ VAM is working to mainstream the use of the resilience toolkit, and conducted ECMEN pilots.
276. **Unlike self-reliance/ resilience, gender has already been mainstreamed in WFP's global reporting**, and reflected in dedicated "Progress towards gender equality indicators", which provide relevant but general evidence and do not cover all gender aspects of self-reliance/ resilience. **Gender disaggregation is done only for standard global (ACR) outcome indicators, not for output indicators like "Number of smallholder trained/supported"** for the specific interventions.
277. **Capacity:** several WFP staff stated that standard reporting consumes most of WFP's M&E capacity. Related, a WFP partner expressed concerns about WFP's VAM capacity, which it considered too limited compared to the size of the country programme, which affected the timeliness of (donor) reporting.
278. The WFP Monthly Monitoring Coverage tracking tool includes around 3,189 active monitoring sites. However, although detailed site names are provided, intervention locations are mainly provided at sub-county or district level, instead of village level (as done for AMS). **In terms of monitoring strategies, the lack of specific locations is problematic for AMS and ACL, which are not using blanket targeting and/or are linked to financial transfers**. No specific monitoring documents for ACL and AMS were provided for desk review to verify how sampling was conducted. For example, for Nutri-Cash (and small LH), community-level geo-sampling was done based on watersheds.¹²⁴ Overall, this raises concerns about the extent to which WFP relies on its partners for M&E data collection and the extent to which extent host community beneficiaries in West-Nile and Southwest are adequately captured in the WFP M&E system.
279. **Frequency:** In line with the decentralised set-up, day-to-day monitoring is done at the AO level. Routine monitoring involving site visits is done on a monthly basis by the AO, and on a quarterly basis by the CO Team. In addition, annual surveys are conducted to help identify priorities. Yearly Partner Performance Evaluations are done jointly by the Partnership and Programme Units at CO level.
280. **CP monitoring:** WFP staff explained that an M&E framework is embedded in the CP proposal template. CPs are monitored via an electronic reporting system to ensure that activities progress as planned. WFP also has an internal monitoring system. There are quarterly M&E meetings during which funds and activities are tracked. Regular (weekly, monthly, quarterly and annual) reporting is done as well as WFP baseline-endline surveys for most interventions, as confirmed by the desk review.
281. **Inter-agency cooperation:** WFP, UNICEF and UNHCR are collaborating on an ONA reporting system using a digital platform, and use similar M&E (MODA) and data analysis (PYTHON) tools, which should enhance the comparability and use of data across agencies.

Evidence-knowledge gaps

282. From the desk review and stakeholder feedback, the following gaps were identified:
- **Self-reliance/ resilience mainstreaming:** While there have been efforts to develop policies and tools, such as the self-reliance tool, the challenge is that self-reliance/resilience indicators (e.g. ECMEN, RCS) are not part of WFP's current global reporting. Nor are they fully integrated into the Uganda CO's data collection, though self-reliance/ resilience data was collected during FSNAs, the last being conducted in December 2020

¹²⁴ WFP (2022): Nutri-Cash Q4 2022 PDM Report and Dashboard.

- **Lack of organisational memory:** Because there is not enough documentation on the previous and current self-reliance/resilience interventions, it was challenging for the ET to develop a comprehensive overview of the interventions. The documentation provided for desk review was not consistent across the interventions or AOs, and was partially lost due to staff changes.
- **Lack of a comprehensive beneficiary database:** The level of detail of the beneficiary lists was inadequate especially for host communities and Karamoja; although settlements are well-defined, covered in a blanket manner and/or linked to financial transfers. The lists provided information at (farmer) group level, not at the level of individual beneficiaries. Even for the most comprehensive list, from AMS, the exact locations (at village level) proved hard to verify against the MGLSD national single registry. This complicated the sampling for the evaluation survey, and should therefore also create challenges for WFP's internal M&E.
- **Cost of inaction:** although control was used for specific interventions, WFP did not yet analyse the cost of inaction to see what would likely have occurred had it not implemented the activities being evaluated.
- **Documentation of successes:** WFP staff noted that WFP can improve in documenting success stories, which do often not appear in reports, possibly because of a corporate focus on quantitative data collection. "WFP needs to invest more in qualitative methodologies to be able to capture the stories (in the sense of an in-depth understanding) behind the numbers."
- **(CP) Monitoring & feedback:** WFP staff stated more monitoring is needed from the CPs and AOs including improvement in the CP monthly reports. CPs instead complained about not receiving any feedback on reports, and urged WFP to improve on the turn-around of communications, since partners require WFP's feedback to address urgent matters and meet deadlines. More in general, several stakeholders reported delays in the delivery of monitoring info, and a lack of follow-up of monitoring findings with actions. For example, specific issues for financial literacy, , such a request to accommodate the need for financial inclusion bases like VSLAs, and beneficiary interest in mobile banking, were followed up, but no action was taken to ensure comprehensive coverage of all settlements before the end of the project (see [section 2.3.1](#)).
- **Field monitoring capacity:** WFP staff mentioned there is no designated M&E person for PRO-ACT and ACL, which could explain why FGDs participants in Karamoja stated that WFP/CP does not follow up after training to check the progress. Related, DLG staff in Southwest stated that the lack of transport affected monitoring of the project activities, especially by the extensionists.

Intervention specific findings

The main positive and negative points per interventions are summarised in [Tables 30A-D](#).

Table 30. Positive and negative points per interventions (AMS, ACL-small LH evidence, Financial inclusion, PROACT)

A. AMS

+	-
Comprehensive and systematic data available, including baseline-endline (with control group) and yearly surveys	Focus on standard WFP indicators
CPs conduct semi-annual surveys to capture output data	Lack of data about social behaviour change component
Detailed beneficiary (at farmer group level) list available as well as village-level locations	No details about the status of farmer groups (e.g. active; graduated) or membership numbers
Data collected is standardised using WFP's MODA tool	Limited standardisation of the beneficiary list or harmonisation with NSR list
Involvement of Makerere University College of Agricultural and Environmental Sciences in data collection	Limited information available for host communities

B. ACL-small LH evidence

+	-
ACL activities in Karamoja are more comprehensively covered	Available data for achievements is not systematic or comprehensive
Detailed beneficiary lists available for financial transfers	Small LHs lack clear LH objectives/ documented approach to facilitate monitoring
Monthly Monitoring Coverage tracking tool provides at school level and at settlement level locations	Lack of harmonisation of approaches and data collection across CPs or regions
Small LHs can also be tracked via Nutri-cash and feeding centres	Baselines mostly missing
	Limited information available for host communities

C. Financial inclusion

+	-
Comprehensive and systematic weekly-monthly data available, as well as baseline-endline with control group	Limited information available for host communities
Highly competent and experienced CP, which pushed for financial inclusion bases	Limited qualitative data collection (besides success stories) to complement and understand better the findings of the quantitative data collection
Blanket coverage and link to CBTs facilitates data collection	
HH decision-making data already part of the “progress towards gender equality” indicators.	
Questions about self-reported changes useful for self-reliance/ resilience and GEWE objectives	

D. PRO-ACT

+	-
Set-up as specific project with detailed proposal, logframe and project specific indicators	Systematic M&E process was pushed from donor side instead of WFP-initiated
Indicators include self-reliance/ resilience aspects	
Frequent (quarterly, semi-annual, annual, baseline) donor reporting requirements ensured regular data collection	
Regular reflections on programmatic decisions	

2.3.3 Targeting & coverage

Contextual alignment – host communities

283. **Key finding 22: The focus on host communities is appropriate from a needs-based perspective, but only part of the interventions is implemented near refugee settlements, and the intervention is not focused on social cohesion.**
284. WFP’s main mandate in Uganda is emergency response to the refugee population of over 1.5 million people, the vulnerability of which is well-documented by GoU and WFP assessments. As mentioned in [section 1.2](#), Uganda’s food insecurity level was classified as ‘serious’ in the 2022 Global Hunger Index,¹²⁵ and malnutrition is widespread across the country. The highest rates are the Northern region (63%), and at the sub-regional level, Karamoja has the highest level of multidimensional poverty at 85%, followed by Acholi (64%), and West-Nile (59%).¹²⁶ Although refugees experience

¹²⁵ WFP (2022): ACR 2022.

¹²⁶ UN (2020): Common Country Analysis, updated December 2022.

higher poverty level than host populations,¹²⁷ this indicates that (parts of) the host populations in the twelve hosting districts are similarly vulnerable.

285. While the resident population is targeted in Karamoja, both refugees and host communities are targeted in West-Nile and Southwest in line with the “Settlement Transformation Agenda” for refugee hosting districts. **The term ‘host communities’ assumes that these communities were affected (negatively) by the presence of refugees.** Consequently interventions, especially ACL, would be expected to aim to mitigate some of these negative effects, which was sometimes done, e.g. tree planting to replace those cut down for firewood. **However, no systematic evidence or assessments were found to support the link to the impact of refugees on the host communities.** As demonstrated in **Table 31**, there are both inclusion and exclusion errors for most of the six data collection districts with settlements.

Table 31. Inclusion and exclusion errors by district.

District	Inclusion error (sub-counties) ¹²⁸	Exclusion error (sub-counties)
Isingiro	Endizi (1 AMS village); Kaberebere town council; Masha (1 ACL village)	Ngarama; (eastern) Kikagate; Oruchinga refugee camp (for AMS)
Kikuube	Only settlement covered	Kyangwali host parishes
Kyegegwa	Hapuuyo (1 AMS village); Kyegegwa town council;	(northeast) Ruyonza
Adjumani¹²⁹	Dzaipi; Itirikwa (high coverage compared to small refugee presence); Ofua;	(northern and south-eastern) Ukusijoni
Koboko¹³⁰	Abuku; Dranya; Kuluba; Ludara; Midia	None
Madi Okollo	Only settlement covered	Rhino camp host parishes; Ewanga; Rigbo;

Targeting and coverage

286. **Key finding 23:** WFP’s targeting and coverage strategies are not well defined in the CSP and intervention approach papers, although all stakeholders recognise the importance of layering various interventions to create synergies. An effective layering of the interventions for host communities and refugees is hampered by: the unclear targeting and coverage strategies for AMS and ACL; the unclear strategy for host communities, and different beneficiary selection strategies used. Good examples of layering were found especially in Karamoja, linked to climate shocks and the school-feeding programme
287. **The targeting and coverage objectives for the interventions are not strictly defined in the CSP.** Refugees are mentioned as specific target population under SO1, which justifies a blanket coverage of settlements, and geographically narrows down the scope for the interventions in Southwest and West-Nile to the 12 hosting districts. Others SO2 refer to broad groups like “populations affected by climate shocks” or “smallholder farmers”. The CSP mention various general vulnerability and eligibility criteria to select beneficiaries, such as gender; PWD or smallholder status.
288. Note that WFP lacks the official mandate for refugee registration, and has no comprehensive databases in other than for food assistance, as provided by OPM’s Management Information System. For livelihoods it collaborates with agencies like UNHCR. The same applies for host communities and resident populations in Karamoja, most of which are not covered by food assistance. WFP therefore

¹²⁷ WFP self-reliance analysis for refugees (2023).

¹²⁸ See <https://data.unhcr.org/en/dataviz/128>.

¹²⁹ Note that there are many smaller refugee areas, which may not be recognised officially by OPM.

¹³⁰ Koboko is bordering both South Sudan and DRC and may be more prone to temporary and illegal settlements close to the border.

depends on national and local systems, which do not have comprehensive population figures at village level, which hampers effective targeting.

289. **The different interventions have different targeting criteria and coverage of populations, even though they are intended to be complementary.** While the targeting approach is appropriate for individual interventions, it creates difference in coverage between populations groups (non-refugees and refugees), which in turn reduces the layering of the interventions. In line with its mandate and established practices (leave no-one behind), WFP prioritised or specifically targeted (the most) vulnerable HHs. Although appropriate from a needs' perspective, this implicitly assumes that all beneficiaries have the capacity to become self-reliant in a sustainable manner, which is likely not the case.
290. **The coverage was affected by the interventions' targeting criteria and funding availability (section 2.3.3).** Karamoja was comprehensively covered using a more holistic district-wide approach for the interventions linked under the school-feeding and PRO-ACT umbrella. The coverage¹³¹ within the hosting districts in Southwest and West-Nile is limited to a number of sub-countries, selected on food security status, and not always those directly hosting the settlements (see [Table 32](#)). This is also acknowledged in internal documents, e.g. the Southwest Area Office (SWAO) ACL concept note 2022, which states that "currently, the scope of coverage and targeting of these interventions is limited to selected sub-counties and selected communities within selected refugee hosting districts (RHDs)." In general, while the term "refugee hosting districts" used by WFP and Government agencies is technically correct, it is confusing since not all areas of a district host refugees.

Layering

291. Because of their blanket targeting, financial literacy and PRO-ACT are by definition layered with any other interventions in their geographical area (Karamoja) or main target population (refugees). Small LHs is linked to Nutri-cash. **However, from a self-reliance/ resilience perspective, the layering between ACL (and small LH activities for refugees) and AMS has the greatest potential for synergy.** The main challenges to AMS-ACL (and small LH) layering are, per above, the unclear host community strategy and unclear coverage strategies. Moreover, various stakeholders mentioned that different targeting criteria are used, e.g. CPs use slightly different criteria for the small LH activities, and refugee-host community ratios are different for AMS and ACL. This makes effective layering difficult.
292. **The best examples of layering are found in Karamoja.** The main reasons are that Karamoja is a well-defined geographical unit with only the resident population. WFP followed its standard climate shock approach, focusing on resilience, supported by PRO-ACT for EWS and school-feeding, outside the evaluation scope, as social protection. Climate risk- based targeting has reinforced holistic coverage of all nine districts by PRO-ACT activities. The ACL approach integrated IGAD's recommendations, and WFP has since 2021 focused on climate sensitive interventions and four value chains: OFSP, fish; beekeeping, and mushrooms. Half of districts had ACL-AMS overlap. In the districts without overlap, AMS was less useful as the ACL activities concerned Apiculture. The success and consequent scale-up of the home-grown school-feeding activities confirm the importance of layering ACL an AMS activities.
293. **AMS and ACL coverage and layering for host communities is less comprehensive, with no ACL activities in West-Nile since 2019 and most ACL in Southwest having started recently.** In the Southwest, there is comprehensive AMS coverage for the sub-counties containing or bordering the settlements, except Oruchinga settlement, and for some small-scale ACL activities (irrigation schemes, incubators) in line with intentional joint targeting of refugees and host communities under ACL. Although initial findings from the irrigation project an ECHAI pilot are promising, it is too early to determine the effectiveness of these interventions.

¹³¹ This does not imply that full or blanket coverage is by definition better. The main point is the limited overlap.

Intervention specific findings

294. **AMS:** in the AMS approach paper (2019), no mention is made of coverage except to aim for geographical consolidation and implement AMS in areas where activities under other SOs were being implemented. AMS reached significant HH numbers to make an impact, but mainly targeted Karamoja, and to a lesser extent Southwest and West-Nile, focusing primarily on host and resident populations, using a 70%-30% quota. AMS in general is less useful for refugees, as confirmed by findings of the barrier analysis¹³² and the Evaluation Survey, showing lower adoption rates by farmers with small production volumes, such as refugees which have limited access to land.
295. On the other hand, a partner raised concerns about the continued need to support some farmer groups in Karamoja, which are well-organized groups with access to land and equipment, enabling them to cultivate even during periods of drought.
296. **ACL:** No specific locations are detailed in the ACL approach paper¹³³. Instead, they are described as building on current Government social protection programmes. ACL was implemented in 12 districts (7 in Karamoja; 2 in West-Nile, and 3 in Southwest) from a total of 21 potential districts (12 host; 9 resident). The beneficiaries are small compared to AMS. The main reason is limited funding availability. The targeting/ eligibility criteria are aligned with GoU LIPW programmes and NUSAF/DRDIP operation manuals¹³⁴, prioritising vulnerable HHs, e.g. women and youth, the appropriateness of which depends on the local context and beneficiary specifics.
297. **Small LH activities:** Comprehensively covered the 13 settlements, but only beneficiaries linked to Nutri-Cash. This means targeting very vulnerable HHs, which raises some concerns about the general self-reliance potential, which was not adequately considered in the intervention design.
298. **Financial literacy:** Blanket coverage of refugee CBT recipients, expanded to include non-refugee beneficiaries. According to the “Overall updated statistics with extension targets” (December 2022), overall literacy training achievements were 80% for individuals and 88% in terms for HHs (the difference is caused by training only one single adult member per HH). The achievements were affected by implementation delay ([section 2.3.1](#)).
299. **PRO-ACT:** blanket coverage of Karamoja. However, per the Evaluation survey, the coverage was not in terms of receiving EWS messages. Of those who indicated to be affected by an external/ natural shock during the last 12 months, 32% confirmed to have received information or EWS messages, while 55% did not ([Table 32](#)). The percentage for Karamoja is significantly higher (43%) than the other regions, except Southwest host (50%), which can likely be attributed to the PRO-ACT activities. However, less than half received the messages. Gender may play a role as most respondents were female. Disaggregating EWS data per gender reveals a significant gender gap in coverage in Karamoja for receiving EWS messages: 37% for women vs. 57% for men.

Table 32. Reception of EWS messages

	YES	NO	Don't know/ not sure
Karamoja (resident)	43%	38%	19%
West-Nile	21%	69%	9.3%
<i>Host</i>	26%	64%	10%
<i>Refugees</i>	17%	75%	8.4%
Southwest	33%	58%	9.2%
<i>Host</i>	50%	46%	4.1%
<i>Refugees</i>	23%	65%	12%
<i>Percentage of total</i>	32%	55%	12%

¹³² WFP (2022): Barriers to the Adoption of Small-Scale Hermetic Grain Storage Equipment amongst small-scale producers in Uganda.

¹³³ WFP (2020): Annex 1 - Asset Creation and Livelihoods 16.10.2020.

¹³⁴ WFP (2022): SWAO ACL concept note 2022 final revised.

2.3.4 Procurement unit collaboration

300. **Key finding 24:** As described in section 3.1, significant delays occurred in the procurement for some interventions due to centralised approvals and strict adherence to WFP's procurement procedures, which can discourage smallholder sellers.
301. To promote the HGSF programme, in 2021 WFP increased its direct procurements from local smallholder farmers in Karamoja five-fold compared to 2020, which promoted local production of quality white maize. WFP's largest purchase from smallholder farmers in the region totalled 8 billion UGX. Per WFP staff, 10 farmer organisations were registered as WFP vendors, under the market system development activities. In 2022, WFP implemented innovative pro-smallholder farmer contracting practices to purchase 67,535 MT of food, infusing USD 39 million into the local economy. Procurement and supply planning are executed by AMS in close collaboration with WFP's Procurement Unit.
302. Although WFP successfully increased local procurement and most feedback was positive, farmers in Karamoja who signed a market linkage MoU with WFP raised critical feedback. First, the lengthy storage of their produce before it was taken and paid by WFP, forced them to borrow money in the meantime. Second, due to delays in the procurement process, the maize became spoilt in the stores, so that at the time of testing it did not meet the WFP quality standards, resulting in significant losses for the farmers. Other stakeholders mentioned that the minimum purchase quantities might be too large for part of the farmer groups, resulting in bulking by more affluent groups or buyers, to the disadvantage of the smaller groups.

Intervention specific findings

303. **AMS:** Per above, WFP's lengthy quality controls and resulting delays in payments created challenges for smallholder farmers.
304. **ACL:** Procurement of irrigation facilities for Southwest was lengthy. To speed up the process, funds were delegated to the AO, reducing coordination delays between CO and AO.
305. **Small LHs:** The MYPA partnership modality facilitated procurement planning by the CPs.¹³⁵
306. **Financial literacy:** There were documented delays in translation of the training materials.¹³⁶
307. **PRO-ACT:** No specifics were reported.

EQ 4. SUSTAINABILITY

2.4.1 Sustainability of the interventions

Sustainability mainstreaming

308. **Finding 25:** Although good examples were identified, most Interventions lack a clear sustainability approach including a review of underlying assumptions and a clear self-reliance/ resilience objective as well as how this will be achieved by beneficiary engagement; ownership creation, and a clear exit strategy. Structural factors are not part of the WFP resilience model, although considered important by stakeholders and included in general resilience models.
309. The interventions are mainly focused on agriculture and HH food production, which is aligned with GoU priorities and appropriate given the importance of agriculture in Uganda and the rural nature of the intervention areas. However, as a result, implicit underlying assumptions are made about sustainability, which might not hold true for every context or population and/or need to be reviewed regularly. The ET identified a number of challenges (see **Table 33**) underlying two core assumptions of the interventions: 1) the assumed sustainability of agriculture-focused LHs and 2) the focus on sustainable market demand

¹³⁵ WFP (2023): MYPA final report – small LHs.

¹³⁶ December 2020-January 2021 Consolidated Monthly Reports FRC.

Table 33. Challenges to underlying assumptions of the interventions

Agriculture offers sustainable LHs	Sustainable market demand
<i>Challenges</i>	<i>Challenges</i>
<p>Land access and soil quality</p> <ul style="list-style-type: none"> - Refugees have (too) small plots (WB; self-reliance analysis) - Based on research, engaging farmers with <4 acres is not very considered useful (FAO) - “Land is not expanding, yet populations are.” (OPM West-Nile) - Differences in soil conditions between settlements (OPM Southwest) 	<p>Opportunities to sell produce are available/ accessible</p> <ul style="list-style-type: none"> - Limited local demand for high quality cereals (barrier analysis) - Settlements (in West-Nile) are located far from urban centres/ markets (FGDs) - WFP purchases are remain dependent on short-term funding modalities (WFP staff) - GoU purchases will also be dependent on scarce budgets and political interest
<p>Lack of capacity/ interest in agriculture</p> <ul style="list-style-type: none"> - Pastoralists background of South Sudanese refugees (self-reliance analysis) - Youth less interested in agriculture (FGDs) 	<p>PHM practices are beneficial for all farmers</p> <ul style="list-style-type: none"> - marketing and market access might not be the most urgent need for farmers (transition strategy) - adoption rates were lower for farmers with small plots and low agricultural produce (barrier analysis¹³⁷) - smallholder farmers are discouraged to invest in quality improvements, stating that this is not valued by buyers/ investments cannot be recuperate via the prices (barrier analysis; FGDs)
<p>Climate change/ adverse weather conditions</p> <ul style="list-style-type: none"> - respondents across Uganda were affected by climate change and shocks (survey) 	<p>Local private sector demand</p> <ul style="list-style-type: none"> - Although links were made,¹³⁸ the volume is small compared to purchases made by WFP and/or linked to the school feeding programme - Demand uncertainty, small margins (WB)
<p>Diversification of HH income sources</p> <ul style="list-style-type: none"> - HHs relies on average on 2.3 income sources, even higher for the settlements (survey) - Livestock is an important secondary HH income source (FAO; self-reliance Karamoja) - “agriculture should be promoted alongside a range of other pathways to self-reliance” (OXFORD RCS paper¹³⁹) 	
<p>GoU assistance</p> <ul style="list-style-type: none"> - PDM model assistance and extension workers are for Uganda nationals, excluding settlements (DLG staff) 	

¹³⁷ WFP (2022): Barriers to the Adoption of Small-Scale Hermetic Grain Storage Equipment amongst small-scale producers in Uganda.

¹³⁸ Sample CP reports (ACAV, SNV, Sasakawa).

¹³⁹ OXFORD RCS (2019): Uganda’s Self-Reliance Model: Does it Work?

310. In terms of integrating a sustainability approach in the project design and implementation, three main challenges were observed (by stakeholders):
- 1) **Lack of a self-reliance/ resilience objective;**
 - 2) **Inadequate exit strategy;**
 - 3) **Short timeframes.**
311. As mentioned in [section 2.1.2](#), self-reliance/ resilience was only integrated in the CSP at a later stage, and there is no commonly agreed framework. Without a clear end goal, it is difficult to define an exit strategy. **Moreover, as remarked by most stakeholders, a self-reliance/ resilience focus will require longer-term planning and funding modalities.** Examples mentioned by stakeholders are that communities need time to appreciate new concepts like silo use and PHM storage practices, and woodlots that take time to mature.
312. Good examples of more sustainable interventions had the following interrelated characteristics:
- 1) **Beneficiary/ community engagement in the design**, e.g. crop selection in Karamoja;
 - 2) **Ownership creation**, e.g. via own contributions or cost-sharing;
 - 3) **LH focus or income-generating potential:** for assets created
313. **Per desk review and stakeholder feedback, a clear exit strategy is lacking for most interventions.** For both HH-level beneficiaries and GoU counterparts, strong engagement and ownership creation is crucial to ensure a willingness to sustain the interventions. For assets created, it is preferable that assets have an economic value to provide resources for continued maintenance. OPM Kampala explained how DRDiP has developed a sustainability plan for every component, engaging different administrative levels (national; district and sub-county). Beneficiaries are organised in HH support groups, and 30% of the sales are put aside as savings, to be re-invested to support growth and sustainability.

Contextual-structural factors

314. The WFP resilience framework focuses on programmatic approaches and shocks, but pays limited attention to contextual factors, even though all general resilience frameworks, as well as the PDM model, recognise that the extent to which self-reliance/ resilience is or can be achieved is also dependent on the operational context, especially in terms of infrastructure and basic services.
315. The VENA, conducted jointly by WFP, UNHCR, and other actors identified access/distance and availability of services as an essential component of vulnerability. **Access to basic social services was also listed as a core input for a graduation approach in the ReHoPE Strategic Framework.** The U-learn report emphasized that urban refugees are particularly affected by these dynamics as they struggle to access opportunities in the labour market and basic services. The above was confirmed by WFP committed studies, such as the WFP self-reliance analysis and the MYPAs final evaluation, see textbox quotes. Considering these structural factors is also important because the settlements are located in some of the least developed areas of Uganda.¹⁴⁰

"The "saving lives, changing lives" agenda cannot be realized without resilience support at sufficient scale to address what are in essence structural problems, for both refugees and host communities".

MYPAs¹ final evaluation (2023)

"Although development partners and the Government of Uganda have invested in improving food and nutrition security for decades in Karamoja, the lack of progress stems to a certain extent from structural factors, rather than solely resulting from exogenous 'natural' shocks."

WFP self-reliance analysis Karamoja (2023)

¹⁴⁰ E.g. GoU (2020): National Voluntary Review; WFP FS indicators.

316. UN partners pointed out that government service provision in the intervention areas is lacking behind, and the natural environment needs attention, e.g. degraded forests and wetlands. This was confirmed by survey findings (), showing low availability of basic services like irrigation water, electricity and network coverage as well as limited availability of agricultural supplies. OPM explained that plans are made to support one settlement with a school, health centre, and motorized water to become a model settlement where refugees will be offered 50 x 100 square metres per HH. Refugees will be supported for a few years to become independent, with a close follow-up of the progress.
317. **WFP in its Karamoja draft approach¹⁴¹, also acknowledges the need to address structural vulnerabilities (e.g. in education; healthcare, and infrastructure) to create an enabling environment for achieving self-reliance objectives.** Related, OPM explained that plans are made for a model settlement with a school, health centre, and motorized water, where refugees will be offered 50 x 100 square metres per HH. Refugees will be supported for a few years to become independent, with a close follow-up of the progress.

Intervention specific findings

318. Survey respondents' opinions about the sustainability of the interventions can be found in [Table 25A - C, Annex 13](#).
319. **AMS:** the ET was unable to verify the graduation and handover strategy whereby farmer groups graduate in cohorts, and new cohorts are taken on board due to inadequate knowledge capitalisation. Districts provide extension officers for agricultural advisory services, and have begun to allocating budget for PHM.
320. **ACL:** beneficiaries were closely involvement in the project design and crop selection, and contributed by availing land and labour, e.g. fish ponds.
321. **Fish farming:** was a major success in Karenga according to a CP, with sales of over 300 metric tons, saving close to 25 million UGX. This could not be confirmed with ECMEN and RCS findings. Key contributors to sustainability were the follow-up from the German Development Cooperation (GIZ) and the appointment of a GoU fishery officer to support the activities. However, two stakeholders doubt whether some of the necessary measures to ensure sustainability (e.g. the capacity to save, restock and procure feed for the next cycle) were in place, and if certain groups are able to manage them independently. A main concern is that fish feed is not locally available and groups have no experience producing it. A partner raised doubts if the fish ponds would be there in three years if not supported continuously.
322. **ECHAI:** Based on the earlier successes and the WFP pilot, the holistic and market-oriented value chain approach from the ECHAI incubator programme looks promising in terms of sustainability. ECHAI is also able to mobilise private sector buyers via e.g. contract farming. PHM activities similar to AMS were conducted, but linked to existing district programs with other partners such as the Agriculture Cluster Development Project (ACDP).
- **Small LHs:** from desk review and stakeholders feedback, a clear LH objective and focus was lacking.
 - **Financial literacy:** efforts were made to link graduates to VSLAs or FSP
 - **PRO-ACT:** district and community involvement are important to understand traditional EWS. WFP staff mentioned an example of cost-sharing with partners like FAO and Red Cross providing funds; GoU providing labour, and communities providing leadership and accountability. The exit strategy is to hand over the EWS system, even though KII feedback suggests that local authorities need continued supervision.

Sustainability of assets

323. **Finding 26:** Perceptions regarding the sustainability of public/ community assets are less optimistic, with the main challenges being limited community commitment, and limited organisational, financial and technical capacity to adequately maintain the assets.

¹⁴¹ WFP (2023): Resilience and Self-reliance ToC development Context Analysis & Problem Statement – Karamoja.

324. Under the interventions, both individual and community-level assets were created. **The sustainability of the individual assets' creation will mainly depend on the capacity, the seriousness and the commitment of the participants and therefore on the beneficiary targeting process (section 3.2).** From the findings, beneficiaries were primarily selected based on vulnerability, while it would also be beneficial to consider capacity to enhance sustainability.
325. The risks for sustainability of community assets were recognised by WB, which conducted a large number of asset rehabilitations and livelihood enhancement activities (e.g. small businesses) under NUSAF III. Key challenges are: demand uncertainties, narrow profit margins, lack of continued ongoing technical support, and concerns whether communities took responsibility for the maintenance of community assets
326. The main challenging are public assets, which creates the “problem of the common goods” and “free riders”. Per WFP staff, the **experiences with community asset management committees, which could not be verified from the desk review, were mixed with some good examples as well as cases were committees collapsed due to a lack of interest and financial means to support the assets.** From the feedback received and examples provided in [Table 34](#), it is important, also because GoU support cannot be guaranteed, for the sustainability that assets have direct economic benefits, which increases both the beneficiaries’ interest and capacity to maintain them. Climate-change assets such as non-productive woodlots may therefore be less sustainable.

Table 34. Assets’ sustainability challenges

Challenge	Example
Organisational capacity	<ul style="list-style-type: none"> - Aggregation centres at parish level require intensive community engagement to streamline joint usage (FAO) - organisational issues to use storage facilities (MAAIF)
Lack of community/ GoU assets	<ul style="list-style-type: none"> - Lack of proper storage facilities (farmer groups, aggregators, government)
Production volume/ income potential	<ul style="list-style-type: none"> - Low production volume cannot sustain some enterprises/ assets, e.g. A maize mill and fruits’ processing machine (mglsd)
Technical capacity	<ul style="list-style-type: none"> - Technical skills to continue asset use, e.g. Production of fish feed, which is not locally available (DLG; partner) - 58% of respondents mentioned “lack of technical knowledge/ training” as reason for discontinuation (survey)
Financial capacity	<ul style="list-style-type: none"> - Inability to repair (solar) Irrigation equipment, which purchased as a loan (Farmer Group West-Nile) - Inability to charge pastoral communities endangering sustainability of valley tanks (DLG Karamoja) - Inability to purchase PHM equipment such as tarpaulins and silos (farmer groups, aggregators, government) - 60% of respondents mentioned “lack of financial means” as reason for discontinuation (survey)

General sustainability challenges

327. Several challenges were identified that may hamper sustainability:
- **Mindset change:** being one of the PDM pillars, this was mentioned by multiple stakeholders, also an improvement area for the design. The main priority is for farmers to change from a subsistence to a business or market-oriented approach to farming, which means investing in inputs and using professional external services, e.g. for servicing or equipment or vaccinating animals.
 - **Need for continued support:** more traditional AMS groups in Southwest and West-Nile, as well as groups in the settlements, will need continued financial support, training, and supervision to sustain the initial achievements and continued use of PHM practices over several harvests. Storage

problems should be addressed to encourage farmers to store and to avoid produce from getting spoilt.

- **GoU engagement:** multiple stakeholders stated that GoU structures and processes take time, and Government officials may expect financial compensation to ensure involvement in the activities, which hampers the sustainability. Some GoU stakeholders instead considered that WFP could empower GoU counterparts more to ensure sustainability, e.g. by engaging more GoU technical staff (instead of NGOs) and directly fund the districts to conduct some of the activities.
- **GoU internal coordination:** the various hierarchical levels of the GoU administration (e.g. national-regional) are not always well aligned and coordinated in terms of structures, even at local level (between districts, sub-counties and parishes). While development efforts are increasingly using the PDM model, activities related to direct income support should be linked to national systems. Similarly, different technical GoU agencies have different and sometimes conflicting interests. E.g. while the districts share the burden of the refugee caseload, OPM coordinates the assistance and manages the budgets.
- **District level focus:** the implementation and capacity strengthening efforts occurred mainly at district level. However, as pointed out by several stakeholders, sub-county or parish structures are closer to the people and more directly accountable, but less involved, reducing the ownership feeling and sustainability.
- **Lack of GoU counterpart for AMS:** implementation was done via CPs and linked to community-based organisations with no direct involvement of GoU counterparts.

2.4.2 Local capacity use and strengthening

GoU capacity

328. **Finding 27:** All stakeholders confirmed that WFP used GoU capacities, including existing structures and systems for its implementation, and actively engaged in capacity strengthening efforts, focusing primary on enhancing technical expertise. Overall, GoU engagement was limited for the (LH) interventions compared to the CBTs; nutrition; social protection, and school-feeding programmes, all of which are not within the scope of this evaluation.
329. **UN partners confirmed the importance of using the governmental system, stating to use them most of their interventions.** This is challenging, because even if there is agreement at the technical level, efforts have to be recognised/ endorsed at the political level to ensure effectiveness. Their opinion was that WFP needs to put itself more on the radar, via networking, to ensure political backing.
330. **Various WFP and GoU stakeholders mentioned the efforts WFP made to work with and through Government ministries and agencies to strengthen national and local capacities,** although this often referred more to social protection, including the small LH activities linked to Nutricash-DRDIP. For example, WFP is supporting efforts to establish the National Single Registry, which will gradually integrate the refugee settlements into the standard system of administrative divisions in Uganda. The ET was unable to verify the exact status of this process, which is mainly GoU internal. From the (MGLSD) NSR list received, settlements in Southwest were recognisably integrated in the administrative system, while this was not (yet) done for West-Nile. Moreover, WFP supported efforts to improve GoU's beneficiary information management systems, in specific the integration of Karamoja Social Registry with the National Single Registry. This will enable the exchange of individual intervention data, which is expected to facilitate beneficiary targeting and selection.
331. While WFP collaborated with specific partners like MGLSD and MAAIF for social protection, and specific technical issues (e.g. PHM), no reference was made to other initiatives from the same partners. For example, MAAIF stated that at local level, capacity was built using the Village Agent Model, which involved the whole value chain, e.g. animal, crop and fisheries. The mode of operation was akin to the Village Health Teams, identifying resourceful community members and training them in the basic agronomic practices, which they can transmit to other farmers in the village supported by the Extension Officer at Sub-county level. The Agent also links producers, buyer and financiers to

create a win-win situation, with the buyer using the agent who knows the producers, assuring supply while producers are assured to deal with genuine buyers.

332. Similarly, no mention was made about the Jobs and Livelihood Response Plan, for which MGLSD is the lead agency, although working with MAAIF to link government activities in the settlements to the DLGs to reinforce ownership and enhance sustainability. The key UN partner engaged is ILO, which supported the districts of Isingiro, Madi-Okollo and Terego to integrate the activities at DLG level albeit another 13 districts are left out for the moment. Per the findings, official communication or coordination with ILO was limited.
333. **At community level, for activities like financial literacy and small LHs, WFP engages community-based trainers, parish chiefs as well as District Community Development and District Production Officers, to strengthen local implementation capacity.**

Intervention specific findings

334. **AMS:** MAAIF confirmed receiving WFP support in developing policy documents and securing consultants to support the process. The jointly developed smallholder extension manual was adopted as a national agricultural extension manual. Using this manual, WFP strengthened the capacity of 115 district local government staff across 10 districts in extension services provision. Moreover, there is the Post-Harvest Loss Reduction Strategy, developed jointly by WFP and FAO.
335. **ACL and Small LH:** the scope of ACL activities is dwarfed by joint GoU-WB efforts¹⁴². As reflected in ACL approach paper and confirmed during KIIs, WFP realised that it made sense to link these efforts to existing initiatives like NUSAF/DRDIP and switch its focus to technical assistance for GoU to optimize programme design and delivery systems. An example is the rollout of the 3PA for resilience planning. In partnership with the Makerere University School of Public Health, WFP carried out an ICA for Arua and Gulu urban areas as well as SLP, CBPP, and Community Action Plans for multiple districts in West-Nile and Southwest. WFP ensures that any ACL activities were complementary to WB efforts, which is why Nutri-cash (to which the small LH activities are linked), was instead linked to DRDIP, as explained by OPM.
336. DLG technical staff and community organisations played a key role during the implementation, strengthening local capacities. DLG technical staff played a key role in the implementation of ACL activities, layering with other government programs such as DRDIP, and integration with other LH partners like FAO. Note that the LIPW handover process and any assets maintenance committees are mostly part of WB-GoU efforts, and could therefore not be verified. WB completed a national guideline for LIPW implementation, which is being disseminated with support of WFP.¹⁴³
337. **Financial Literacy:** Bank of Uganda was used as technical counterpart to develop the curriculum, while the implementation in the settlements was coordinated with OPM. For non-refugees, recent financial literacy trainings linked to NutriCash were delivered through the government structures of the Parish Chiefs, aligning with the PDM model.¹⁴⁴
338. **PRO-ACT:** was implemented in close collaboration with GoU counterparts and strengthened UNMA's national and local capacities to operate early warning and disaster risk management systems. The capacity strengthening focused on DLGs in Karamoja, and the dissemination to community groups and the local media. There is now a technical officer in OPM who serves as PRO-ACT coordinator for all other government agencies. Dissemination of the contingency plans in all 9 districts across the sub-region was concluded in March 2022.¹⁴⁵ In terms of handover, EWS messages are already sent by the Government. According to a DLG staff, districts are 80% prepared technically, but financial resources may be a constraint for sustaining activities.

¹⁴² In addition to the large number of LIPWs supported under NUSAF III, WB also supported 9,449 livelihood sub-projects in agriculture, aquaculture, livestock, tree nurseries, horticulture, and value addition, reaching a total of 99,597 households.

¹⁴³ WB (2021): NUSAF III Implementation completion and results report.

¹⁴⁴ WFP (2022): PDM Report Q4 2022.

¹⁴⁵ PRO-ACT Interim Narrative Report 2022

Non-governmental capacities

339. **Finding 28:** Although many community organisations (mainly farmer groups; VSLAs) already existed before the intervention, their capacity was strengthened by the interventions. The most successful examples were from ACL and AMS interventions in Karamoja, linked to the school-feeding and/or PRO-ACT. CP capacity strengthening was partly successful, with differences between CPs, and focused mainly on technical support for the implementation

Community organisations

340. **A key contribution of the various interventions is strengthened community organisation through farmer groups, women's groups, and VSLAs.** Note that many of these community organisations were already existing, and for example set-up by WB-GoU as part of DRDIP. Most stakeholders believe that these farmer groups will continue, since most continued to work as groups for bulking and selling. WFP staff explained that farmer groups became stronger, enabling them to sell to bigger buyers with over 10 groups with capacity to sell to WFP or the private sector, mainly in Abim and Kaabong districts. Moreover, they were linked with saving groups, which will further enhance the potential for investing in LHs and ensuring sustainability.
341. **Especially in Karamoja, thanks to successful ACL and AMS interventions, a significant number might be strong enough to continue independently.** A DLG staff mentioned examples of successful groups around Namalu with group bank accounts of 20 million UGX, while others that diversified may have gained 50 million UGX from cultivation and bee-keeping. FRC is also positive about the sustainability of VSLAs, stating they also attracted the attention of donor partners, which requested FRC to connect them. In general, as mentioned in [section 2.4.1](#), exit strategies of the interventions are inadequate.
342. Aggregator in Karamoja and Southwest explained that CPs taught farmer groups to bulk and linked them to the traders or community aggregators, some of which became agents of an aggregator companies like Agro Exim. Various crops are purchased: soya, simsim, dry cassava and maize. Soya and simsim are doing well, especially for those planting more acres. The farmers also grow fruits and vegetables, which are sold to at the market. Noticeable capacity improvements include the replacement of ox ploughs by tractor; purchases of animals, and even motorbikes.

CPs

343. **Stakeholders stated that capacity strengthening provided by WFP to CPs was limited to technical support for the implementation of the specific activities.** CPs affirmed that capacity building had strengthened the organisation, but more support was needed to develop finance, research and advocacy, and fundraising capacity. E.g. a requests by a CP for a financial assistant to reduce the financial reporting burden was not approved by WFP.
344. The desk review and stakeholder feedback revealed results regarding the extent to which the new co-partnership approach enhanced localisation through by encouraging INGOs to support and strengthening the capacity of smaller local NGOs

Intervention specific findings

345. **AMS and ACL:** groups were linked to government and private sector actors. Farmers, aggregators, and input suppliers explained that before the interventions, they had no network with companies like Bukoola chemicals, Sangi and others. Ripple Effect helped linked with other farmers and suppliers, which enhanced the business of suppliers, and helped farmers to get quality inputs for better prices.
346. **Small LHs:** MGLSD is confident that groups will continue, since there is an umbrella group of 30 members with sub-groups of five members, which is working well. Some groups started with vegetable growing and transitioned to goat rearing. Furthermore, to prevent groups from disintegrating there is a plan to visit DLGs to link graduated groups, is possible, to on-going government programmes like: Youth Livelihood Programme YLP, Uganda Women Entrepreneurship Programme (UWEP), Parish Development Model (PDM), or Social Assistance Grant for Empowerment (SAGE). Note that these programmes are only for nationals.

347. **Financial literacy:** WFP trained district level officials to become trainers in financial management, which in turn trained Community Facilitators, which serve as trainer-of-trainers at community level.

EQ 5. LEARNING

2.5.1 Lessons learnt (as per stakeholders)

348. **Finding 29:** WFP and GoU stakeholders are committed to self-reliance/ resilience and GEWE as key objectives, and examples from Karamoja showed how a “food systems” can effectively contribute to these objectives. However, further internal/ institutional changes, such as longer implementation timeframes and more outcome-oriented reporting, are required from WFP to fully realise the shift.
- **Shifting to a self-reliance focus requires institutional changes:** WFP is shifting to a focus on self-reliance/ resilience. However, the way in which WFP is organized, its existing mandate for work, use of short-term funding modalities, and rigid, highly standardised global reporting, encourage a focus on output delivery and quantitative numbers rather than self-reliance/ resilience, or gender outcomes. Instead, stakeholders considered that self-reliance requires: a longer-term planning orientation; a broader basic needs focus; inclusion of common self-reliance/ resilience indicators in corporate reporting; adjustment of standardised LH approaches, and a mindset change within WFP.
 - **Layering of activities can be successful:** The evidence from financial literacy training and Karamoja locally produced school-feeding activities demonstrate that layering of activities can create clear synergies. It should therefore be encouraged for all activities. Some interventions had challenges with effective layering, such as AMS and ACL, due to differences in the targeting criteria used, limited geographical overlap, and fact that not all interventions were applicable to all population groups.
 - **There is a commitment to gender equality, with room for progress:** WFP has made progress following the GAM marker review and the intervention documented some Gender Equality and Women's Empowerment (GEWE) achievements. There is room for improvement, however, as most WFP activities currently focus on ensuring adequate numbers of female participants, which can be characterized as gender-targeted interventions.
 - **Delays were reduced:** in response to procurement delays, WFP decentralised budgets and purchases to AOs, which reduced further or similar delays by enabling faster local purchases.
 - **Coordination can be achieved through use of cross-cutting themes:** PRO-ACT's use of an overall theme of “climate change” demonstrated that having a common theme is useful for establishing cross-cutting coordination with Government agencies at different levels and with different mandates. Such a system is currently not in place for self-reliance, where coordination is limited.
 - **Multi-level coordination:** to ensure the success of the interventions, effective coordination is required both at high level and at field level. Coordination and reporting at high level is needed to ensure political endorsement. For example, WFP seconded a staff to OPM, which improved the high-level coordination. Coordination at field-level is needed to ensure success in terms of addressing local needs and creating ownership, per successful ACL examples from Karamoja.
 - **Beneficiary engagement:** Active beneficiary participation in the design (as done in Karamoja for the selection of crops) enhanced community ownership and overall achievements.
 - **Self-reliance potential:** While all WFP interventions have a potential to contribute to self-reliance, this potential is affected by individual (e.g. access to land) and contextual factors (e.g. market access; water availability). It is important, therefore, to assess this potential and external factor during the design of the intervention and manage expectations.
 - **Access to land and production scale:** These are important constraints for achieving self-reliance, and should be duly considered during the design of any intervention.

- **Limited private sector engagement:** Relying on CPs to engage the private sector (e.g. indirect engagement by WFP) meant that engagement was limited. Greater private sector engagement is needed to support a broader value chain and food systems approach.
- **Implementation risks:** The fact that training schedules were not aligned with participants' schedules caused rescheduling and delays. The lack of transport affected monitoring activities, especially by the extensionists. These or similar risks can be identified and mitigated at the design phase.

2.5.2 Best practices

349. **Finding 30:** Stakeholders mentioned a multitude of best practices/ recommendations related to: **strategy** (e.g. the need for a common of self-reliance/ resilience definition; better coordination between UN agencies); **programmes** (e.g. value chain approach; need for layering and synergies); **monitoring and evaluation** (e.g. increased capitalisation; qualitative data collection), and **gender mainstreaming** (e.g. to improve beyond gender targeting).
350. Stakeholders were not always to distinguish between best practices and recommendations. The main best practices or key recommendations, mostly those mentioned by multiple stakeholders, are listed below. For a comprehensive list of all recommendations, see [Annex 12](#).
351. **Strategy**
- Define self-reliance and the measures of success to establish a common understanding.
 - Identify multi-year funding modalities needed to adequately implement self-reliance interventions like ACL.
 - Improve coordination and linkages between UN organisations so they can act with complementarity and deliver holistic services.
 - Explore possibilities for direct fund transfers from WFP to governmental agencies to support the direct implementation by them.
352. **Programmes**
- Improve the integration and synergies between the different interventions, linking them to an overall self-reliance/ resilience approach.
 - Broaden the LH focus to include a production and behavioural change component. For self-reliance, there is a need to shift from subsistence farming to more commercially oriented farming.
 - Broaden the scope of the AMS interventions to a value chain approach. Include a focus on food transformation and agro-processing.
 - Include pastoralism as LH and for EWS.
353. **Monitoring and evaluation**
- Improve documentation and continuous learning in line with the Changing Lives Agenda, which places a large focus on documenting everything. For example, WFP can establish a database of prior interventions to facilitate organizational learning and adapting.
 - Increase qualitative data collection methods and approaches to document programme successes. Examples are: FGDs; success stories; longitudinal studies or female beneficiaries tracking. Train staff from various units on the rationale for increasing qualitative data collection and how to do so.
354. **Gender**
- Gender mainstreaming still needs improvement to move beyond gender targeting. The WFP Gender Unit can also be empowered beyond an advisory role by allocating decision-making and budget responsibilities.

3. Conclusions and recommendations

3.1. CONCLUSIONS

Relevance

355. **Conclusion 1: WFP's focus on self-reliance/ resilience is well-aligned with its global "changing lives agenda," Ugandan national development policies, and joint WFP-UNCHR strategies for refugees.**
356. WFP's focus on self-reliance/ resilience is highly relevant and appropriate for the Ugandan context, where the refugee crisis is protracted and 75% have been receiving assistance for more than five years. The approach further aligns with the GoU's efforts including national development policies (NDP III), refugee policies (REHOPE; UCRRP) and interventions. Finally, the self-reliance/ resilience approach responds to the urgency in which aid cuts are common and there is a widely accepted need for sustainable solutions.
357. **Conclusion 2: The lack of a common definition of self-reliance/ resilience and a common menu of evidence-based programming approaches for the Ugandan context, hampers effective strategy development and implementation and the ability to determine the relevance and effectiveness of them.**
358. WFP global policies focus on resilience, while WFP-UNHCR joint policy focuses on self-reliance. While the two terms may be linked in practice (in which self-reliance is commonly used for refugees and resilience for host communities), they are not well defined, which creates challenges for strategy development and the ability to monitor outcomes. The GoU does not have a common self-reliance model, but has adopted the Parish Development Model for sustainable development. WFP already aligned its CSP to this model.
359. There is a need to clarify and examine the definition of self-reliance and how it relates to food and non-food needs and alignment with the WFP mandate on food and nutrition. There is also the need to determine where and how its Food Security and Nutrition indicators fit, either as cause and/or effect of self-reliance/ resilience.
360. Self-reliance/resilience programming must include a consideration of the operational context or so-called "structural factors". This should include a review and analysis of how the population have access to basic services (e.g. health, education, water, access to market and supplies). The WFP resilience toolkit, which is used for mainstreaming resilience in the CSP, does not provide enough focus on these factors, especially when compared to other resilience frameworks such as DFID's SLF or FAO's RIMA. The unavailability or lack of access to these services may undermine the effectiveness or sustainability of WFP's self-reliance/ resilience objectives.
361. **Conclusion 3: While there is coordination amongst UN agencies, further improvements are needed as their existing mandates and activities do not correspond to the reality of implementation. This is related to the lack of a common self-reliance/ resilience framework.**
362. It is important to distinguish here between refugees and host/ resident populations. A major challenge for refugees involves the roles of different organizations. While the UNHCR holds the official mandate for refugee registration and partners with OPM in Uganda, WFP is the lead implementing agency. Moreover, WFP bears responsibility for the practical realisation of the self-reliance agenda and/or the transition out of assistance.
363. This challenging position is reflected in the GoU policy documents, with WFP only indirectly involved via the UN country team. Similarly, WFP is also not part of the Partnership for improving prospects for forcibly displaced persons and host communities (PROSPECTS), which specifically focuses on self-reliance, and brings together the IFC, ILO, UNHCR, UNICEF and WB. In general, a framework of how

the requirements for self-reliance can be met in a holistic manner, including a clear allocation of (sectoral) roles and responsibilities to various UN agencies, is missing.

364. For host communities and resident populations, there is no issue regarding the overall UN mandate. However, WFP faces similar mandate issues for its technical programmes. For agriculture, the official mandate lies with FAO, which is the official UN counterpart of MAAIF. The current cooperation with FAO is limited. WB works directly with GoU and conducted large-scale asset creating activities under DRDIP and NUSAF. Although WFP aligned its activities with WB, and provided technical support, it is not an official GoU partner.
365. **Conclusion 4: Resilience programming, linked to the Parish Development Model and climate change theme, is more appropriate for host and resident populations, rather than self-reliance programming.**
366. The Parish Development Model (PDM) should be the guiding approach within Uganda, in line with government policies, and as already adopted by WB under DRDIP. Note that only Ugandan nationals are entitled to technical and financial governmental assistance link to the PDM model, such as village funds and agricultural extension services. Thematically, WFP interventions are largely aligned to the PDM pillars, as reflected in the current CSP. However, the PDM model advocates an increased focus on the parish level, instead of the district level, which is WFP's main focus.
367. Although WFP conducted in-depth studies, self-reliance analyses and developed ToCs for refugees and Karamoja, no such studies or ToC were developed for host communities, which acknowledges that the distinction between host communities and resident populations is less relevant (see conclusion 6). Related, as was pointed out in the WFP self-reliance analyses, a resilience focus might be more appropriate for non-refugees.
368. Since the PDM model advocates "sustainable" development, and relies heavily on agriculture, the WFP focus (in Karamoja) on climate change as an overall umbrella consideration is very relevant to ensure coherent programming. Other regions also reported to be severely affected by extreme weather conditions, and climate change is a focus area of WB. Note that above findings mainly concern Karamoja; the strategy for host communities was less clear (see below).
369. **Conclusion 5: There is a lack of commonly agreed indicators and systematic evidence gathering to measure self-reliance/ resilience achievements, and in support of the transition/ exit-strategy.**
370. Per above, this requires agreement between GoU and assistance providers about the main objectives, expected outcomes of self-reliance/ resilience interventions, and which evidence should be collected to verify the effectiveness and impact. Limited qualitative evidence or longer-term data was collected about what works and what not in the Ugandan context.
371. From WFP perspective, the data collection for outcome indicators is primarily focused on FS and nutrition indicators although recent pilots with for example ECMEN and the RCS aim to better capture, in a systematic manner, contributions to self-reliance/ resilience. Although WFP has comprehensive indicators for specific activities such PHM, asset creation and gender, most of the WFP compendium indicators focus on outputs rather than outcomes. Moreover, they are not linked to the (intermediate) outcome of self-reliance/ resilience, which in turn should be linked to global level WFP outcomes under SDG 2.
372. **Conclusion 6: The inclusion of host communities is appropriate from a needs-based perspective, but it is unclear how the intervention is linked to their status as "host communities" or the presence of refugees. While regional differences are relevant because of contextual differences, the distinction between host and resident populations is less relevant for the self-reliance/ resilience strategy.**
373. The WFP intervention areas are some of the least developed areas in Uganda, even though the findings reveal there are significant differences across regions and between populations. In general, Karamoja and the host communities share certain characteristics, such as higher land ownership and access to governmental services. Related, while WFP conducted in-depth studies, self-reliance analyses and developed ToCs for refugees and Karamoja, no such studies or ToC were developed

for host communities, acknowledging that the distinction is less relevant. Among these host communities in the Southwest typically exhibit the least vulnerability, followed by host communities in West-Nile and Karamoja. Although refugees sometimes received similar or even better access to basic services, overall, they score significant lower than their host community counterparts in the same locations, with bigger differences between the two in West-Nile.

374. From the findings, parts of the local population in the hosting districts are similarly vulnerable. Normally, the programming rationale includes host communities, where natural resources and community services come under severe pressure from hosting refugees. Assistance is provided to thank the host communities for their hospitality, restore natural resources, and to reduce social tensions. However, such an approach is lacking in Uganda, and the coverage in these districts is limited to several sub-counties, which do not always correspond to the locations and/or any negative effects of the settlement. Moreover, the main focus is AMS, while public assets or natural resources (ACL) or social cohesion activities would be more logical.
375. Overall, although vulnerable host population members are being supported, the intervention logic and expected end goal for host communities are not clear. Note that part of the targeted host communities might be linked to nutrition or school-feeding interventions, which are outside the evaluation scope. The set-up of the ACL activities is a possible cause for this unclear intervention logic.

Effectiveness

376. **Conclusion 7: WFP's interventions were relevant and effective in contributing to self-reliance/resilience, although targeting and coverage strategies were not well defined, which contributed to the limited layering and synergies achieved between AMS and ACL-small LH.**
377. An overall conclusion per activity is provided in [Table 35](#). Detailed conclusions for each activity are provided in [Annex 14](#).
378. In general, in WFP, self-reliance was put on par with improving livelihoods, on the implicit assumption that increased food consumption and HH income will lead to self-reliance (for FS and nutrition). The findings reveal LHs were improved, which had a positive impact on local food systems through increasing overall food availability and dietary diversity (e.g. mushroom; new protein source like guinea pigs). While WFP LH activities (AMS; ACL; small LH) increased HH production and/or HH income, the financial literacy training taught beneficiaries how to better use this additional income (e.g. budgeting, encouraging savings and LH investments), and facilitated access to financial services. PRO-ACT mitigated the impact of climatic shocks for Karamoja-based beneficiaries.
379. A shortcoming is that WFP's targeting and coverage strategies are not well defined in the CSP and intervention approach papers. The planned layering proved difficult for AMS and ACL due to different targeting criteria used; limited geographical overlap, and not all interventions being useful for all population groups. For example, AMS covers 10 districts, mainly targeting host communities and residents; ACL is concentrated in Karamoja, and small LHs primarily targets refugee women enrolled in Nutri-Cash.
380. Both quantitative and qualitative findings confirm that effective layering of the interventions, as part of a broader food systems' (or value chain) approach, can contribute significantly to self-reliance/resilience if ACL focuses on productive LH assets (lower value chain), to complement AMS' focus on the upper value chain.

Table 35. Overall conclusion per activity

Activity	Overall conclusion
AMS	Relevant and effective for self-reliance, even though its narrow focus on dry grains and related production volume requirements, may make it less relevant for refugees or community members with small plots.
ACL	Relevant and effective for self-reliance, especially when focusing on production-related LH assets selected in close cooperation with local communities
Small LH activities	In the current set-up, relevant and effective for some of the beneficiaries, but a systematic LH approach and self-reliance focus is lacking. Moreover, the Nutri-Cash link provided an opportunity to design gender sensitive interventions.
Financial inclusion	Very relevant, and very effective in terms of contributing to self-reliance when combined with LH activities.
PRO-ACT	Very relevant but offers limited tangible benefits which may reduce beneficiary interest and commitment.

381. **Conclusion 8: The evaluation cannot clearly delineate the full contributions of specific activities compared to others, due to factors including the overall lack of common definitions and indicators, lack of coordination and limited analysis of the operational context (“structural factors”) during the design and implementation of the interventions.**
382. In general, the lack of self-reliance baseline data, noted as limitation at the start of the DE, prevents a conclusive analysis. Although the RCS and ECMEN indicators were included to gather more systematic evidence, it proved difficult to determine the exact self-reliance contributions of the activities. Karamoja had the highest RCS and the highest **percentage** of “high RCS”, and it is likely that PRO-ACT and other interventions contributed to this. Although the differences with host communities are relatively small, the findings are encouraging since Karamoja is one of the least developed regions of Uganda, and especially Southwest is significantly better positioned and connected to major urban centres in the country.
383. ECMEN data, both amounts as compared to MEB, confirmed regional and population differences found throughout the report with Southwest as region outperforming West-Nile and Karamoja. Differences between host populations and refugees in Southwest are small, but significant in West-Nile. Except for Southwest, there were big gender differences, especially in Karamoja, with male-headed HHs systematically outperforming women-headed HHs. Disaggregation of ECMEN data did not provide a coherent picture of the relative contributions of various (combinations of) interventions. Possible causes are: the lack of baseline values (noted as limitation from the start); the significant differences (in vulnerability) between beneficiaries; differences in structural factors, and lack of clarity about what assistance beneficiaries received from other agencies.
384. **Conclusion 9: WFP prioritised gender mainstreaming in its programming, primarily by prioritising women as beneficiaries. However, this ‘equality of opportunity’ approach’ alone cannot overcome prevailing structural inequalities. The activities contributed positively to GEWE objectives, such as a reported increase in joint decision-making about HH finances for HHs that received financial literacy training and women generating HH income from economic activities supported by the interventions. However, the interventions mainly qualify as gender targeted, due to the limited tailoring of the design to specific gender needs and preferences.**
385. Although the activities contributed positively to GEWE objectives (e.g. HH gender dynamics and women income generation), further improvements may be achieved by designing gender-sensitive interventions. From the findings, WFP made significant efforts to correct a GAM of 1 and to apply gender and age more systematically in the CSP design, including a socio-cultural context analysis for

Karamoja to identify gender barriers, and prioritising women for interventions. However, the evaluation showed that gender barriers related to structural inequalities such as access or ownership of resources like land, labour, financial resources and mobile phones, were not yet overcome. Time poverty, which is the limitation of time due to having to care for routine duties like duty to family or care-giving, which often falls on women, was reported as a barrier in Karamoja (less in the other regions, likely related to the availability of schools).

386. The GAM marker review recommendation to “prioritise women for (AMS) interventions” resulted in an ‘equality of opportunity’ approach. However, this did not fully address the wider structural determinants of inequality that affect women’s ability to take advantage of such opportunities. As a result, the interventions mainly qualify as gender-targeted, e.g. AMS had 60% female beneficiaries. Financial literacy activities, although standardised in their design, benefited women by helping them to close the pre-existing gender gap in digital and financial literacy. However, more efforts are needed to design gender-sensitive interventions, which may further enhance GEWE objectives and self-reliance of women. The WFP Gender Unit lacks mandate to aim for more gender-transformative programming.
387. Nevertheless, there are many examples of women successfully improving their HH income situation via the interventions, and positive effect on gender dynamics and women’s empowerment, both at HH and community level. However, a more systematic gender comparison is lacking. For example, men reported higher gains from AMS (due to better access to land), and a gender gap was found for EWS messages (due to less phone access).
388. **Conclusion 10: WFP actively included vulnerable groups including refugees, women; PWDs, elderly and youth), though mainstreaming of PWDs could be improved. The degree to which vulnerable groups equitably benefit from the intervention depends on several factors, including access to land, finance, and labour.**
389. WFP aimed for inclusiveness by specifically targeting vulnerable groups (e.g. Nutri-cash recipients), and provided similar inputs to all participants. However, the actual benefits derived depended on multiple, inter-related aspects, such as geographical-contextual differences, programmatic differences (e.g. different types of ACL or small LH activities), and gender-age differences.
390. Key inclusion challenges affecting most vulnerable groups are access to land and access to finance (due to a lack of collateral for loans), which led WFP to also target youth with its financial literacy activities. This reduced access directly affects their LH options and reduces the benefits when included in WFP activities. In addition, PWDs; elderly and women-headed often have limited available labour within the HH. For refugees, an additional inclusion challenging is their refugee status, which creates barriers for accessing financial services, while the guarantee system makes it difficult for them to access loans
391. Refugees and women were primary target groups. Although inclusion of persons with disabilities was evident, there was no systematic PWD mainstreaming (e.g. including activities specifically suited for PWD) nor PWD disaggregated reporting for the interventions. The inclusion of youth is challenging as many are more interested in off-farm activities, although youth were specifically targeted under the Mastercard project.

Efficiency

392. **Conclusion 11: Since most interventions are funded based on SOs rather than project-based, the timeliness of the implementation and efficiency of the coverage is mainly determined by the availability of funding. The new “Multi-Year Partnership Agreements (MYPA)” modality needs further fine-tuning based on CP reported experiences, especially the yearly proposal and budget cycle, which undoes some of the expected benefits and caused delays.**
393. Since most interventions are integrated in the overall SOs, it is difficult to determine their efficiency. PRO-ACT and recent ACL interventions have detailed project proposals, while the other activities have generic proposals and funding allocations. The extent of activity implementation and the efficiency of coverage depended mainly on funding availability, which was reduced due to global crises like COVID-19 and the War in Ukraine. The interventions, especially ACL with a less solid

funding base, were more affected because unearmarked funds were reallocated to life-saving interventions.

394. Implementation delays were reported due to delays in procurement (e.g. irrigation systems; financial literacy manuals), and delays in the CP FLA approval process. Related, although MYPA was received positively by CPs, the yearly budget and proposal (approval) requirements partly undoes some of the expected advantages in terms of administrative workload.

Sustainability

395. **Conclusion 12: There is no comprehensive exit strategy to ensure the sustainability of the community assets created, making it difficult to determine the ultimate achievements for individual and community organisation-level activities, as well as whether the handover was timely and/or if continued support is needed.**
396. Most interventions did not have a defined exit strategy, which should be related to (continued) self-reliance or resilience. However, as per above, there is no commonly agreed self-reliance/ resilience framework, and it was not included as specific objective in the CSP. Consequently, important issues related to sustainability of the interventions were not addressed. Examples are the extent to which agriculture is an economically viable and sustainable LH option for different groups of beneficiaries (e.g. refugees with small plots), and to what extent there is market potential for different agricultural produce. As already done for the WFP transition strategy, this requires a broader value chain approach as well as the identification of higher value crops, such as mushrooms, which were successfully introduced in some locations. Similarly, as mentioned above, limited attention was paid to structural factors, and whether they are enabling of hampering self-reliance achievements.
397. From the findings, stakeholders and beneficiaries are mostly positive about the sustainability of the interventions. Respondents are more confident in the continuation of individual activities, such as small LH, PHM practices, and financial literacy, rather than asset creation, especially public assets. This indicates that respondents are not very confident about GoU and/or asset management committees' capacity to maintain them. Similar concerns were raised in the NUSAF III completion report. It is important for the sustainability that assets have direct economic benefits, which increases both the beneficiaries' interest and capacity to maintain them, as confirmed by WFP's experiences with the establishment of community assets' committees, which collapsed due to a lack of interest and financial means. Climate-change assets such as non-productive wood-lots may therefore be less sustainable.
398. Since AMS and financial literacy are related to farmer groups and VSLA, the findings indicate indirectly that beneficiaries are more confident in these community organisations, which is likely attributable to local capacity-strengthening efforts (see next conclusion). Although the use of financial services increased, this is correlated with the availability of the services. While encouraged by WFP, the use of formal Financial Service Providers (FSPs) and crop insurance remains low, meaning the sustainability depends on the performance of the VSLAs.
399. A key challenge for sustainability is the need for a mindset change, identified as a designated pillar in the PDM. For example, smallholder farmer should approach farming more from business perspective, while refugees need to understand that self-reliance without assistance is possible.
400. **Conclusion 13: WFP used and strengthened, to the extent possible, the technical capacity of GoU counterparts and governmental systems to enhance sustainability. A key challenge for sustainability, however, is continued financial support and/or a political willingness to allocate limited resources.**
401. WFP shifted its role from implementer to enabler, especially for social protection. PRO-ACT and financial literacy interventions were partly implemented by governmental counterparts, using and strengthening GoU systems. However, although key interventions like AMS and ACL were aligned to governmental efforts, WFP does not have the official mandate for agriculture (FAO) or refugees (UNHCR). This makes it harder to use governmental systems or to provide direct budget support as requested by various GoU informants and provided by other UN agencies. Instead, WFP mainly focused on technical support, such as developing technical guidelines for AMS and LIPWs, which strengthened GoU's technical capacity in a sustainable way.

402. **Conclusion 14: The active engagement of community organisations aligns with GoU efforts and enhanced the sustainability of the interventions, although experiences with establishing and training community assets' committees were less successful due to a lack of community interest and financial capacity to sustain the assets.**
403. WFP actively engaged and strengthened community organisations (e.g. farmer groups; VSLA) to enhance sustainability of the results. Most stakeholders believe that these farmer groups will remain in place, since most continued bulking and selling. Moreover, farmer groups were often linked with saving groups, which may further enhance the capacity to invest in LHs, ensuring sustainability. The establishment of VSLAs is actively encouraged and supported (with capital) under DRDIP.
404. In terms of management of the assets created or rehabilitated, WFP made efforts to establish and train asset management committees. However, lack of interest by community members, and finances to conduct maintenance and repairs on communal assets, affected the functioning of committee and sustainability of the assets
405. WFP also engaged and trained aggregators to link farmers to buyers and input suppliers, which complements the GoU village agent model and DRDIP interventions which link communities agricultural extension workers and local governments.
406. A key challenge for national and local capacities to be able to sustain the results is continued (financial) support and/or a political willingness to allocate scarce resources to the continuation.

3.2. RECOMMENDATIONS

407. The below recommendations were developed based on the evaluation findings, extensive desk review, and an in-depth understanding by the ET of humanitarian-development programming in general, and WFP policies and programming in specific.
408. The final recommendations are the result of a re-iterative feedback process, which extensively engaged the EC and ERG. First, to avoid any bias in the process, the recommendations (ten in total with multiple sub-recommendations each) were drafted freely by the ET, and shared as part of the first draft of the final report (dated March 12, 2024).
409. Second, a “validation of results and learning workshop” was organised on March 27, 2024. In close coordination with the EC, it was purposely decided not to present the recommendations during the workshop, even though the first draft of the final report (including the recommendations) was shared beforehand with the ERG members. Instead, the second part of the workshop entailed group sessions to encourage participant to suggest concrete recommendations for specific challenges, e.g. how to approach self-reliance (for different population groups) and how to address the lack of coordination between partners.
410. Third, the first draft of the report was then revised to reflect the workshop findings and initial review of the report by the EC, contributing to the impartiality of the findings. Regarding the recommendations, the EC, in line with their mandate, did not comment on the contents of the recommendations. However, it provided useful feedback/ suggestions to fine-tune and to group better similar recommendations, thereby reducing the total number to seven. The second draft was sent for review to all ERG members/ workshop participants.
411. Finally, the feedback received on the second draft was integrated and shared for a final review by the EC and the WFP senior management team.

#	Recommendation	Recommendation grouping (3 options): By type By theme Short/medium/long-term	Responsibility (one lead office/entity)	Other contributing entities (if applicable)	Priority: High/medium	By when
1.	<p>(co-)Develop a common self-reliance approach for Uganda</p> <p><u>Sub-recommendation 1.1:</u> Consultation with relevant stakeholders for consensus-building on operational definitions of self-reliance and resilience (WFP internally).</p> <p><u>Sub-recommendation 1.2:</u> Outline self-reliance/ resilience strategy for Uganda (WFP internally).</p> <p><u>Sub-recommendation 1.3:</u> Consultation with relevant stakeholders for consensus-building on operational definitions of self-reliance and resilience (externally).</p> <p><u>Sub-recommendation 1.4:</u> Encourage key external stakeholders in Uganda to agree on a common self-reliance definition and approach (externally).</p> <p><u>Sub-recommendation 1.5:</u> Confirm results framework and implementation approach for self-reliance / resilience, that align with national definitions of these thematic areas.</p>	Strategy development	<p><u>Internally</u> HoP-programme unit</p> <p><u>Externally</u> UNHCR (per mandate); WFP (per experience and in practice)</p>	OPM; GoU counterparts, UN agencies; other humanitarian-development partners	High	ASAP

#	Recommendation	Recommendation grouping (3 options): By type By theme Short/medium/long-term	Responsibility (one lead office/entity)	Other contributing entities (if applicable)	Priority: High/medium	By when
2.	<p>Develop clear strategies for both refugees and non-refugees¹⁴⁶</p> <p><u>Sub-recommendation 2.1:</u> Review, and update/confirm WFP's mandate or main objective for both refugees and non-refugees' interventions.</p> <p><u>Sub-recommendation 2.2:</u> For refugees: Elaborate the transition strategy (focusing on self-reliance) by complementing it with: a) a capacity (to engage in LHs) classification, and b) beneficiary LH interests assessment.</p> <p><u>Sub-recommendation 2.3:</u> For non-refugees: develop a strategy focused on resilience-building linked to climate shocks, mirroring the PRO-ACT set-up.</p> <p><u>Sub-recommendation 2.4:</u> Design an exit- or handover strategy for both refugees and non-refugees.</p> <p><u>Sub-recommendation 2.5:</u> Explore how WFP can link to ongoing GoU and (UN) partner efforts or if new partnerships can be established for both strategies.</p> <p><u>Sub-recommendation 2.6:</u> Explore alternative and longer-term multi-year funding modalities such as the Green Climate Fund, to better match the timeframe of self-reliance/ resilience objectives.</p>	Strategy development	DCD-HoP-programme units (CBT; social protection; VAM; Gender)	GoU counterparts and UNHCR, WB, possibly FAO, UNDP, UNICEF, ILO	High	ASAP/ as part of new CSP development

¹⁴⁶ Meaning the current resident and host communities on the assumption that WFP agrees that the distinction between the two is less relevant.

#	Recommendation	Recommendation grouping (3 options): By type By theme Short/medium/long-term	Responsibility (one lead office/entity)	Other contributing entities (if applicable)	Priority: High/medium	By when
3..	<p>Reinforce WFP's (political) representation</p> <p><u>Sub-recommendation 3.1:</u> Reinforce WFP's high-level political representation to enhance the visibility of and political support for its interventions</p> <p><u>Sub-recommendation 3.2:</u> Clarify mandate-related challenges (e.g. refugees; agriculture) with UN partners and GoU.</p> <p><u>Sub-recommendation 3.3:</u> Find practical solutions (e.g. co-mandate; technical vs. implementation role; IP modality) to overcome mandate-related challenges.</p>	Strategy development	<p>2.1 (Internally) CD-DCD</p> <p>2.2-2.3 CD-DCD</p>	<p>HQ relation managers</p> <p>OPM; GoU counterparts; UNHCR; FAO; WB;</p>	High	Before start of new CSP
4.	<p>Reinforce and formalise relationships with key partners such as GoU, UNHCR, WB, FAO and ILO</p> <p><u>Sub-recommendation 4.1:</u> Strengthen and formalise relationship with relevant GoU counterparts, such as OPM and NARO.</p> <p><u>Sub-recommendation 4.2:</u> Strengthen and formalise relationship with UNHCR for the transition strategy.</p> <p><u>Sub-recommendation 4.3:</u> Strengthen and formalise relationship (as IP?) with WB for DRIP and joint data collection and analysis.</p> <p><u>Sub-recommendation 4.4:</u> Strengthen and formalise relationship with FAO (and IFAD) for technical cooperation on agricultural and climate-change issues.</p>	Strategy development	CD-DCD-HoP	<p>UNHCR; WB; FAO-IFAD; ILO</p> <p>WFP Uganda programme units (e.g. ACL; AMS; RAM/VAM); HQ relationship manager</p>	High	Before start of new CSP

#	Recommendation	Recommendation grouping (3 options): By type By theme Short/medium/long-term	Responsibility (one lead office/entity)	Other contributing entities (if applicable)	Priority: High/medium	By when
	<u>Sub-recommendation 4.5</u> : Establish relationships with ILO to explore off-farm and non-agricultural LHs as part of the transition strategy.					
5.	<p>Divide the ACL activities.</p> <p><u>Sub-recommendation 5.1</u>: Link CFW-style activities, like LIPWs, to the social protection strategy, unless specifically linked to 3PA CBPPs.</p> <p><u>Sub-recommendation 5.2</u>: Ensure that the CO assets' creation strategy focuses on enhancing or facilitating LHs or agricultural production at HH (e.g. OFSP, mushrooms) or community level (e.g. irrigation)</p> <p><u>Sub-recommendation 5.3</u>: Ensure clear layering of the asset creation and AMS (e.g. marketing fresh produce) or the transition strategy (e.g. LH improvement) linked to overall resilience or self-reliance objectives</p> <p><u>Sub-recommendation 5.4</u>: Explore off-farm and non-farm LHs as part of the LH component.</p>	Programming	DCD-HoP-programme units (CBT; social protection; VAM; Gender)	HQ – RBN technical units	Medium	As part of new CSP development
6.	<p>Reinforce gender mainstreaming in the interventions</p> <p><u>Sub-recommendation 6.1</u>: Reinforce the gender department beyond an advisory role, e.g. budget allocation for gender objectives, official approval of gender approach of WFP programme units and CPs.</p>	Programming - gender	DCD-HoP-Gender Unit-VAM	MGLSD; OXFAM; Institute of Social Transformation; Ugandan Bureau Of Statistics (Social Institutions and Gender Index, SIGI)	Medium	ASAP/ as part of new CSP development

#	Recommendation	Recommendation grouping (3 options): By type By theme Short/medium/long-term	Responsibility (one lead office/entity)	Other contributing entities (if applicable)	Priority: High/medium	By when
	<p><u>Sub-recommendation 6.2:</u> Conduct regional gender assessments and ensure recommendations are followed up.</p> <p><u>Sub-recommendation 6.3:</u> In cooperation with the gender unit, design gender-sensitive or gender-transformative interventions, which take into consideration specific gender needs and preferences as well as structural barriers that may hamper the achievements.</p> <p><u>Sub-recommendation 6.4:</u> As done for financial literacy or agriculture, WFP may explore gender-specific collaborations with e.g. Oxfam or the Institute of Social Transformation, to complement its interventions with external expertise and facilitate the move towards gender-transformative approaches.</p>					
7.	<p>Reinforce activity specific outcome monitoring and overall self-reliance/ resilience evidence gathering</p> <p><u>Sub-recommendation 7.1:</u> Mainstream self-reliance/ resilience indicator monitoring in WFP global standard reporting to reflect the “changing lives” agenda.</p> <p><u>Sub-recommendation 7.2:</u> Strengthen/ increase VAM capacity for e.g. outcome monitoring, and qualitative data collection to increase the evidence base.</p>	MEAL	DCD-HoP-RAM/VAM-Gender	HQ – RBN technical units	Medium	Before start of new CSP

#	Recommendation	Recommendation grouping (3 options): By type By theme Short/medium/long-term	Responsibility (one lead office/entity)	Other contributing entities (if applicable)	Priority: High/medium	By when
	<p><u>Sub-recommendation 7.3:</u> Strengthen/ increase M&E field capacity for GEWE monitoring; tracking of potential differential impacts of self-reliance / resilience activities on women’s and on men’s lives, and gender-disaggregated monitoring and reporting.</p> <p><u>Sub-recommendation 7.4:</u> Strengthen/ increase M&E field capacity for outcome/ impact monitoring; CP monitoring and support, and qualitative data collection.</p> <p><u>Sub-recommendation 7.5:</u> Explore ways to enhance self-reliance/ resilience evidence collection beyond monitoring, e.g. longitudinal surveys; beneficiary tracking; impact assessments, case studies.</p> <p><u>Sub-recommendation 7.6:</u> Design a knowledge capitalisation strategy and system, e.g. database</p>					

Annexes

Annex 1. Summary ToR

Uganda faces significant challenges in food security, poverty, and climate vulnerability, particularly in the northern and eastern regions. WFP's interventions aim to address these issues through livelihood, asset creation, and resilience programs. The evaluation will assess WFP's portfolio of activities promoting self-reliance and resilience from 2020 to mid-2023 in Karamoja and refugee settlements. It will examine the effectiveness, efficiency, and sustainability of asset creation, financial literacy, agricultural market support, and cash-based transfer interventions. The evaluation seeks to fill knowledge gaps regarding program impact, identify best practices, and inform future strategy design for the Country Strategic Plan 2026-2030.

The evaluation will employ a mixed-methods approach, combining quantitative and qualitative data collection techniques. Methods will include document review, key informant interviews, focus group discussions, and surveys. Data analysis will involve triangulation of multiple sources to ensure reliability and validity. The evaluation will be participatory, engaging stakeholders throughout the process. Gender equality, equity, and inclusion will be mainstreamed across all evaluation criteria. Quality assurance measures include adherence to UNEG norms and standards, and WFP's Decentralized Evaluation Quality Assurance System (DEQAS). The evaluation team will ensure data quality through systematic checks for accuracy, consistency, and validity.

The evaluation team will comprise three members: a team leader, a senior evaluator, and a research specialist. The team will have expertise in agriculture, livelihoods, food systems, and evaluation methodologies. The evaluation is financed through the Country Strategic Plan and Central Fund for Evaluations, with a competitive budget based on deliverables.

The evaluation will follow five phases: preparation, inception, data collection, reporting, and dissemination. Key deliverables include an inception report, data collection tools, debriefings, draft and final evaluation reports, and a management response. The evaluation is expected to be completed by August 31st, 2023.

Quality assurance will be ensured through WFP's DEQAS, which includes checklists for each evaluation product. An outsourced quality support service will review key deliverables. The evaluation team will conduct thorough quality checks before submitting deliverables. Ethical considerations will be guided by UNEG ethical guidelines, ensuring informed consent, protecting privacy and confidentiality, and adhering to do no harm principles. The evaluation will be sensitive to gender, equity, and inclusion issues. Security clearance will be obtained from the Country Office, and team members will complete required UN security training. The final evaluation report will be made publicly available to ensure transparency and credibility.

[Hyperlink to approved ToR](#)

Annex 2. Detailed Timeline

Responsible	Activity	Actual Implementation period	Comments
Phase 1 Inception Phase (up to 7 weeks)			
EM/TL	Core team kick off meeting	30.06	
ET	Inception Meeting with WFP CO	26.07	
ET	Desk review of key documents for IR	09.07	
ET	Draft IR preparation and submission (first draft)	14.08	
EM	Review and comment on draft IR	11. 09	
ET	Review draft IR, based on feedback received, and submit revised IR (2nd draft)	18.09	
EM	Share revised IR with ERG, DEQS	19.09	
ERG DEQS	Quality assurance of draft IR by EM and EO, using QC. Share draft IR with Quality Support service (DEQS) and organize follow-up call with DEQS - ERG Review and comment on draft IR	19.10DEQAS 19.10ERG/WFP	
ET	Review draft IR, based on feedback received. Submit IR (3rd draft)	31.10	
EM	Review final IR and submit to evaluation committee for approval	17.11	
ET	Review draft IR, based on feedback received, and submit revised IR (Fourth Draft)	22. 11	
EC Chair	Approve final IR and share with ERG	07.12	
Phase 2 Data Collection Phase (up to 3 weeks)			
ET	Preparation field data collection (recruitment of field enumerators, logistical organisation)	04.12	
ET	Training Field Enumerators and pilot activity (training + pilot)	11 - 17. 12	
ET	Data collection	22. 02.24	
ET	In-country debriefings	29.02	
Phase 3 Data Analysis and Report Phase (up to 11 weeks)			
ET	Submit First Draft ER	13. 03	
ET/EM	Learning Workshop	27.03	Not in ToR

Responsible	Activity	Actual Implementation period	Comments
EM	Review of First Draft ER by EM and RBN	08.04	
ET	Review and submit 2nd Draft ER based on feedback received from EM, RBN and learning workshop	21.04	
EM	Circulate draft ER for review and comments to ERG and other stakeholders	22.04 – 16.05	
ERG	Review and comment on the Second Draft ER		
EM	Share draft ER with Quality Support service (DEQS) and organize follow-up call with DEQS (if need)		
EM	Consolidate all comments received and share with ET	26.05	
ET	Review draft ER, based on feedback received from DEQS, ERG and submit 3rd Draft ER	13.06	
EM	Review final revised ER and provide feedback	02.07	
ET	Review draft ER, based on feedback received from DEQS, ERG and submit 4th Draft ER	08.07	
EM/ET	Key finding presentation to evaluation committee	04.07	Not in ToR
ET	Finalize ER – final version	12.07	
EM	Review final revised ER and submit to evaluation committee	15.07	
EC Chair	Approve final evaluation report and share with key stakeholders	30.07	
Phase 4 Dissemination and follow-up (up to 4 weeks)			
EC Chair	Prepare management response		
EM	Share final evaluation report and management response with CO and OEV for publication and participate in end-of-evaluation lessons learned		

Annex 3. Subject of the Evaluation

The evaluation assessed the self-reliance activities from the WFP gender ToC. These self-reliance activities include capacity development, human resources, and finance.

The following interventions were evaluated, using the Gender Results Effectiveness Scale (GRES):

- **AMS:** Prioritising women with 60:40 targeting. Based on recommendations made in the gender approach paper, efforts were made during the implementation to make the interventions more gender transformative. For the Karamoja region, the home-grown school feeding programme was used as a (gender) entry point;
- **Small LH activities:** gender sensitive. Linked to NutriCash and specifically targeting women, aiming to address their needs by focusing on home-based activities;
- **Financial inclusion:** gender sensitive/ transformative. Intended to reduce gender-based digital and financial literacy gaps, although also benefiting others (youth; refugees),
- **ACL:** gender targeted. Including women in activities and committees; the recently started Mastercard project is gender sensitive/ transformative, specifically focusing on women and youth;
- **PRO-ACT:** less applicable given the capacity-building nature of the activities. However, the project is still considered gender targeted as it enhances gender representation and participation in community structures.

Overall, these inventions positively contributed to women's empowerment, via increasing economic independence and enhancing women's participation in community organisations, changing norms, cultural values and power structures. The table below further summarizes the evaluation results.

Table1. Gender dimension interventions

Intervention	Women specific needs	Adaptation to gender needs	GAM market
AMS	No, standardised global WFP approach was used	No, standardised global WFP approach was used	Gender targeted (aimed at including a specific percentage of women)
ACL	Partially, community including women involved in the intervention design	Partially included women in activities and committees	Gender targeted. The recently started Mastercard project is gender sensitive/ transformative
Small LH	Yes, focusing on food insecure women-headed HHs	Partially, linked to Nutri-Cash and focusing on home-based activities	Gender sensitive
Financial inclusion	Yes, addressing a gender digital gap	Yes, combined with	Gender targeted
PRO-ACT	No, standardised global WFP approach was used	No, e.g. women are known to have less access to phones, which is important for EWS	Gender blind, although somewhat less applicable given the capacity-building nature of the activities

Annex 4. Detailed context information

Demographics: Uganda has one of the fastest rates of population increase in the world. The population of Uganda at independence (in 1962) was roughly 7.5 million, while the population 60 years later, in late 2022, was estimated at 47 million: an almost 7-fold increase in two generations. With an average fertility rate of 5-6, the population increases by roughly one million every 9-10 months, which would mean a doubling of the population to 100 million in the next 30 years.

As of 2023, 75% of the population are below the age of 35 and almost 50% of the population are below the age of 16. This places enormous strain on education, health care systems and food security, given that more than half the population is “dependent” rather than productive (e.g. of working age).

Economy: The Ugandan economy is still predominantly rural-based, with an estimated 69% of households (2014 Census) engaged in subsistence LH activities. These include agriculture, and predominantly urban-based, informal micro and small enterprises. According to the Uganda Bureau of Statistics (UBOS), 30.1% (2019/20) of the population live below the poverty line (1.77 USD per day).

The Ugandan economy suffered two-years of COVID-19 lockdowns, reopening in January 2022. Due to volatile global financial markets¹, Uganda has not recuperated quickly. A main concern is inflation, which was 7.2% in 2022¹⁴⁷. Inflation impacted fuel costs, with prices for diesel and petrol increasing 71.5% and 56.1%, respectively, compared to July 2021¹⁴⁸. However, by December 2022, Uganda was back on course to its pre-pandemic growth, with economic recovery bolstered by robust performance in the services and industrial sectors, consumption, and an increase in private investment¹⁴⁹.

In general, north and southwest Uganda are the least developed in the country. Their lack of development is exacerbated by their proximity to South Sudan and Democratic Republic of Congo (DRC), which bring waves of refugees into Uganda.

Agriculture: Agriculture accounts for around 24% of Uganda’s GDP¹⁵⁰; trade (with Uganda’s biggest exports being coffee and tobacco¹⁵¹) and employment (77% of the adult population). However, agriculture is dominated by smallholder/subsistence farmers, with women constituting 76% of a technologically limited workforce, lacking in sustainable land management capacity and skills¹⁵², despite producing 80% of the country’s food crops¹⁵³. Due to this small-scale production, markets for agricultural products are poorly developed, and farmers have limited bargaining power to obtain competitive prices. Though agricultural growth is a key government priority for achieving poverty reduction and enhanced rural incomes, moderate food insecurity affects roughly half the population: a situation that worsened recently due to high energy prices; inflation and increased global food prices. Despite its agricultural potential as a regional food supplier, Uganda’s food insecurity level classified as ‘serious’ in the 2022 Global Hunger Index. Indeed, malnutrition is widespread across the country, with 29% of children under the age of five suffering from stunting and 53% suffering from anaemia as per the National Voluntary review (NVR) 2020, SDG 2, the nutritional status of children in Uganda improved, but malnutrition is still very high in absolute numbers (2.4 million). Diet diversity improved from 7.6 to 8.2 in 2015/16, but remains poor. The Dietary Energy Consumption is 2,226 kcal per person per day, slightly above the minimum required intake of 2,200. WFP internal data, e.g., ACRs and information from the UN Women data hub show small gender differences in food security and the prevalence of severe food insecurity in the adult population. The refugee hosting districts in northern and western Uganda are typical of the agriculture system across the country; being dominated by poor, family-run, semi-subsistence farms, each comprising a few hectares, planted with a few standard crops; with smallholders having limited access to labour-saving technologies and financial resources and increasingly at risk from the impact of climate change.

¹⁴⁷ International Monetary Fund, “Uganda and the IMF.”

¹⁴⁸ Odokonyero, “What Does the Sustained Increase in Global Fuel Prices Mean for Uganda?,” Executive Summary.

¹⁴⁹ The World Bank, Strengthening Regional Trade Offers Uganda a Sustainable Path Toward Growth, December 2022

¹⁵⁰ <https://www.trade.gov/country-commercial-guides/uganda-agricultural-sector#:~:text=According%20to%20>

¹⁵¹ The World Factbook - The World Factbook (cia.gov)

¹⁵² <https://blogs.worldbank.org>

¹⁵³ UBOS, 2015

In Karamoja, an integrated crop farming and transhumance livestock management system, also described as agro-pastoralism, has been practised since the 1880s. As with other East African agro-pastoralists, the Karamojong regard crop farming and transhumance livestock keeping as mutually reinforcing. When the first fails, the second helps absorb the shock, and vice versa.

Nationwide, smallholder farmers lose up to 30% of their produce - post-harvest - to pests, moisture and mould¹⁵⁴. Food standards also remain an issue, with 80% of the crops that reach the market being sold in informal markets where food safety standards are poor and regulations are difficult to enforce¹⁵⁵.

In the more remote and marginalised areas of the country, farmer access to agricultural services, such as extension and veterinary health, as well as agricultural credit and insurance cover, tend to be limited. This limitation is exacerbated by the fact that land title ownership, which is often used as loan collateral, is only 20% nationally, with a significant gender imbalance favouring men.

These factors, together with intermittent security crises, such as the 15-year insurgency by the rebel Lord's Resistance Army (LRA) in north central Uganda between 1987 and the early 2000s, sporadic political unrest in West Nile and cattle raiding in Karamoja, compromise the country's ability to achieve Sustainable Development Goal 2 or Zero Hunger.

Education: the national literacy rate increased slightly to 74%, compared to 72% in 2012/13, with female literacy lower (70%) than male literacy (76%). The enrolment rate in primary school is 91%, (completion rate of 51%), while enrolment in lower secondary decreased to 23%.¹⁵⁶

Children in rural areas are more likely to drop out of the education system due to poverty, and an inability to pay school fees, or a need for family labour. These challenges are particularly concerning when we consider national education indicators, such as literacy rates, enrolment rates, and the percentage of the (female) population with at least secondary education. These indicators reveal a broader context of educational disparities and access issues that need to be addressed to ensure equitable education opportunities for all children, regardless of their geographic location.

Culturally, girls are expected to engage in housework from a young age and to care for younger siblings and the elderly, thereby freeing their mothers to assume more productive tasks in the fields and / or in produce marketing. As a result, sustained access to education is still weighted in favour of male children, meaning that Sustainable Development Goal targets for gender equality in education and literacy (SDG 5) remain largely unfulfilled outside the urban areas.

There are several challenges. First, the rapid population growth puts pressure on the the education system, as the number children entering the education system exceeds the absorptive capacity of the system. Secondly, the LRA insurgency, and COVID-19 pandemic caused severe disruptions to the education system in marginalised areas.

School feeding programmes, in areas such as Karamoja, have a positive but limited impact on school enrolments and attendance.

Gender: According to the World Economic Forum World Gender Gap Report 2020, Uganda ranks a creditable 65th out of 153 assessed countries in the Global Gender Gap Index rankings (a synthesis of performance across four index dimensions: economic participation, educational attainment, health and survival and political empowerment). In relation to the four sub-indices comprising the overall index, Uganda ranks (of 153):

- Economic participation – 82nd.
- Educational attainment – 129th.
- Health and survival – (1st with another 38 nations).
- Political empowerment – 35th.

However, on UNDP's Gender Inequality Index (GII) for 2021, Uganda ranks a lowly 131st out of 170 countries, meaning significant improvements are still needed in spite of progress in various areas (economic; health

¹⁵⁴ AMS endline survey and [200836.pdf \(wfp.org\)](#)

¹⁵⁵ WFP Country Strategy Paper

¹⁵⁶ Uganda National Education Profile Update, 2018

political empowerment). Various policies were developed by the government, although the implementation may need to be strengthened: National Equal Opportunities Policy 2006; Uganda Gender Policy 2007; Gender Mainstreaming, and the Women Empowerment Programmes and Gender Legal Framework.

Some examples are:¹⁵⁷

- Land ownership (2021): women constitute 82% of the agricultural workforce, but generally do not participate in economic decisions (see below) and own less than 30% of registered titled land;¹⁵⁸
- House ownership: 55.6% of men and 37.8% of women owned a dwelling either alone or jointly in 2016;
- (Bank) account ownership (2017): 52.7% of women and 66.1% of men in Uganda owned an account at a financial institution or with a mobile-money-service provider.
- Phone ownership (2017): Women are less likely to own a mobile phone; be active users of mobile money (38% men; 25% women); have an account at a financial institution; save or borrow money, and understand financial services.¹⁵⁹
- Household (HH) decision-making (2016): 51.1% of women participated in making major HH decisions, such as making major household purchases; decisions about own healthcare, and visits to family, relatives, friends.

While, the Uganda Gender Policy 2007 provides a legal reference for addressing gender inequalities at all levels of government and by all stakeholders, the main aim of the “National Equal Opportunities Policy 2006” is to receive, investigate and, as far as possible, conciliate allegations of discrimination. Major achievements include: increased awareness of gender as development concern among policy makers and implementers at all levels; strengthened partnerships to encourage gender equality and women's empowerment as well as the new policy development (Gender Mainstreaming and Women Empowerment Programmes; Gender Legal Framework).

Global Gender Gap Index Indicators							2023	
Indicator	Rank	Score*	Compare with Global average	Difference F-M	Female vs Male		Min	Max
Economic Participation and Opportunity	102nd	0.623		-	Min	-	Max	-
Labour-force participation rate %	108th	0.655		-19.71	37.42	57.13		0-100
Wage equality for similar work 1-7 (best)	27th	0.720		-				
Estimated earned income int'l \$ 1,000	111th	0.533		-1.37	1.57	2.94		0-150
Legislators, senior officials and managers %	73rd	0.540		-29.90	35.05	64.95		0-100
Professional and technical workers %	109th	0.590		-25.77	37.11	62.89		0-100
Educational Attainment	126th	0.924		-				
Literacy rate %	118th	0.885		-				
Enrolment in primary education %	1st	1.000		3.35		84.43	87.78	0-100
Enrolment in secondary education %	127th	0.901		-2.51	22.93	25.43		0-200
Enrolment in tertiary education %	123rd	0.741		-1.52	4.33	5.84		0-200

Source: [Global Gender Gap Report 2023 | World Economic Forum \(weforum.org\)](https://www.weforum.org/reports/global-gender-gap-report-2023)

Gender and Employment: Women remain the employed in Vulnerable employment. Workers in vulnerable employment are the least likely to have formal work arrangements, social protection, and safety nets to guard against economic shocks; thus, they are more likely to fall into poverty. The lower participation and higher percentage of vulnerable employment may be partially related to lower literacy levels (74.3% for adult women vs. 84.0% for adult men, 2021 data) and/or time availability (women spent 14.6% of their day, 1.9 times as much as men on unpaid domestic and care work). Although recent data is lacking, two studies conducted in

¹⁵⁷ <https://genderdata.worldbank.org/countries/uganda/>.

¹⁵⁸ WFP (2020): Gender Approach Paper 2021-2025.

¹⁵⁹ Bank of Uganda (2017): National-Financial-Inclusion-Strategy (2017-2022).

2007, using Household survey 2002/03 data collected by the Uganda Bureau of Statistics, found huge male-female wage gaps of about 39% and 41-68% respectively.

Refugees (inclusion): refugees in Uganda have similar rates of access to basic services compared to host communities, and sometimes even better because of international assistance. About 95% of refugees and 66% of host populations have access to an improved waterpoint; 65% of refugee children are enrolled in primary schools compared to 68% for hosts. More than 80% of refugees and hosts consulted a healthcare provider when sick. However, poverty is more widespread (48%) amongst refugees compared to hosts (17%). Poverty rates are highest in West Nile; nearly 60% for refugees, and around 30% for hosts. Moreover, around 54% of refugees report humanitarian assistance as their main source of income, compared to less than 2% for hosts. Their inability to generate income is limited by a low skills level (less than 8% had technical training), as well as limited ownership of and/or access to land¹⁶⁰.

The refugee hosting districts in northern and western Uganda are typical of the agriculture system across Uganda, dominated by family-run, smallholder/subsistence farmers, comprising a few hectares, and planted with few standard crops. Besides losing up to 30% of their produce post-harvest to pests, moisture and mould,¹⁶¹ farmers have limited bargaining power to obtain competitive prices due to their small-scale production. Agricultural markets are poorly developed, both for produce and for limited access to labour-saving technologies and financial resources. Climate change exacerbates the challenges.

The Ugandan government showed great hospitality, providing plots of land¹⁶² and basic services to refugees. As a result, refugees have similar access to basic services as host communities; sometimes even better because of international assistance. About 95% of refugees and 66% of hosts have access to an improved waterpoint, and 65% of refugee children are enrolled in primary education compared with 68% for hosts. Over 80% of refugees and hosts consulted a healthcare provider when sick, with refugees residing closer to health centres¹⁶³.

Climate Change: Though essentially equatorial, Uganda's climate is naturally variable and, due to its topography/geography, is susceptible to localised flood and drought events, which have a negative impact on crop production and food security.

As a result of climate change, Uganda will experience an increase in unevenly distributed rainfall, with the south/southwest receiving more rain, and the north/north east experiencing less. Climate change is likely to increase food insecurity due to soil erosion/ reduced fertility; flood damage; decreases in agricultural productivity. For example,¹⁶⁴ a shift in the viability of coffee growing areas could potentially wipe out 265.8 million USD or 40% of Uganda's export revenues. This will exacerbate poverty and accelerate the rate of rural - urban migration.

Heightened competition for strategic water (and grazing) resources in areas like Karamoja could lead to localised conflict and even regional insecurity. Same patterns of resource deficit and hardship are likely to affect neighbouring regions in Kenya and South Sudan prompting migratory movements that will create tensions with local host communities.

Early adaptation to climate change mitigation measures can create positive impact and even secure benefits. For example, recent restrictions on charcoal production and charcoal movement in areas of northern Uganda could slow the rate of deforestation and, thereby, sustain higher levels of carbon sequestration. This action can also help lessen temperature increases and mitigate the long-term impact of global warming.

Natural and man-made disasters: Uganda is also vulnerable to outbreaks of contagious diseases, which are endemic in neighbouring like South Sudan and DRC. For example, an outbreak of Ebola in September 2022 caused the WFP pipeline to break due to food scarcity.

¹⁶⁰ World Bank, 2019: Uganda: Supporting Refugees and Host Communities to become Self-Reliant.

¹⁶¹ AMS endline survey (2022); [200836.pdf \(wfp.org\)](#).

¹⁶² Note that this policy is under pressure due to limited land availability. Pern OXFORD Refugee Studies Centre research brief 11 (January 2019) indicates that 80% of Congolese refugees who arrived in Nakivale settlement before 2012 have access to land compared with 17% of those who arrived after 2012.

¹⁶³ WFP (2023): "Self-reliance analysis refugees"; quoting Development Pathways and WFP (2020).

¹⁶⁴ DFID (2008), Climate Change in Uganda: Understanding the implications and appraising the response

Since the North-South peace agreement in Sudan, and the (related) disappearance of the LRA threat, Uganda is relative stable in terms of security, except for sporadic spill-over incidents, and localised conflict (usually related to cattle raiding) in Karamoja.

Lastly, Uganda was affected by the Ukraine crisis, which increase the world-wide oil prices, and disrupted the supply of wheat, forcing countries to switch to other suppliers to meet domestic demand. As a result, domestic food prices for wheat and other staples (e.g. maize) increased, which also impacted WFP's ability to assist those in need.

Environmental protection. A growing population, inappropriate land management practices and shifting weather patterns have led to increased environmental degradation. Today 41% of land in Uganda is experiencing degradation, while the deforestation rate is 2.4, driven by the demand of charcoal and timber for energy. Environmental degradation and food insecurity are intimately interlinked in Uganda. Food insecurity and land degradation is highest in the Northern regions where rainfall is lowest. In these regions, most livelihood activities are highly sensitive to climate shocks. Any minor climatic shock forces the most food insecure populations to adopt negative coping strategies, such as charcoal production, which further increase deforestation and environmental degradation. In Karamoja region, pastoralists face severe water scarcity for fodder and water for their livestock during the long dry spells, which often leads to resource-based conflicts.

International assistance: food aid has been provided to the people of Karamoja since the early 1960s and to refugee populations in West Nile and other locations since the mid-1980s. Alongside WFP, organisations such as Oxfam, Mercy Corps, Caritas, Save the Children, UNICEF, UNOCHA, World Vision and others (many with working ties to WFP) have been present in affected areas for upwards of 40 years, while development-oriented institutions such as the European Union (EU) have been investing in capacity building initiatives and infrastructural projects since the 1970s. Like WFP, other actors work in close collaboration with the Ugandan government, as reflected in joint policy development and implementation, in the spirit of SDG 17. Examples are the Refugee and Host Population Empowerment (RE-HOPE) framework developed in cooperation with the UN country team and World Bank (WB), and the Development Response to Displacement Impact Project (DRDIP) funded by WB.

Another WB initiative, the Northern Uganda Social Action Fund (NUSAF)¹⁶⁵ III is a five-year social protection programme, to provide income support and build the resilience of vulnerable households in Northern Uganda. Its three components are also relevant for WFP: livelihood support; community infrastructure repair, and institutional capacity development. For farmers, access to social and infrastructure services is promoted through public-private partnerships, technology through agricultural extension services and access to credit.

In the absence of UN coordination mechanisms for development assistance, it is hard to provide an exact overview, but Uganda receives hundreds of millions of USD in development assistance from international donors¹⁶⁶. Many of the 75 “humanitarian” partners in the refugee response plan also have a development branch.

WFP Uganda: WFP has been in Uganda since 1963. Under the current CSP, WFP addresses humanitarian concerns while simultaneously supporting the GoU to host refugee influxes addressing the underlying causes of food insecurity and malnutrition, and strengthen the national social protection system. In line with SDG 17, WFP works in close cooperation with the GoU, actively using local governmental counterparts for its implementation.

The aim of the programme is to support Uganda in addressing food security, and eradicating hunger. Various populations are supported to improve their agricultural livelihoods. Given the protracted nature of the situation, with dwindling donor interest, WFP increasingly focuses on self-reliance activities in line with government policies. (discussed in Report [Section 1.3](#))

The self-reliance activities comprising the evaluation subject are discussed in Report [Section 1.3](#) From the desk review, it appeared there were no major changes in the implementation of these five activities (see Report Section 2.1.2 below) during the evaluation period, although implementation and available funding

¹⁶⁵ opm.go.ug/northern-uganda-social-action-fund-nusaf-3.

¹⁶⁶ <https://devinit.org/resources/aid-uganda-covid-19>.

were affected by the COVID-19 pandemic.¹⁶⁷ Noting that food assistance is outside the scope of the DE, WFP switched from in-kind assistance to Cash Based Transfers (CB), supported by financial inclusion activities, and results from their use is included in the DE.

Karamoja LH differences per region

- Abim income activities are mostly related to crop production and agricultural wage labour, with 30 per cent of households involved in brewing as a cash-generating activity.
- Amudat is more pastoralist, with the highest percentage of households trading animals (around 35 per cent of those surveyed) even if that percentage has decreased in the past year.
- The other regions (Kaabong, Kotido, Moroto, Nakapiripit, Napak) engage primarily in petty trade, brewing, and/or agricultural production for a source of income.
- In Kaabong, 30% of households are involved in brewing and 50% in the sale of firewood/charcoal.

Karamoja Region

- The Karamoja is a large, less populated region in north-eastern Uganda, comprising nine districts. The region is semi-arid with inadequate, unreliable, and highly erratic rainfall. It is affected by frequent and intense climatic shocks, mainly droughts as well as floods. It is severely affected by climate change, which may increase competition for water (and grazing) resources and could intensify localised conflicts (now often related to cattle raiding), and even create regional insecurity. WFP-FAO have been implementing the Pro-Resilience Action (PRO-ACT) programme, aimed at strengthening local government and community disaster management capacities, including early warning systems.
- Karamoja has historically been neglected, and is the least developed region of Uganda. In terms of food security, 70% of HHs in Karamoja were food poor, almost double the national average (37%).¹⁶⁸ While food security was always challenging, local populations mitigated this with semi-pastoralist livelihoods. However, negative perspectives on pastoralism have resulted in external pushes for alternative livelihoods without necessarily considering their appropriateness for Karamoja. Moreover, existing policies do not support the development of agro-pastoralism as a sustainable solution.¹⁶⁹
- The decline in livestock production has brought about further changes in livelihoods and the population's exposure to shocks. For example, an increased dependence on agriculture has made populations vulnerable for land degradation, rainfall variability, and price shocks due to poor harvests and market fragmentation. Although new economic activities may be entry-points for diversified, resilient livelihoods, they may also create environmental and social-protection concerns. Examples are charcoal burning, firewood sale, mining, and alcohol production.¹⁷⁰
- Although there are significant differences in LHs between the Karamoja districts, evidence shows that irrespective of livelihoods, poor HHs are less able to rely on livestock assets or crop production, making them more vulnerable to price shocks.¹⁷¹ Productive asset ownership (especially high-value resources like cows and communal land) is a key cause of gender inequality in Karamoja, as well as care responsibilities and unequal gender relations, affecting the LH options and causing the high number of female-headed HHs to be more vulnerable.
- Crucial for developing a resilience and self-reliance strategy is the explore of different livelihoods (including pastoralism) in Karamoja and to enhance social protection across the lifecycle by strengthening the capacity of district local governments to deliver national income support programmes, such as the Senior Citizens Grant, DRDIP and NUSAF III.¹⁷²

¹⁶⁷ Note that these changes are simultaneously part of the evaluation, and included in the evaluation questions.

¹⁶⁸ NVR (2020), SDG 2,

¹⁶⁹ WFP (2023): Self-reliance analysis Karamoja".

¹⁷⁰ Ibid.

¹⁷¹ Ibid, quoting Mercy Corps (2016).

¹⁷² Ibid.

West-Nile and Southwest (refugees and host communities)

- The districts of northern Uganda and, to a lesser extent, the Southwest are amongst the least developed, exacerbated by their proximity to unstable neighbours like South Sudan and DRC as well as the Lord's Resistance Army (LRA), which hampered their economic development for decades. West Nile District has nine settlements mainly hosting South Sudanese refugees, while Southwest has four settlements mainly hosting Congolese refugees. The widespread refugee presence in already less developed regions of Uganda puts additional pressure on community services, natural resources, and LH opportunities, which has caused community tensions in the past.¹⁷³ See Annex 4 for details related to refugee hosting districts' agricultural challenges and refugees and hosts' access to basic services.
- Poverty is widespread amongst refugees in Uganda. Around 70% of hosted refugees live below Uganda's national poverty line, which is below the international standard poverty line, as compared with 25% of rural Ugandans (Figure 3). Around 54% of refugees report humanitarian assistance as their main source of income, compared with less than 2% for hosts. Refugee livelihood opportunities are affected by: low skills levels (<8% had technical training), limited access to land, discrimination, language barriers, poor host-refugee relationships, access to finance, and documentation issues.¹⁷⁴

Box 1 Livelihood types and exposure to shocks and stresses

Crop producers - heavily affected by shocks associated with erratic rainfall and dry spells, which contribute significantly to food insecurity in the region. Within this group, households relocating to remote settlement areas may be particularly vulnerable to a range of shocks and stresses, including natural resource conflicts and disease.

Wage farm labourers - depending on the crops, these are more likely to be poor and/or single women. As they depend on income earned after initial rainfall to buy inputs for their own plots, they are doubly susceptible to erratic rainfall. Highly susceptible to livestock disease which undermines the protecting role of livestock during periods of drought and drives increasing pressure on pastoralism.

Urban labour - town centres in Karamoja are not shielded from impacts of rainfall variability and dry spells, in large part because of their strong links with rural settings and dependence on linkages to farm livelihoods. The secondary impacts associated with rising food prices are also a major stress for urban residents, as are communicable disease outbreaks occurring most frequently after flooding. HIV constitutes an emergent stress, and GBV (including rape) continues to threaten the physical and psychological safety of women, particularly in towns.¹⁷⁵

Gender specific data

Food security – poverty: As per WFP internal data, as well as e.g. information from the UNWOMEN data hub, the gender difference in food security are minor compared to other differences. For example, the Prevalence of severe food insecurity in the adult population was 74.9% for women and 78.1% for men.

Similar differences are found for adults employed that live below international poverty line, with was 33.9% for women, and 38.5% for men.

Looking at the refugee side, despite land provision, food security remains a serious concern with 70% of refugee households experiencing severe food insecurity in 2018, compared with 50% for hosts. Refugees in the settlements less commonly reported crop production as primary livelihood than host communities in the same locations, with the majority depending on continued support for their day-to-day consumption needs.¹⁷⁶ The sustainability of Uganda's progressive refugee policy may be at risk, due to scarcity of land and environmental degradation, caused by fast-growing refugee and host populations; in West Nile, only 50% of more long-term refugees have access to land compared with 75% in the Southwest.

¹⁷³ E.g., in September 2020, 10 South Sudanese refugees were killed. www.theguardian.com/global-development/2020/sep/15/uganda-calls-in-troops-as-violence-flares-between-refugees-and-locals.

¹⁷⁴ U-learn (2023): "The Realities of Self-reliance within the Ugandan Refugee Context".

¹⁷⁵ Source: MercyCorps 2016

¹⁷⁶ Ibid,

This is also reflected in labour market participation rates, which are significantly lower than the national averages of 74.9% (women) and 78.1% (men), with refugees in West Nile having particularly low rates.

Work: According to WB¹⁷⁷, the labour force participation rate among females is 67.6% and among males is 72% for 2022. Similar figures were reported by the Livelihoods and Resilience Sector Working Group Coordination (LRWSG), as shown in Table 1. Although a significant difference, the difference is not as striking as between refugees and host-population in West Nile and between refugees in West Nile and Southwest respectively. In Southwest, the gender difference in the refugee population is larger than in West Nile.

	Refugee		Host	
	M	F	M	F
West Nile	37	29	72	66
West	70	57	74	67
Kampala	70	57	79	53

Source: LRSWG 2022

However, although vulnerable employment for females has improved since 1991, a significant gender gap remains between women (81.4%) and men (67.1%) in 2021. Workers in vulnerable employment are the least likely to have formal work arrangements, social protection, and safety nets to guard against economic shocks; thus they are more likely to fall into poverty. The lower participation and higher percentage of vulnerable employment may be partially related lower literacy level and/or time availability.

Salary: While comprehensive and recent data about gender salary gaps appears to be lacking, two studies were conducted in 2007 by the Economic Policy Research Centre and Georgia State University respectively. Both used the nationally representative household survey 2002/03, collected by Uganda bureau of statistics, and found a huge male-female wage gap of about 39% and 41-68% respectively.¹⁷⁸ An important contributor to this salary gap is gender segregation of the workforce, with more than 75% of women working in traditional “women” sectors that are often less profitable than male-dominated sectors.¹⁷⁹ This is exacerbated by an information gap about the higher profitability of these sectors.

A study conducted under successful entrepreneurs, found these women were not “super-entrepreneurs, in the sense of having abilities that are far above the average in any of the dimensions measured. Instead, the biggest factors influencing women were support from their households and mentoring — in particular, from a male role model. The latter is especially important to bridge the information gap and explore non-traditional sectors.

Education: As referred to in the NVR 2020 as well, noticeable progress was made in education with minor differences between girls (25.1%) and boys (27.7%) completing lower secondary school as per 2017 data. However, adult literacy in Uganda is still significantly lower among women (74.3%) than among men 84.0% (2021 data).

Domestic-family obligations: WB figures report that in Uganda, women spend 14.6% of their day on unpaid domestic and care work, 1.9 times as much as men (7.5%), as per 2018 data. This is line with findings from WFP internal studies, such as barriers

HH finances and assets: There are significant gender gaps in¹⁸⁰:

- **(Bank) account ownership:** In 2017, 52.7% of women and 66.1% of men in Uganda owned an account at a financial institution or with a mobile-money-service provider. The gap in Uganda is 13.4%, larger than the gap of the Sub-Saharan Africa aggregate (11.5%) and low-income countries (10%);
- **House ownership:** 55.6% of men and 37.8% of women owned a dwelling either alone or jointly in 2016;

¹⁷⁷ <https://genderdata.worldbank.org/countries/uganda/>

¹⁷⁸ <https://www.issueab.org/resources/4951/4951.pdf>

¹⁷⁹ <https://www.worldbank.org/en/news/feature/2016/02/19/breaking-the-gender-earnings-gap>

¹⁸⁰ <https://genderdata.worldbank.org/countries/uganda/>

- Internet use: more men (28.3%) than women (22.4%) used a mobile phone or the internet to pay bills in 2021, although the difference is less big than for other aspects. The overall female use rate in Uganda is higher (also for men, so possibly the result of other factors, e.g. better network coverage) than Sub-Saharan Africa and the low-income group, but also the gender gap is bigger.
- HH decision-making: 51.1% of women participated in making major HH decisions, such as making major household purchases; decisions about own healthcare, and visits to family, relatives, friends, in 2016.

Annex 5. Methodology

Approaches used:

Approach	Uses and Types of Questions	Features and Overall Approach
OECD Evaluation Approach	<p>How were resilience activities aligned with government policies?</p> <p>Did financial inclusion activities contribute to improved access and use of financial services by women and refugees?</p> <p>Do you think there were more efficient ways, in which the same results could have been achieved?</p>	<p>Outcome-oriented</p> <p>Use a natural comparison group, i.e. beneficiaries of the programme</p>
Resilience frameworks (DFID SLF; IFRC resilience framework; FAO RIMA, and the WFP resilience toolkit)	Not applicable	<p>The addendum below provides the reader with a general background about development of the resilience concept and commonly used models in the humanitarian-development sector. I-APS suggest using a general resilience framework as a guiding framework for the evaluation: something that was considered missing from the WFP resilience toolkit. The FAO RIMA model, with its 4 resilience pillars, was considered the most useful for grouping the various WFP resilience activities in Uganda.</p>
Non-experimental, i.e. such as Theory-based Approach	<p>Descriptive/normative questions such as:</p> <p>Was the design of the programme, including activities and outputs, relevant to the overall goal and the attainment of its objectives?</p> <p>Were the objectives achieved for various resilience activities? If not, what could have been done better?</p> <p>How and to what extent did the resilience activities contribute to resilience-building of community members or government stakeholders?</p> <p>Which of the resilience activities appear more, and which less, effective in terms of resilience-building?</p>	<p>Verification of the ToC/overall resilience intervention logic</p> <p>Determine the contribution of resilience activities to any observed changes in resilience</p> <p>Use mixed-methods</p>

Data collection methods

Household level survey: the household survey was used to fill a gap in existing data availability. First, there was no systematic data available concerning the overall level of self-reliance (e.g. ECMEN) and resilience (e.g. new WFP resilience capacity indicator). Second, excepting the AMS surveys, there was no nationwide data covering (within the same survey) the four groups of self-reliance activities and their contribution to self-reliance and resilience.

i-APS conducted one comprehensive survey at HH-level, targeting community members (direct and indirect beneficiaries) in the areas of operation covering four groups of activities conducted in the 21 districts in three regions forming the geographic sampling frame. No exact beneficiary number is available for the four groups of activities, but the estimated total beneficiary population of WFP Uganda is 370,000 HHs¹⁸¹. Given the large number of projects and beneficiaries, I-APS used a list-based random sampling approach in cases where there were no sampling frame.

Table 1. Overview of resilience activities per region and targeted populations

Region	ASL	Complementary activities		AMS	PRO-ACT
		Livelihoods	Financial literacy		
West Nile					
Refugees	X	X	X	X	
Host	X		X	X	
Southwest					
Refugees	X	X	X	X	
Host	X		X	X	
Karamoja					
Resident	X		X	X	X

Sample size: the quantitative component was based on random sampling and common statistical principles (to enhance the validity of the findings). This was calculated per region and a sample size of 400 surveys per region was conducted. Calculating backwards, assuming a design factor of 1.5, this resulted in a 6% error margin (with a 95% confidence level). This small increase in error margin is considered acceptable.

Sampling approach: To enhance the efficiency of data collection, i-APS used a cluster sampling approach. The sampling population was comprised of community members (direct and indirect beneficiaries) in 21 districts in three regions, in which one or more self-reliance activities were conducted. The sample was fixed for each region. In West Nile and Southwest, a distinction was made between host communities and refugee settlements. From each group, two or three districts/settlements were purposefully selected, based on the prevalence of the four types of self-reliance activities and WFP's inputs. Five out of 13 (38%) of the settlements and seven out of 21 (33%) districts were included, as summarised in Table 2 below.

Clusters: Villages listed in the National Single Registry (NSR) were used as clusters. The clusters were randomly selected from the villages targeted by WFP, excluding certain remote locations to enhance the efficiency of the field data collection. The number of clusters per district was determined by allocated sample size and local context. No comprehensive population figures were available to enable the ET to make a pro

¹⁸¹ WFP reached 1.85 million beneficiaries, which would translate as 370,000 HHs with an assumed HH size of 5. Given the huge beneficiary number, an exact number is not important, as it will not affect the sample size.

rata allocation of the clusters in advance. Since most villages were small, and to avoid surveying multiple members of the same groups, an indicative number of five surveys per cluster was applied. Village leaders were contacted and requested to provide a list of current residents, from which the required number of respondents was selected. See [Table 2](#) for details on survey coverage.

Table 2. Survey coverage

Region	# Districts or settlements included in sample	# Districts	# Settlements	# Surveys allocated	Female No - %
Karamoja	Karenga, Nakapiripirit	2		400	284 (71%)
West Nile				400	286 (72%)
a) Host communities	Koboko, Adjumani	2		208	136 (65%)
b) Settlements	Lobule, Adjumani		2	192	150 (78%)
Southwest				401	271 (68%)
a) Host communities	Isingiro, Kyegegwa, Kikube	3*		131	101 (77%)
b) Settlements	Nakivale, Kyaka II, and Kyangwali		3	270	170 (63%)
		7	5	1201	841 (0%)

*Data from Kikube district was not collected for host communities

Survey topics: The survey collected data on: demographics; HH composition; HH economic situation; access to basic services; livelihoods situation; HH income sources; HH assets; the ECMEN indicator; women's empowerment; activity-specific contributions (FFA; financial literacy; transfers) to self-reliance/resilience; the occurrence of shocks in the last 12 months; and the resilience capacity score indicator. Gender/GEWE was integrated in the survey design and set-up by including questions about gender access-barriers and participation in decision-making; and questions to establish whether similar outcomes were achieved for different groups, e.g., women, youth, and vulnerable populations. Other cross-cutting issues such as disability, protection issues and AAP were mainstreamed using questions from the WFP self-reliance tool.

Qualitative data collection was used to collect data from a range of internal and external stakeholders. Methods used were KIIs, FGDs, and mini case studies. As evidenced in the evaluation matrix, qualitative tools were especially used for OECD/DAC criteria (Efficiency and Sustainability) that can be harder to measure with quantitative tools. Besides (in)direct beneficiaries, the ET distinguished seven groups of stakeholders: WFP (internal); donors; governmental agencies (at national, regional, district, and settlement levels); UN agencies; non-governmental agencies (e.g., Cooperating Partners; universities); the private sector; and community members.

Eight mini case studies were collected, 75% of them with women to provide practical examples of the interventions' effectiveness in changing (women's) lives in Uganda. On average, FGDs had around ten, participants and 70% were women.

Table 3. Planned and actual qualitative data collection

Stakeholders Group	Stakeholders	Planned	Actual	Kampala	Karamoja	South West	West Nile
Group 1	WFP: CO, RBA, AO	14	14	11	1	1	1
Group 2	Donor: Irish Embassy	1	1	1			
Group 3	Government/Local Institution: OPM -DRDIP, MAAIF, MLGSD, DGLs, National Agricultural Research Organisation, OPM, UNMA	20	21	5	4	4	8
Group 4	UN Agencies: UNCHR, WB, FAO, UNDP	3	4	4			
Group 5	Cooperative partners: HUF, Sasakawa, AFI, ACFi, FRC	5	5	1	2	1	1
Group 6	Private sectors: Traders (Aggregator), Agricultural input supplier, Incubator	5	8		2	3	3
Group 7	Communities representatives	4	4		1	2	1
		52	57	22	10	11	14

Addendum (WFP) resilience models

With the increase of protracted crisis situations, as well as recurrent (climatic) shocks across the world, there has been a growing interest in resilience building strategies as an exit strategy from humanitarian assistance to development programming.

WFP's commitment to resilience and hence self-reliance gained momentum when (based on the findings of the 2019 Strategic Evaluation of WFP's Support for Enhanced Resilience and a review conducted by the Overseas Development Institute (ODI)), an inter-unit steering committee was formed to ensure that WFP's second generation of Country Strategic Plans (2G CSPs) – and resilience programming more broadly – included a harmonised resilience lens, from design to result measurement.

A key finding of the 2019 Strategic Evaluation was that there is a tendency towards “siloes” working, which restricts the integration of resilience across approaches, including with partners, which is necessary to strengthen capacities that foster resilience outcomes. This seems, also, to apply to the Uganda CSP 2018-2022, the development of which predates these developments. While self-reliance and resilience are mainstreamed in WFP Uganda's activities, there is limited integration of these issues across approaches. As per the ToR and inception meetings with WFP, a more harmonised approach to self-reliance and resilience is planned for inclusion in the new CSP.

Recommendations included the development of a common WFP contribution to enhance resilience capacities, and to develop a consistent approach to designing and monitoring resilience interventions. This resulted in the resilience toolkit, which is in an advanced testing phase. The resilience toolkit summarises the various resilience models already used by WFP across its world-wide interventions. In general, these tend to have quite a limited operational and/or technical focus (e.g. making assistance conditional via Food for Work (FFW) or Food for Assets (FFA) approaches and limited applicability in terms of general operational context (e.g. refugees in camps), which might be a cause and/or effect of the siloes way of working referred to. Moreover, in Uganda, the multiple operational and technical approaches are being implemented, and the various contexts are present simultaneously, even in the same areas of operation. This makes these stand-alone resilience models unsuited as an overarching framework for this evaluation.

The WFP resilience toolkit supports the translation of self-reliance and resilience principles into programme design, using a Theory of Change (ToC) logic to design various pathways, via existing and WFP activities, to self-reliance/resilience. Using the design Support Tool will assist country offices to assess the extent to which resilience principles and other considerations are integrated into their programme designs. The resilience toolkit will be useful for revision of the WFP Uganda CSP and the design of new activities.

The WFP standard definitions, and the resilience capacity score index were used to ensure harmonisation with the resilience toolkit methodology. However, WFP Uganda's (pre-toolkit) CSP design was aimed at designing interventions at a “food system” level for increased programmatic focus. As per the desk review and WFP feedback received, WFP uses a variety of integrated resilience models across its worldwide programmes, often adjusted to the specific context and target group. WFP (Uganda) is in the process of developing a holistic integrated resilience model that reflects how and to what extent various programme activities contribute to resilience-building.

Annex 6. Evaluation Matrix

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/triangulation	Data availability/reliability
EQ1 To what extent are the interventions relevant, appropriate and coherent with population needs and national policies?				Relevance/coherence	
<p>RELEVANCE-COHERENCE: does not directly address specific CSP outcome areas being evaluated. It assesses, more, the pre-intervention data collection that inform the design upon which the programme performance depends</p>					
<p>1.1 To what extent were the interventions informed by relevant programmatic needs, analyses and evidence?</p> <p>a) Which general contextual (e.g. cultural; demographic; climate) dimensions informed the programme design and activity selection?</p> <p>b) Which government policies informed the programme design and activity selection?</p> <p>c) How did evidence and lessons learnt from earlier WFP or partner interventions inform the programme design and activity selection?</p> <p>e) Were any dedicated needs' assessment or baseline studies conducted to inform the programme design and activity selection?</p> <p>f) Were there some needs identified that may not have been addressed?</p> <p>g) How were emerging and unforeseen needs addressed?</p>	<p>Stakeholder views on the key contextual dimensions that informed programme design and activity selection</p> <p>Number and titles of government policies that informed programme design and activity selection</p> <p>Key lessons learnt from WFP and partner interventions that influenced programme design and activity selection</p> <p>Titles of dedicated needs' assessment and baseline survey reports that informed programme design and activity selection</p> <p>Key insights from WFP dedicated needs' assessment and baseline survey reports that informed programme design and activity selection</p> <p>List of needs identified that were not addressed</p>	<p>Desk review using a structured framework</p> <p>KIIs using a semi-structured interview tool</p>	<p>Secondary data sources</p> <p>Government policies/guidelines (VISION 2040, NDP III, Refugee Response Plan, Comprehensive refugee response framework (CRRF); PRDP, Refugee and Host Population Empowerment Framework. Karamoja Integrated Development Plan);</p> <p>National Guideline for the Planning and Implementation of LIPWs;</p> <p>Self-reliance analyses "refugees" and "Karamoja";</p> <p>IGAD (2015): Resilience Context Analysis, Resilience to food insecurity and malnutrition in Karamoja, Uganda;</p> <p>WFP approach papers AMS and ACL activities;</p> <p>WFP concept notes</p> <p>Baseline studies,</p> <p>CSP mid-term review;</p>	<p>Secondary data: narrative analysis of the extent to which the interventions were informed by relevant programmatic needs, analyses and evidence, Thematic analysis of qualitative data collected through KIIs to determine the extent to which four of the seven thematic areas being evaluated were informed by relevant contextual analysis</p> <p>Triangulation of findings across data sources</p>	<p>3 (strong)</p>

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/triangulation	Data availability/reliability
h) Were any gender specific or sensitive assessments conducted to ensuring gender perspectives were included?	Key emerging issues and unforeseen events that were addressed and or not addressed		<p>UN Common Country Analysis 2020, 2022.</p> <p>Gender Context Analysis Report, Oct. 2021: Karamoja;</p> <p>WFP documentation (Country Strategic Plan 2018-2022; DE geographical coverage document; DE kick off presentations; baseline survey reports for AMS, ACL & PRO-ACT WFP- Uganda Country Gender Action Plan 2018-2022; ACL: Pro-resilience nutrition sensitive asset creation and livelihoods. Phase 1: lessons learnt; Social protection/CSSPP: child sensitive social protection programme (CSSPP): successes and lessons learned from the COVID-19 emergency cash transfers.</p> <p>CSP midterm review, assessment/survey reports</p> <p>Primary data source:</p> <p>KIIs: WFP (HoP, VAM, M&E) using tool A</p>		

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/triangulation	Data availability/reliability
			(OPM – Heads of the Regional OPM offices & CAO in-charge refugee affairs), using tool C.		
<p>1.2 How appropriate are the interventions' targeting and coverage in meeting the objectives of self-reliance with livelihood and resilience?</p> <p>A) How did the CSP set-up affect (geographical) targeting and coverage decisions?</p> <p>b) How were the targeting criteria (e.g. vulnerability; capability, gender) for the self-reliance activities decided?</p> <p>d) How did the targeting decisions affect the coverage?</p> <p>e) How did operational constraints (e.g. budget) affect the coverage?</p> <p>f) Did the targeting cause any inclusion or exclusion errors?</p> <p>g) Was any gender-specific criteria included?</p>	<p>IPC or VAM vulnerability classification of areas selected based on the CSP set-up</p> <p>WFP vulnerability and eligibility targeting criteria used and rationale</p> <p>Number of IPC 3-4/ vulnerable I areas included/excluded based on targeting decisions</p> <p>Number of potential areas excluded due to budget constraints</p> <p>Inclusion and exclusion errors within or outside WFP acceptable thresholds</p> <p>Number of complaints or feedback received targeting criteria/selection process</p>	<p>Desk review using a structured framework</p> <p>KIIs using a semi-structured interview tool</p>	<p>Secondary data sources</p> <p>Governmental policies/ guidelines (Refugee Response Plan, Refugee and Host Population Empowerment Framework; Karamoja Integrated Development Plan)</p> <p>WFP documentation (Country Strategic Plan 2018-2022; DE geographical coverage documents; DE kick off presentations; baseline survey reports for AMS, ACL & PRO-ACT; DFI WEE Uganda Period 2 Report; Annex paper: asset creation and livelihoods, October 2020)</p> <p>Primary data source:</p> <p><i>KIIs:</i></p> <p>WFP (HoP, VAM, M&E) using tool A</p> <p>Government (OPM – Head Regional OPM offices & CAO in-charge refugee affairs) using tool C.</p>	<p>Secondary data: narrative analysis of the appropriateness of interventions in contributing to self-reliance and resilience among beneficiaries</p> <p>Thematic analysis of qualitative data from KIIs to determine appropriateness of interventions targeting in meeting the objectives of self-reliance with livelihood and resilience</p> <p>Triangulation of findings across data sources</p>	3 (strong)

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
<p>1.3 To what extent did the design of the intervention consider WFP's comparative advantage and is it coherent with national policies and strategies, and other similar UN efforts?</p> <p>A) What is the comparative advantage of WFP in the implementation of this project?</p> <p>b) Are there areas in which WFP has a comparative advantage that were not considered in the design of this project?</p> <p>c) What is the WFP's position compared to other UN agencies?</p> <p>d) How were the activities aligned with similar efforts of other UN agencies?</p> <p>e) How coherent are the interventions with the relevant national policies (NDP, DRDIP, KIDP etc)?</p> <p>f) To what extent were interventions aligned WFP's or governmental gender policies?</p>	<p>Number and type of areas in which WFP has a comparative advantage</p> <p>Number and type of areas in which WFP has a comparative advantage but were not considered in the design of this project</p> <p>UN agencies' (e.g. FAO, UNHCR & UNDP) operational capacity in Uganda</p> <p>Gaps in UN assistance coverage within the WFP mandate</p> <p>Number of joint UN projects or areas in which activities are closely aligned with similar efforts of other UN agencies</p> <p>Extent to which interventions were coherent with relevant national policies</p>	<p>Desk review using a structured framework</p> <p>KIIs using a semi-structured interview tool</p>	<p>Secondary data sources</p> <p>Government policies/ guidelines (Refugee Response Plan, Refugee and Host Population Empowerment Framework, Karamoja Integrated Development Plan; Gender)</p> <p>WFP documentation (Country Strategic Plan 2018-2022; DE geographical coverage documents; DE kick off presentations; Approach Paper Extension of Country Strategic Plan 2018-2022. "Strategic Outcome 4: Agriculture and Market Support. Strengthened and Resilient Smallholder Livelihoods in Efficient, Inclusive, Nutritious, Safe and Resilient Food Systems"</p> <p>Annex paper: asset creation and livelihoods, October 2020</p> <p>UNDP Strategic Plan Uganda (2018-2021; 2022-2025</p> <p>FAO Strategic Framework 2022-2031</p> <p>RE-HOPE framework;</p>	<p>Secondary data: narrative analysis of the project design and interventions relative to WFP's comparative advantage; coherence to national policies and other UN efforts</p> <p>Thematic qualitative analysis of data from KIIs, to determine the extent to which the design built on WFP's comparative advantage and coherence with national policies and strategies and other similar UN efforts.</p> <p>Triangulation of findings across data sources</p>	<p>3 (strong)</p>

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
			UNHCR-WFP protracted refugees' framework; WFP Institutional Plan for SG_IDP NUSAF III Implementation completion and results report UN Common Country Analysis 2020, updated December 2022. Primary data source: <i>KIIs:</i> WFP using tool A HoP: UNDP, FAO, WB & UNHCR Government (OPM – Head Regional OPM offices & CAO in-charge refugee affairs) using tool C		
1.4 To what extent have interventions been leveraging and adapting programmatic approaches? a) Which programmatic approaches informed the design of the project? b) Were the selected approaches proven to be effective in Uganda or other WFP missions? b) What are the main strengths of the selected programmatic approaches?	Number and type of programmatic approaches that informed the design of the project Percentage of the programmatic approaches proven to be effective in Uganda or other WFP missions List of key areas of strength of the programmatic approaches	Desk review using a structured framework KIIs using a semi-structured interview tool	Sources of secondary data WFP documentation (Country Strategic Plan 2018-2022; AMS, ACL, PROACT & CA project proposals; AMS, ACL, CA & PROACT Approach papers UNDP Strategic Plan Uganda (2018-2021; 2022-2025 FAO Strategic Framework 2022-2031	Secondary data: narrative analysis of the extent to which interventions are leveraging and adapting programmatic approaches	3 (strong)

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
<p>c) What are the main weaknesses of these programmatic approaches?</p> <p>d) Which other programmatic approaches could have been used in the design of this project?</p> <p>e) Were the selected approaches adjusted to changing circumstances?</p>	<p>List of key areas of weakness of the programmatic approaches</p> <p>List of potential programmatic approaches that could have been used</p> <p>Number and type of key adjustments (e.g. COVID-19; CBT modalities) made to the programmatic approaches</p>		<p>ACL: A concept note for implementation of the Kenya-Uganda (Turkana – Karamoja) cross – border resilience building and climate adaptation project</p> <p>ACL: Concept Note for Establishing Water Irrigation Facilities</p> <p>ACL: Building Community Resilience Against Recurrent Shocks concept note</p> <p>Cash and protection and gender in use in refugee settlements: a case study for WFP and UNHCR</p> <p>AMS Barrier Analysis Study on the Adoption of Small-Scale Hermetic Grain Storage Equipment</p> <p>Social protection/SBCC: Barrier Analysis, Draft Report</p> <p>Social protection/SBCC: gender assessment in hosting districts in West Nile.</p>	<p>Thematic analysis of primary, qualitative data from KII to determine extent to which interventions are leveraging and adapting programmatic approaches</p> <p>Triangulation of findings across data sources</p>	

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/triangulation	Data availability/reliability
			Social protection/CSSPP: child sensitive social protection programme (CSSPP): successes and lessons learned from the COVID-19 emergency cash transfers. Resilience Toolkit UNHCR-WFP protracted refugees' framework; WFP Institutional Plan for SG_IDP Sources of primary data: <i>KIIs</i> WFP using tool A UN Agencies: UNDP, FAO, WB, UNHCR using tool D		
1.5 What were the factors that enhanced or hindered a quality design of the intervention? a) What was the theory of change and intervention logic that underpinned the design of the project? b) Did the theory of change logic prove valid/did outputs translate into expected outcomes? c) Did the risks and assumptions hold true? d) What was the level of stakeholder involvement in project design?	Diagram visualising the reconstituted theory of change Document illustrating the theory of change logic and extent to which it was valid Risks and assumptions that were valid and those that were invalid List of stakeholders and aspects of the project design they were involved in	Desk review using a structured framework KIIs using a semi-structured interview tool	Sources of secondary data WFP documentation (Country Strategic Plan 2018-2022; ACL, CA & PROACT Approach papers; DE kick off presentations; Protection and gender risk assessment report November 2020; Self-reliance analyses "refugees" and "Karamoja";	Secondary data: narrative analysis of the factors that hindered or enhanced quality of the programme design Thematic analysis of primary qualitative data from KII to determine factors that hindered or enhanced the design of the intervention	3 (strong)

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
<p>e) Were any key stakeholders, who should have been involved in the design, not involved?</p> <p>f) What factors enhanced design of a quality intervention?</p> <p>g) What factors hindered the design of a quality intervention?</p> <p>h) How did operational constraints (e.g. budget) affect the design?</p> <p>i) Were there any external factors (e.g. socio-cultural; protection) that hampered or facilitate gender mainstreaming in the design?</p>	<p>List of stakeholders who should have been involved in project design but were not</p> <p>List of factors that enhanced design of a quality intervention</p> <p>List of factors that hindered design of a quality intervention</p> <p>Aspects of project design that were affected by operational factors (e.g. budget)</p>		<p>MoMo agency banking digital migration protection & gender risk assessment in Rwamwanja and Kyangwali</p> <p>Protection and gender risk assessment report October 2020 CBT MoMo digital migration Kiryandogo, Lobule & Rhino Camp settlements</p> <p>SIDA-funded social protection programme protection and gender risk mapping emergency cash-based transfers, October 2020</p> <p>An analysis of the relationship between gender, disability and nutrition outcomes in Karamoja.</p> <p>Cash and protection and gender in refugee settlements; a case study for WFP and UNHCR; Stakeholder consultations on barriers for cash scale-up among PSNs in Nakivale, Oruchinga, Rwamwanja, Kyaka, Adjumani, Kiryandogo settlements, June 2021</p> <p>Primary data source</p>	<p>Triangulation of findings across data sources</p>	

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/triangulation	Data availability/reliability
			KIIs: WFP using tool A CPs using tool E		
EQ2 – To what extent did the intervention contribute to changes within the wider food security?				Effectiveness	
EFFECTIVENESS: assess the extent to which objectives (e.g., objectives, outputs and outcomes) of the project, as spelt out in the project logical framework, have been achieved and the anticipated results realised?					
<p>2.1 What effects, positive or negative, intended or unintended, on local food systems have resulted?</p> <p>a) What are the main food systems or agricultural value chains?</p> <p>b) What are the main chains and related actors in the food system?</p> <p>c) Which actors were targeted/strengthened with self-reliance activities?</p> <p>d) What new crop varieties and management practices were introduced and how did they influence the local food systems?</p> <p>e) What changes occurred in post-harvest handling and value addition?</p> <p>f) How has the marketing system of crops and other products changed?</p> <p>g) What was the effect of the new or strengthened actors on the local food systems? And were there any unexpected positive effects?</p>	<p>Number and type of food systems/agricultural value chains introduced or improved</p> <p>Number and type of key actors and related actors in each of the introduced or improved value chains</p> <p>Number and type of new crop varieties and management practices introduced per value chain</p> <p>Percentage change in yields as a result of the improved crop varieties and management practices</p> <p>Percentage of value chain actors utilising the new crop varieties and management practices</p> <p>Percentage reduction in postharvest losses as a result of utilisation of new PHH techniques</p> <p>Percentage change in quality, quantity and price of marketed produce</p>	<p>Desk review using a structured framework</p> <p>KIIs using semi-structured discussion guide</p> <p>FGD using a semi-structured discussion guide</p> <p>Household survey using structured questionnaire</p>	<p>Sources of secondary data</p> <p>WFP documentation: (AMS, baseline survey report 2020; approach paper 2021; second follow up survey 2022; end line survey report 2023 and barrier analysis report; presentations during kick off meetings; ACL end line evaluation report 2020; ACL Impact Evaluation Report 2021; Performance Evaluation Reports 2022; PRO-ACT Interim Narrative and Financial Reports; Annual Country Reports 2020, 2021, 2022); MYPA- Final Report_ Complementary Activities Cooperating partner documents including success stories; Presentations during kick off meetings</p> <p>Sources of primary data</p>	<p>Secondary: narrative analysis of AMS baseline, annual and end line data and information on the nature of the food systems/value chains to identify changes that have occurred</p> <p>Thematic analysis of primary data collected from FGDs & KII with key actors in the promoted value chains to document changes in governance and upgrading</p> <p>Descriptive statistical analysis to obtain frequencies and percentages</p> <p>Triangulation of findings across data sources</p>	3 (strong)

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/triangulation	Data availability/reliability
<p>H) Were there any unintended negative aspects, e.g., on existing actors or community relations (do no harm), as a result of project interventions?</p> <p>I) Were the effects the same for different community groups, e.g. male-female, refugees-host communities?</p>	<p>Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems</p> <p>Value and volume of smallholder sales through WFP-supported aggregation systems</p> <p>Number and type of unexpected positive changes in the local food system</p> <p>Number and type of unexpected negative changes in the local food system</p>		<p><i>KIIs</i></p> <p>WFP (AMS team and country and field level) using tool A</p> <p>CPs using tool E</p> <p>District agricultural & production officers using tool C</p> <p>- Private sector – aggregators, processors and agricultural input fabricators using tool G</p> <p><i>Focus Group Discussions</i></p> <p>Beneficiaries (ACL, AMS, CA & PRO-ACT) using tools H, I, J</p> <p><i>Beneficiary survey</i> Using BS questionnaire</p> <p><i>Mini-case studies</i> using template K</p>		
<p>2.2 To what extent have tools and systems been effective?</p> <p>a) Which are the main tools and systems that were used by the project?</p> <p>b) To which extent did the tools and systems allow for timely monitoring and steering of the project activities?</p> <p>c) To what extent did the tools and systems allow for adequate monitoring of implementing partners?</p>	<p>ECHO protection mainstreaming indicator – accountability</p> <p>List of the main tools and systems that were used</p> <p>Percentage of activities that were monitored timely (as per reporting frequency or MRE plan) using the tools and systems</p> <p>Timeliness and adequateness of CP reporting</p>	<p>Desk review using a structured framework</p> <p>KIIs using a semi-structured interview tool</p>	<p>Sources of secondary data</p>	<p>Secondary: narrative analysis of AMS baseline, annual and end line data and information on the use of various tools and systems</p> <p>Thematic analysis of primary data collected from FGDs on effectiveness of tools and systems</p>	<p>2 (fair)</p>

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/triangulation	Data availability/reliability
<p>d) Were any adjustments made to project implementation based on lessons learned from using these tools and systems?</p> <p>d) What have been the strengths and weaknesses of these tools and systems?</p> <p>e) Did the tools and systems provide gender disaggregated data?</p>	<p>Number of implementing partners that were adequately monitored using the tools and systems</p> <p>Number and type of adjustments made to project implementation based on lessons learned from using the tools and systems</p> <p>Key strengths and weaknesses encountered while using the tools and systems</p>		<p>WFP documentation: (Performance Evaluation Reports 2022; Annual Country Reports 2020, 2021, 2022; CP performance evaluation reports 2022 for 11 CPs of complementary activities: ADRA; HFU; ACF; AFI nutrition; AFI GFA; AFOD; CESVI; FHA; LWF; MTI; SCI; WVI; Monitoring and Evaluation System Agency Banking Project)</p> <p>Presentations during kick off meetings.</p> <p>Sources of primary data</p> <p><i>KIs</i></p> <p>WFP (M&E manager, M&E teams at area and field level) using tool A.</p> <p>CPs using tool E</p> <p><i>FGDs</i></p> <p>Beneficiaries (ACL, AMS, CA & PRO-ACT) using tools H, I, J</p>		
<p>2.3 To what extent has WFP partnered with others to contribute to similar objectives?</p> <p>a) What were the main factors influencing decisions about direct vs. indirect implementation?</p>	<p>Number and list of factors influencing decisions about direct vs indirect implementation</p> <p>List of factors influencing decisions about governmental vs non-governmental partnerships</p>	<p>Desk review using a structured framework</p> <p>KIs using a semi-structured interview tool</p>	<p>Sources of secondary data</p>	<p>Secondary data: narrative analysis of data and information on the effectiveness of the various partnership models</p>	<p>3 (strong)</p>

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
<p>b) What were the main factors influencing decisions about governmental vs. non-governmental partnerships?</p> <p>c) To what extent were partners involved in the design and/ or implementation of project activities?</p> <p>d) What were the main roles and responsibilities delegated to partners?</p> <p>e) What were the key strengths and challenges of this partnership model?</p>	<p>Roles and responsibilities of the partners in the design and implementation of interventions</p> <p>Percentage government vs. non-governmental partners</p> <p>List of strengths and challenges in the implementation of interventions through partnerships</p>		<p>WFP documentation (Country Strategic Plan 2018-2022; Project proposals for AMS, CA, PROACT, ACL, CP; Performance evaluation reports 2022 for 11 CPs of complementary activities; ADRA, HFU, ACF, AFI nutrition, AFI GFA, AFOD, CESVI, FHA, LWF, MTI, SCI, WVI, evaluation reports for AMS, ACL end line report 2020, CA & PROACT NUSAF III Implementation completion and results report; RE-HOPE framework</p> <p>Sources of primary data</p> <p><i>KIIs</i></p> <p>-WFP using tool A CPs using tool E District agricultural/commercial officers and community development officers using tool C</p>	<p>Thematic analysis of qualitative data from KIIs</p> <p>Triangulation of data collected from various sources</p>	
<p>2.4. What other opportunities can WFP seize, especially related to its comparative advantage, to strengthen results?</p> <p>a) What are the main comparative advantages that WFP has in Uganda?</p>	<p>Key areas in which WFP has a comparative advantage in Uganda</p> <p>Key areas in which WFPs comparative advantage can be capitalised</p>	<p>Desk review using a structured framework</p> <p>KIIs using a semi-structured interview tool</p>	<p>Sources of secondary data</p> <p>WFP documentation (Country Strategic Plan 2018-2022; AMS, ACL, CA & PROACT Approach papers</p>	<p>Secondary data: narrative analysis of various opportunities available to WFP in light of its comparative advantage using a SWOT framework</p>	<p>3 (strong)</p>

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
<p>b) How can these advantages be capitalised upon to strengthen the result of similar activities?</p> <p>c) What other opportunities could WFP seize in light of its comparative advantages?</p> <p>e) To what extent did operational constraints (e.g., short-term funding) affect the ability of WFP to seize available opportunities?</p> <p>f) Are any gender specific opportunities identified for WFP to strengthen its gender component or enhance GEWE opportunities?</p>	<p>List of other opportunities that WFP can seize, in light of its comparative advantage</p> <p>List of opportunities which WFP could not seize due to operational challenges</p>		<p>United Nations Development Assistance Framework for Uganda (UNDAF)</p> <p>Uganda Vision 2040, NDP 111, Refugee Response Plan, PRDP, REHOPE, Refugee and Host Population Empowerment Framework, Karamoja Integrated Development Plan</p> <p>ACL Evaluation report 2020; Impact Evaluation report 2021);</p> <p>Self-reliance analyses “refugees” and “Karamoja”;</p> <p>MYPAs- Final Report_ Complementary Activities</p> <p>Sources of primary data</p> <p><i>KIs</i></p> <p>WFP (HoPs) using tool A OPM – Head Regional OPM offices, using tool C HoPs (UNHCR, UNDP, WB, FAO) using tool D CPs using tool E</p>	<p>Thematic analysis of data from KIs using SWOT framework</p> <p>Triangulation of data from various sources</p>	
<p>2.5. How equitable are benefits achieved across and within different groups?</p> <p>a) What are the main beneficiary groups of the self-reliance activities?</p>	<p>ECMEN indicator (disaggregated findings)</p> <p>WFP resilience indicator score (disaggregated findings)</p>	<p>Desk review using a structured framework</p> <p>KIs using a semi-structured interview tool</p> <p>FGD using a semi-structured interview tool</p>	<p>Sources of secondary data</p>	<p>Secondary data: disaggregation of project benefits per beneficiary category as reported in the beneficiary database</p>	<p>3 (strong)</p>

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
<p>b) Are the achieved outcomes the same across the 3 regions/ geographical locations?</p> <p>c) Are the achieved outcomes the same for different groups of beneficiaries (e.g. resident; host; refugees)?</p> <p>d) Are any achievements expected to contribute to GEWE objectives?</p> <p>e) Are the achieved outcomes the same for male and female beneficiaries?</p> <p>f) What are the causes for the differences?</p> <p>g) Were efforts done to harmonise the outcomes across the different groups?</p>	<p>Number of beneficiaries for each intervention, disaggregated by region; gender; refugee/host</p> <p>Extent of variation in the outcomes across the 3 regions</p> <p>Extent of variation of outcomes across different beneficiary groups</p> <p>Extent of variation of outcomes by gender and age group</p> <p>Type of factors contributing to the variations across and within different groups</p> <p>Number and type of follow-up actions/corrections undertaken, to ensure equitable distribution of benefits across and within groups</p> <p>Number of complaints or feedback received about outcomes/fairness</p>	Beneficiary household survey using a structured questionnaire	<p>-WFP documents: (beneficiary database; gender approach paper (2022 – 2025); Gender Context Analysis , 2021: Karamoja; Annual Country Reports 2020, 2021, 2022; AMS follow-up reports</p> <p>ACL end line report 2020 & Impact Evaluation Report 2021); MYPA- Final Report_ Complementary Activities Cooperating Partner documents</p> <p>Sources of primary data</p> <p><i>KIIs</i></p> <p>WFP using tool using tool A CPs using tool E</p> <p><i>FGDs</i></p> <p>Beneficiaries (ACL, AMS, CA & PRO-ACT) using tools H, I, J</p> <p><i>Beneficiary survey</i></p> <p>Using BS questionnaire</p> <p><i>Mini-case studies</i> using template K</p>	<p>Thematic analysis of data from KIIs and Focus Group Discussions</p> <p>Descriptive statistical analysis to obtain frequencies and percentages</p>	
2.6 Are there any differential effects on gender equality and women empowerment, and inclusion of the youth, vulnerable and marginalized groups?			Sources of secondary data	Secondary data: disaggregation of project benefits per beneficiary category as reported in the beneficiary data base	3 (strong)

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
<p>A) To what extent were GEWE, youth and general inclusion issues considered in the project design and implementation?</p> <p>b) Which specific needs were expected to be addressed?</p> <p>c) To what extent were these needs addressed during the project?</p> <p>d) Were there any barriers that prevented the outputs from being achieved or being translated into the expected outcomes?</p> <p>e) To what extent did the project activities contribute to GEWE and inclusion objectives?</p> <p>f) Were there any unintended negative effects on GEWE-inclusion as a result of the project activities?</p>	<p>ECHO protection mainstreaming indicator</p> <p>Number of GEWE, youth, and general inclusion issues considered in the project design and implementation</p> <p>List of gender responsive youth and inclusion issues that were addressed</p> <p>Stakeholder perceptions regarding the degree to which GEWE, youth, and inclusion issues were considered in the project design and implementation</p> <p>Percentage of survey respondents reporting GEWE improvements</p> <p>Number and percentage of women in survey and FGDs reporting GEWE improvements</p> <p>Number and type of interviewed stakeholders reporting GEWE improvements</p> <p>The degree to which women, youth and vulnerable groups feel/perceive that their specific needs were addressed</p>	<p>Desk review using a structured framework</p> <p>KIIs using a semi-structured interview tool</p> <p>FGD using a semi-structured interview tool</p> <p>Beneficiary household survey using a structured questionnaire</p>	<p>WFP documents (Gender context analysis 2021; Karamoja, beneficiary database; gender approach paper 2022 -2025; Annual Country Reports 2020, 2021, 2022; Gender, Disability and Nutrition April 2022; Enabling Digital Financial Inclusion and Women's Economic Empowerment through Digital Transfers, CPs documents</p> <p>ACL end line report 2020 & Impact Evaluation Report 2021)</p> <p>Cash and protection and gender in refugee settlements: A case study for WFP and UNHCR</p> <p>Social protection/SBCC: Barrier Analysis, Draft Report;</p> <p>Social protection/SBCC: gender assessment in hosting districts of West Nile;</p> <p>MYPAs- Final Report_ Complementary Activities</p>	<p>Thematic analysis of data from KIIs and Focus Group Discussions</p> <p>Descriptive statistical analysis to obtain frequencies and percentages</p>	

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
	<p>Type of barriers that prevented outputs from being achieved or translated into expected outcomes</p> <p>Percentage of project activities that contributed to GEWE and general inclusion objectives</p> <p>List of unintended negative effects of GEWE and inclusion interventions</p>		<p>Protection & gender risk assessment; Digital migration protection _ gender risk assessment reports</p> <p>Sources of primary data</p> <p><i>KIIs</i></p> <p>WFP using tool A CPs using tool E</p> <p><i>FGDs</i></p> <p>Beneficiaries (ACL, AMS, CA & PRO-ACT) using tools H, I, J</p> <p><i>Beneficiary survey</i></p> <p>- Using BS questionnaire</p> <p><i>Mini-case studies</i> using template K</p>		
<p>2.7 To what extent did WFP ensure consideration of protection, accountability to affected populations, gender equality, women's empowerment, environmental protection, adherence to humanitarian principles?</p> <p>A) How were protection concerns mainstreamed in the project activities' design and implementation?</p> <p>b) Which access barriers may or do beneficiaries' face for receiving assistance?</p>	<p>ECHO protection mainstreaming indicator</p> <p>Criteria used for mainstreaming protection concerns in project design and implementation</p> <p>Type of protection concerns mainstreamed in project design and implementation</p> <p>Type of access barriers faced disaggregated by beneficiary type, gender and location</p> <p>List of environmental protection concerns that have been mainstreamed</p>	<p>Desk review using a structured framework</p> <p>KIIs using a semi-structured interview tool</p> <p>FGD using a semi-structured interview tool</p>	<p>Sources of secondary data</p> <p>WFP documents (beneficiary database, Gender Approach Paper 2022-2025); Annual Country Reports 2020, 2021, 2022; Gender, Disability and Nutrition April 2022; ACL end line report 2020 & Impact Evaluation Report 2021</p> <p>Cooperating Partner documents</p>	<p>Secondary data: to assess extent to which protection, accountability to affected population, GEWE were considered and humanitarian principles adhered to</p> <p>Analysis/ review of additional disaggregation of WFP MRE data</p>	2 (fair)

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
<p>c) How have environmental protection concerns been mainstreamed?</p> <p>d) How was the adherence to humanitarian principles and the “do no harm” principle ensured, especially also for partners?</p> <p>e) To what extent has the community feedback mechanism contributed to protection and accountability to the affected persons?</p>	<p>Type and number of humanitarian principles and the “do no harm” principles addressed</p> <p>Number and type of feedback mechanisms</p> <p>Number and type of complaints and feedback received by WFP and CPs</p> <p>Percentage of follow-up of complaints and feedback by WFP and CPs</p>		<p>Cash and protection and gender in refugee settlements: a case study for WFP and UNHCR</p> <p>AMS Barrier Analysis Study on the Adoption of Small-Scale Hermetic Grain Storage Equipment</p> <p>Social protection/SBCC: Barrier Analysis, Draft Report</p> <p>Social protection/SBCC: gender assessment in refugee hosting districts of West Nile</p> <p>Sources of primary data</p> <p><i>KIIs</i></p> <p>WFP using tool A</p> <p>CPs using tool E</p> <p><i>FGDs</i></p> <p>Beneficiaries (ACL, AMS, CA & PRO-ACT) using tool H, I, J</p> <p><i>Beneficiary survey</i></p> <p>Using BS questionnaire</p>	<p>Analysis of primary qualitative data from KII and FGDs to determine extent of gender and social inclusion (exclusion) analysis, including barriers and opportunities for GEWE and social inclusion</p>	

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
<p>2.8 What factors, internal to WFP or external, have influenced performance and results?</p> <p>a) To what extent were performance targets achieved?</p> <p>b) What internal factors (e.g. funding availability; operational capacity) affected the (non-) achievement of the output targets?</p> <p>c) What external factors (e.g. security; political; floods; COVID-19) affected the (non-) achievement of output targets?</p> <p>d) To what extent did the COVID-19 pandemic, and later the Ukraine crisis, affect the translation from outputs into outcomes (e.g. for cash modalities)?</p> <p>e) Were specific groups (e.g. women; refugees; youth; PWDs) affected in the same way by these factors?</p> <p>f) Which mitigation measures were put in place to reduce the effect of the general factors that affected the performance and achievement of results?</p>	<p>Percentage of performance indicators which were achieved</p> <p>List of internal factors that affected achievement of performance targets</p> <p>List of external factors that affected achievement of performance targets</p> <p>List of mitigation measures put in place to minimise the impact of the negative internal and external factors</p>	<p>Desk review using a structured framework</p> <p>KIIs using a semi-structured interview tool</p> <p>FGD using a semi-structured interview tool</p>	<p>Sources of secondary data</p> <p>WFP documentation (Country Strategic Plan 2018-2022, project proposals for AMS, CA, PROACT, ACL; Cooperating Partner reports; evaluation reports for AMS, ACL; End line 2020, CA & PROACT Cooperating partner reports including success stories;</p> <p>Self-reliance analyses “refugees” and “Karamoja”</p> <p>Sources of primary data</p> <p><i>KIIs</i></p> <p>WFP using tool A CPs using tool E District and sub-county agricultural/commercial officers and community development officers using tool C</p>	<p>Secondary data: analysis of extent to which targets were achieved and contextual factors (e.g. outbreaks of epidemics, price spikes, localised conflict; Ukraine crisis) enhancing or reducing project performance</p> <p>Analysis of primary qualitative data from KIIs & FGDs to identify factors that affected or influenced performance</p>	<p>3 (strong)</p>

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/triangulation	Data availability/reliability
<p>2.9 Extent to which interventions contribute to resilient livelihoods and strengthen the capacities of the different target categories of beneficiaries and stakeholders.</p> <p>A) How did cash-based transfers contribute to self-reliance of beneficiaries?</p> <p>b) How did agriculture and market systems activities contribute to self-reliance of beneficiaries?</p> <p>c) How did agriculture and market systems activities strengthen the capacities of other stakeholders involved in the food system/value chain?</p> <p>c) How did complementary activities (incl. financial literacy and livelihoods) contribute to self-reliance of beneficiaries?</p> <p>d) How did asset creation and LH activities contribute to self-reliance of beneficiaries?</p> <p>e) Were the achieved contributions to self-reliance the same for different groups (e.g. women; refugees; youth; PWDs)?</p> <p>f) How did asset creation and LH activities strengthen the capacities of other stakeholders involved in the food system/value chain?</p>	<p>Percentage of beneficiaries reporting that they can now meet basic needs as a result of WFP cash transfers, disaggregated by gender and beneficiary category (host/refugee)</p> <p>Percentage of beneficiaries reporting that they can now meet basic needs as a result of agriculture and market systems activities</p> <p>Percentage of other stakeholders (aggregators) reporting that they now sell improved quality and volumes of agricultural produce</p> <p>Percentage of beneficiaries reporting that they can now meet basic needs as a result of financial literacy activities</p> <p>Percentage of beneficiaries reporting that they can now meet basic needs as a result of livelihood interventions</p> <p>Percentage of beneficiaries reporting that they can now meet basic needs as a result of asset creation activities</p>	<p>Desk review using a structured framework</p> <p>KIIs using a semi-structured interview tool</p> <p>FGD using a semi-structured interview tool</p> <p>Beneficiary household survey using a structured questionnaire</p>	<p>Sources of secondary data</p> <p>WFP documentation (Country Strategic Plan 2018-2022; project proposals for AMS, CA, PROACT, ACL; Cooperating Partner reports; evaluation reports for AMS, ACL; end line 2020 & Impact 2021, CA & PRO-ACT</p> <p>Cooperating partner reports including success stories</p> <p>U-Learn report “the realities of self-reliance within the Uganda Refugee Context”</p> <p>Self-reliance analyses “refugees” and “Karamoja”;</p> <p>MYP A- Final Report_ Complementary Activities</p> <p>Sources of primary data</p> <p>KIIs</p> <p>WFP using tool A</p> <p>CPs using tool E</p> <p>District and agricultural/production officers and community development officers using tool C</p>	<p>Secondary data: narrative analysis of project reports to examine extent to which interventions have contributed to self-reliance and strengthened capacities</p> <p>Analysis of possible correlations between output indicator achievements; HH survey findings, and disaggregated results of outcome indicators</p> <p>Thematic analysis of primary data from KII & FGDs with a focus on linking outputs to outcomes</p>	<p>3 (strong)</p>

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/triangulation	Data availability/reliability
g) How did PROACT contribute to mitigating the risk and/or impact of shocks for beneficiaries? h) How did PROACT strengthen the capacity of governmental agencies in terms of emergency preparedness and response? i) How did each of the components (ACL, AMS, CA, PRO-ACT) complement each other?	Percentage of beneficiaries reporting that they are in a better position to respond to shocks as a result of project interventions Number of government agencies with contingency planning measures as a result of PRO-ACT interventions		District DRR committees (Karamoja only) using tool C <i>FGDs</i> Beneficiaries (ACL, AMS, CA & PRO-ACT) using tool H, I, J <i>Beneficiary survey</i> Using BS questionnaire		
EQ3: To what extent was WFP efficient in resource allocation and use?				Efficiency	
EFFICIENCY: extent to which inputs have been converted into results in an economic and timely way as compared to feasible alternatives in the context WFPs implementation model ensured timeliness of planned processes and results					
3.1 Has WFP ensured the timeliness of implementation of planned processes and results? a) Which self-reliance activities were implemented timely? b) Which self-reliance activities were delayed? c) In retrospect, were the implementation work plans realistic? d) What were the main causes of the delays? e) What processes or systems did WFP use to ensure a timely implementation of the project? g) How was timeliness ensured for self-reliance activities implemented by the partner?	List of activities implemented on time List of activities whose implementation was behind schedule Extent to which implementation work plans were realistic Key factors that explain delays List of processes and systems that ensured timely implementation List of processes and systems that ensured timely implementation at partner level	Desk review using a structured framework KIs using a semi-structured interview tool	Sources of secondary data WFP documentation (project proposals work plan and budget, financial reports and periodical financial reports for AMS, ACL, CA & PRO-ACT) Cooperating partner reports (project proposals work plan and budget, financial reports and periodical financial reports for AMS, ACL, CA & PRO-ACT) MYPA- Final Report_ Complementary Activities Sources of primary data	Secondary data: narrative analysis of project financial and technical reports to determine extent to which inputs were converted into results in an economic way Analysis of activity reports to determine scheduling of planned activities against implementation Secondary data: Thematic analysis of primary data from data from KIs to complement and triangulate the above.	3 (strong)

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
h) What was done to recuperate delays to still achieve the desired results?	Main measures made to address delays in implementation		<i>KIIs</i> WFP using tool A CPs using tool E District production officers and community development officers using tool C		
3.2 To what extent has WFP used a monitoring and evaluation system ensuring reliable, valid, and timely programmatic decisions during the intervention? A) Which monitoring data is collected (including gender disaggregated) used and reported upon on a regular basis? b) How is the quality of the collected data ensured? b) How is the MRE system monitoring partners' performance? c) Which MRE capacity strengthening was conducted for partners? d) How did the M&E system contribute to reliable, valid and timely decision-making during implementation? e) Which improvements could be made in the MRE system to further enhance reliable, valid and timely decision-making?	Number and type of monitoring data collected and reported against, on a regular basis List of quality checks along the various nodes in the data collection process Timeliness and quality of MRE data collection List of performance indicators upon which data on partner performance is collected and reported. Number and type of capacity strengthening activities for partners conducted Number and type of decisions taken in project implementation as a result of recommendations from the M&E data List of recommended improvements that could further enhance reliable, valid and timely decision making	Desk review using a structured framework KIIs using a semi-structured interview tool	Sources of secondary data WFP documentation (project proposals, work plan, M&E plan and M&E reports) Cooperating Partner reports (project proposals, work plan, M&E plan and M&E reports) Sources of primary data <i>KIIs</i> WFP using tool A CPs using tool E	Secondary: narrative analysis of M&E reports including lessons learnt and follow up action plans Thematic analysis of primary data from KIIs to triangulate and complement the above	3 (strong)

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
<p>3.3 To what extent were targeting and coverage standards implemented efficiently?</p> <p>a) To what extent was the targeting and coverage in line with the CSP set-up, in terms of geographical areas?</p> <p>b) How efficient was the targeting and coverage of crisis and climate change affected populations?</p> <p>c) Which processes and systems (e.g. biometrics; SCOPE) for beneficiary targeting and verification, were used to enhance efficiency?</p> <p>D) How were partners used to enhance the efficiency of targeting and coverage?</p> <p>e) What were the main challenges for implementing targeting and coverage standards?</p> <p>f) Did the enhanced efficiency of targeting affect the effectiveness, e.g. cause any inclusion or exclusion errors?</p>	<p>ECHO protection mainstreaming indicator – meaningful access</p> <p>List of geographical areas targeted and criteria</p> <p>Categories of climate change and crisis affected populations targeted and criteria used</p> <p>List of systems and processes used in the targeting and verification</p> <p>Roles of partners in targeting and coverage</p> <p>List of challenges faced in implementing targeting and coverage standards</p> <p>List of key inclusion and exclusion errors</p>	<p>Desk review using a structured framework</p> <p>KIIs using a semi-structured interview tool</p>	<p>Sources of secondary data</p> <p>WFP documentation (project proposals, work plans, procurement plan & reports)</p> <p>CPs reports (project proposals, work plans, M&E plan and M&E reports)</p> <p>Financial literacy: Monthly reports – Finnish Refugee Council (FRC) – period 2021-2022</p> <p>MYPA- Final Report_ Complementary Activities</p> <p>Sources of primary data</p> <p><i>KIIs</i></p> <p>WFP using tool A</p> <p>- CPs using tool E</p>	<p>Secondary: narrative analysis of M&E reports including lessons learnt and follow up action plans</p> <p>Thematic analysis of primary data from KIIs to triangulate and complement the above</p>	3 (strong)
<p>3.4 How have WFP procurement units ensured functioning efficient collaborations and partnerships with programme units and external stakeholders?</p>		<p>Desk review using a structured framework</p> <p>KIIs using a semi-structured interview tool</p>	<p>Sources of secondary data</p> <p>WFP documentation (project proposals, work plans, procurement plan & reports)</p>	<p>Secondary data: Narrative analysis of data on procurement, to determine level of efficiency of the supply chains</p>	3 (strong)

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
<p>A) How efficient was the coordination between procurement and programme units formalised?</p> <p>b) What were the main procurement needs of partners and external stakeholders involved?</p> <p>c) How were these procurement needs determined/formalised?</p> <p>d) What were the main challenges encountered (timeliness, quality, frequency, volumes etc.) for general purchases?</p> <p>e) What were the main challenges encountered for food purchases from smallholders?</p> <p>d) What were the main challenges encountered (timeliness, quality, frequency, volumes etc. in partnership and collaboration throughout the procurement process?</p> <p>e) How were the challenges in partnership and collaboration throughout the procurement process mitigated?</p>	<p>Number and types of coordination mechanisms and systems between procurement and programme unit</p> <p>List of procurement needs by partner</p> <p>Criteria used by partners in coming up with their procurement needs</p> <p>List of challenges encountered during procurement</p> <p>List of challenges encountered in food procurement from smallholder farmers</p> <p>List of interventions aimed at improving capacity of smallholder farmers to supply to WFP</p>		<p>Cooperating partner reports (project proposals procurement plans and reports)</p> <p>Sources of primary data</p> <p><i>KIIs</i></p> <p>WFP using tool A</p> <p>CPs using tool E</p>	<p>Thematic analysis of primary data from KIIs & FGDs to triangulate and complement the above</p>	
EQ4: What is the likelihood that processes and results will be sustained?				Sustainability	
<p>SUSTAINABILITY: the extent to which the benefits from the project are likely to continue after the end of this funding phase; the extent to which local capacities, linkages and plans that ensure continuity have been developed</p>					

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
<p>4.1 Are the intervention processes and results likely to be sustainable?</p> <p>a) How was sustainability integrated in the project design and implementation?</p> <p>b) Was an exit strategy developed and implemented?</p> <p>c) To what extent are beneficiaries likely to continue being self-reliant?</p> <p>d) Are there differences in sustainability for different groups of beneficiaries (e.g. refugee-host; male-female)?</p> <p>e) To what extent are other stakeholders willing and able (technically, financially) to continue the self-reliance activities?</p> <p>f) What are the main facilitating factors for sustainability?</p> <p>g) What are the main threats for sustainability?</p> <p>h) Were any gender specific barriers for sustainability identified?</p>	<p>Criteria used for integrating sustainability in project design and implementation</p> <p>Presence of and key aspects in the sustainability plan</p> <p>Percentage of beneficiaries relying on themselves for basic needs other than humanitarian actors</p> <p>Percentage of the different beneficiary groups (e.g. refugee-host; male-female) relying on themselves for basic needs other than humanitarian actors</p> <p>Number of other stakeholders who are willing to and able to continue implementing self-reliance interventions</p> <p>List of factors likely to drive sustainability</p> <p>List of factors likely to constrain sustainability</p>	<p>Desk review using a structured framework</p> <p>KIIs using a semi-structured interview tool</p> <p>FGD using a semi-structured interview tool</p> <p>Beneficiary household survey using a structured questionnaire</p>	<p>Sources of secondary data</p> <p>WFP documentation (project proposals, sustainability plan & ACL end line Evaluation Reports 2020 & Impact Report 2021, exit plan)</p> <p>Cooperating partner reports (project proposals, sustainability plan & reports, exit plan)</p> <p>Self-reliance analyses “refugees” and “Karamoja”;</p> <p>MYPA- Final Report_ Complementary Activities</p> <p>Sources of primary data</p> <p><i>KIIs</i></p> <p>WFP using tool A</p> <p>CPs</p> <p>District agricultural/production officers and community development officers using tool C</p> <p>District DRR committees (Karamoja only) using tool C</p> <p><i>FGDs</i></p> <p>Beneficiaries (ACL, AMS, CA & PRO-ACT) using tools H, I, J</p>	<p>Secondary data: narrative review of data and information on sustainability strategies including evidence of sustainability</p> <p>Thematic analysis of primary data: triangulation and complementary with data from KIIs and FGDs</p>	<p>3 (strong)</p>

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
			<i>Beneficiary survey</i> using BS questionnaire		
<p>4.2 Extent to which roles have been devolved from WFP to partners and ultimately to beneficiaries; and beneficiaries involved in the decision-making processes?</p> <p>A) How were governmental agencies (national; local) and systems integrated in the design and implementation of the interventions?</p> <p>b) To what extent were beneficiaries and/or community organisations included in the design and implementation of the interventions?</p> <p>c) To what extent is ownership and responsibility handed over to governmental and community structures?</p> <p>d) Which capacity strengthening activities were conducted in support of this handover?</p>	<p>ECHO protection mainstreaming indicator – accountability</p> <p>Number and type of government agencies, systems and their roles in the design and implementation of the project</p> <p>List of community organisations and their roles in the design and implementation of interventions</p> <p>Level of ownership and type of responsibilities ceded to government and community structures</p> <p>List of capacity strengthening activities (including categories of participants) undertaken in support of sustainability</p> <p>Degree to which beneficiaries feel that they were involved in the design and implementation of the intervention</p>	<p>Desk review using a structured framework</p> <p>KIs using a semi-structured interview tool</p> <p>FGD using a semi-structured interview tool</p>	<p>Sources of secondary data</p> <p>WFP documentation (MASTERCARD Foundation COVID-19 recovery and resilience program proposal 2021-2026)</p> <p>USAID proposal 2020-2024</p> <p>Agriculture and Market Support Program</p> <p>Building Community Resilience Against Recurrent Shocks concept note</p> <p>Proposal BMZ-funded SWAO ACL activities in Isingiro; Kamwenge; Kyegegwa and Kikuube districts (incubators)</p> <p>Approval BMZ-funded SWAO ACL activities in Isingiro; Kamwenge; Kyegegwa and Kikuube districts (incubators)</p>	<p>Secondary data: narrative review of data and information on sustainability strategies including evidence of sustainability</p> <p>Thematic analysis of primary data: triangulation and complementary with data from KIs and FGDs</p>	2 (fair)

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/triangulation	Data availability/reliability
	<p>Number of Community-based participatory planning (CBPP) exercises and Community Action Plans (CAPs) conducted</p> <p>Number of Integrated Context Analysis (ICA) exercises conducted with governmental counterparts</p> <p>Number of Seasonal Livelihoods' Planning (SLP) exercises conducted jointly with community representatives and local authorities</p>		<p>ACL: Concept Note – Phase 2 on Asset Creation and Livelihood Project for Stabilizing and Improving Food Security and Nutrition in Isingiro District, funded by BMZ, 2021; Uganda Proposal for the Government of Japan Supplementary Budget FY 2018/2019; Approval SWAO ACL activities in Southwest (incubators); SO1: modification of assistance award USAID, food assistance and nutrition; EU proposal Food Assistance to Refugees in Uganda, sustainability plan & reports, exit plan)</p> <p>Self-reliance analyses “refugees” and “Karamoja”;</p> <p>MYPAs- Final Report_ Complementary Activities</p> <p>Community-based participatory planning (CBPP) and Community Action Plans (CAPs) from 7 districts, Integrated Context Analysis (ICA): national; Kampala, urban; Gulu and Arua</p> <p>Seasonal Livelihoods Planning (SLP)</p>		

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
			SLP work plan 2021 v8 Updated PD-BM-21 Dec Updated Consolidated list of SLP participants for 2021 PD Sources of primary data <i>KIIs</i> WFP using tool A CPs District agricultural/ production officers and community development officers using tool C District DRR committees (Karamoja only) using tool C <i>FGDs</i> Beneficiaries (ACL, AMS, CA & PRO-ACT) using tools H, I, J <i>Mini-case studies</i> using template K		
EQ5: How can the experiences of the past interventions inform future project designs?				Learning	
Learning: what worked well, what did not and why; unexpected circumstances or developments and what could be changed next time for better results.					
5.1 Which lessons learnt were identified by the stakeholders or derived from the desk review? a) Were there any lessons learnt about the general implementation context?		Desk review using a structured framework KIIs using a semi-structured interview tool FGD using a semi-structured interview tool	Sources of secondary data WFP documentation (Baseline Survey Report)	Secondary data: narrative analysis of data to synthesize what worked well and what didn't work well	3 (strong)

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
b) Were there any lessons learnt about the type of activities selected? c) Were there any lessons learnt about the implementation modalities selected? d) Were there any lessons learnt about partner selection? e) Were there any lessons learnt about governmental cooperation? f) Were there any gender-specific lessons learnt?	Stakeholder perceptions and opinions about general implementation as lessons learnt Stakeholder perceptions and opinions on type of activities selected as lessons learnt Stakeholder perceptions and opinions about implementation modalities selected as lessons learnt Stakeholder perceptions and opinions on partner selection as lessons learnt Stakeholder perceptions and opinions about government cooperation as lessons learnt		Agriculture and Market Support Programme, January 2020 First follow up survey report Agriculture and market support programme – April 2021 Second follow up survey report Agriculture and market support programme – March 2021 End line Survey Report Agriculture and Market Support Programme, January 2023 Self-reliance analyses “refugees” and “Karamoja”; MYPAs- Final Report_ Complementary Activities Karamoja food for assets (FFA) asset creation and livelihoods (ACL) project through labour intensive public works (LIPWS) End-line Evaluation for the Asset Creation and Livelihood Project in Lamwo and Adjumani districts	Thematic analysis of primary data from KIIs and FGDs to complement and triangulate	

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/triangulation	Data availability/reliability
			<p>End line Impact Evaluation: Asset Creation and Livelihood Project in Isingiro District, December 2021; The F3 A model business incubation, end-of-pilot project completion report: implementing partner: Excel Hort Consult agribusiness incubator (EHCAI); Assessment of SIDA Emergency Cash-based Transfer for HH with PLW and Children Under 2 Geo-poll Survey Report project outcomes; End 2021; Social protection/ CSSPP: Child-Sensitive Social Protection in Refugee Hosting Districts of West Nile, Uganda; SIDA mid-term review main report. September 2022; SIDA mid-term review summary report/ executive summary. September 2022;</p> <p>Cooperating partner reports, evaluation reports for AMS, ACL, CA & PROACT</p> <p>Sources of primary data</p> <p><i>K/Is</i></p> <p>WFP using tool A CPs using tool E</p>		

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation	Data availability/ reliability
			District agricultural/production officers and community development officers using tool C <i>FGD</i> Beneficiaries (ACL, AMS, CA & PRO-ACT) using tools H, I, J <i>Mini-case studies</i> using template K		
<p>5.2 Which best practices and recommendations were identified by the stakeholders?</p> <p>a) Were any best practices identified and any difference in best practice and between male and females?</p> <p>b) Were any improvement areas identified?</p> <p>c) Are there any self-reliance and or resilience opportunities or implementation modalities that should be explored?</p> <p>d) What are general suggestions for future self-reliance and or resilience interventions?</p> <p>e) To what extent can best practices identified from (female) success stories be generalized to the wider (female) population?</p>	<p>Stakeholder recommendations on good practices</p> <p>Stakeholder recommendations on areas of improvement</p> <p>Stakeholder recommendations on opportunities and implementation modalities</p> <p>Stakeholder recommendations on future self-reliance and or resilience interventions</p>	<p>Desk review using a structured framework</p> <p>KIIs using a semi-structured interview tool</p> <p>FGD using a semi-structured interview tool</p>	<p>Sources of secondary data</p> <p>WFP documentation (See 4.1 sources; Cooperating Partner reports, evaluation reports for AMS, ACL 2020, CA & PRO-ACT</p> <p>Financial literacy: Financial Literacy Trainings (FLT) for Refugee Youth: report of lessons learnt session held at Palema Crown Hotel, Gulu</p> <p>ACL: Pro-resilience nutrition sensitive asset creation and livelihoods. Phase 1: lessons learnt</p>	<p>Secondary data: narrative synthesis of overall findings from the DE to identify opportunities for strengthening self-reliance</p> <p>Thematic analysis of primary data from KIIs and FGDs to complement and triangulate</p> <p>Validate key insights from the DE with stakeholders</p>	2 (fair)

				Criteria	
Sub-questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/triangulation	Data availability/reliability
			Social protection/CSSPP: child-sensitive social protection programme (CSSPP): successes and lessons learned from the COVID-19 emergency cash transfers Self-reliance analyses “refugees” and “Karamoja”; MYPA- Final Report_ Complementary Activities Sources of primary data <i>K/Is</i> WFP using tool A CPs using tool E District agricultural/production officers and community development officers using tool C <i>FGD</i> Beneficiaries (ACL, AMS, CA & PRO-ACT) using tools H, I, J <i>Mini-case studies</i> using template K		

Annex 7. Data Collection Tools

Hyperlink to Tools

[Qualitative tools V2 – 22 November](#)

[WFP Uganda HH survey \(kobotoolbox.org\)](#)

[Beneficiaries Survey – Final version](#)

Annex 8. List of people interviewed

List of KIIs

Group	Organisation	District	KIIs	Tot Part	Male	Female
G1	WFP CO/RB	Kampala/online	11	17	5	12
G3	Office of the Prime Minister DRDIP, Office of the Prime Minister OPM, Ministry of Labour, Gender and Social development, Ministry of Agriculture, Animal Industry and Fisheries, UNMA	Kampala	5	5	4	1
G2	Irish Embassy	Kampala	1	1	1	
G4	FAO, UNHCR, World Bank, UNDP	Kampala/Online	4	4	4	
G5	FRC - Finnish refugee Council	Kampala	1	1	1	
G1	WFP AO	South West	11	12	8	4
G3	Office of the Prime Minister OPM, Kyegegwa DLG					
G5	Hunger Fighters Uganda					
G6	Excel Horticulture Consult, NAPDA					
G7	Isingiro DLG , Town Council					
G1	WFP AO	Karamoja	10	11	10	1
G3	Moroto-DLG, Nakapiripit DLG					
G5	Sasakawa Africa Association (SAA) ANDRE FOODS INTERNATIONAL					
G6	NARO NABUIN, Natidany Enterprise					
G7	Nakapiripit Local Government					
G1	WFP AO	West Nile	14	15	13	2
G3	Adjumani Office of the Prime Minister (OPM), ,Adjumani DLG					
G5	Action Against Hunger					
G6	Tanijo Farmers Group, Wonderland farm services SMC limited, AbiZardi (NARO)					
G7	Adjumani Pekele Sub-County					
			57	66	44	22

List of FGDs

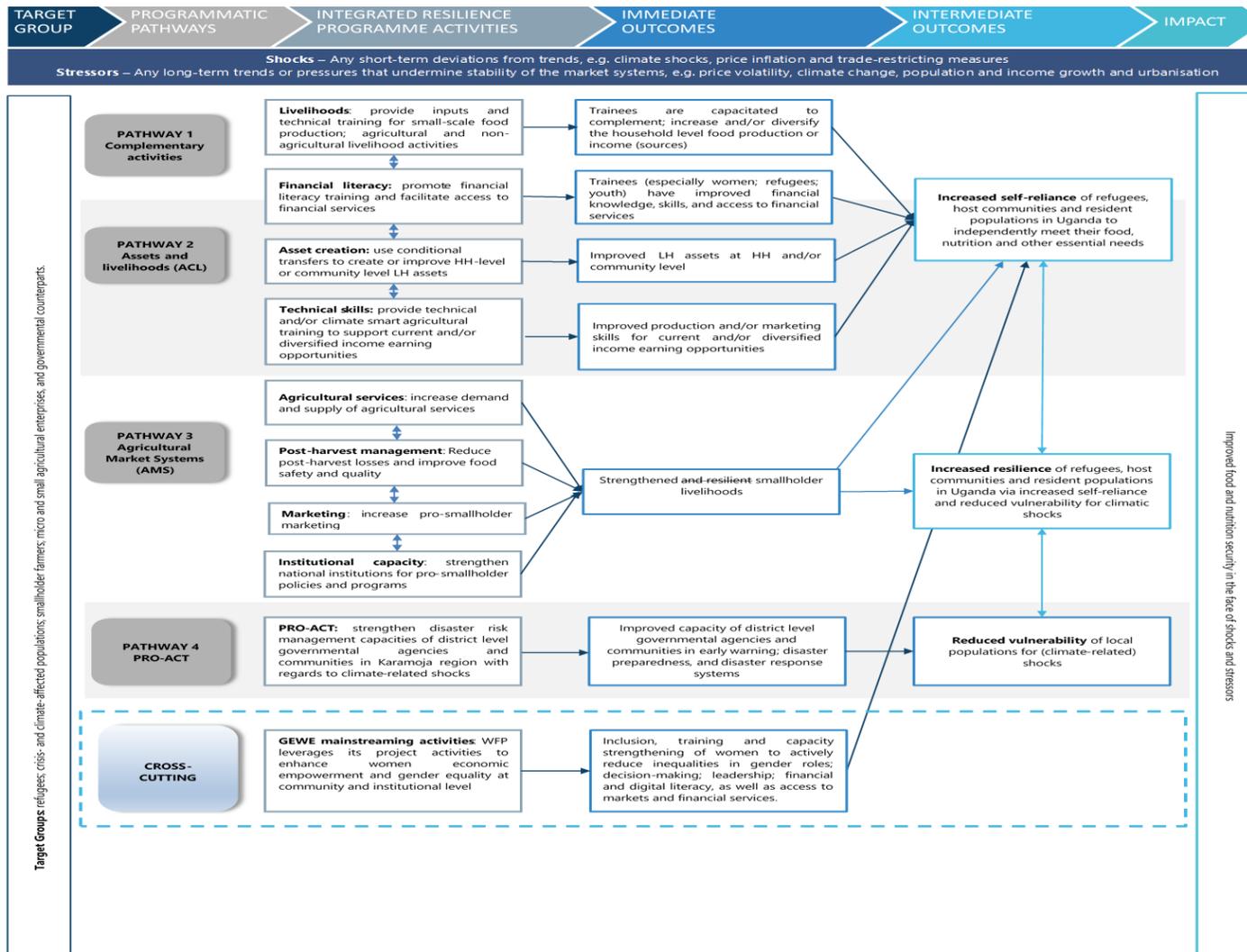
Group	Stakeholder	Location /district	Region	No FGDs	Participants		
					Male	Fem	Total
G7	Host Community - Village Development Committee	Isingiro Makiro cell mabona ward	South West	1	1	2	3
	Host Community - Women's group	Isingiro, Kishaye Village, Kaharo Parish, Isingiro Town Council		1		16	16
	Settlement -Farmer's group	Isingiro Host District		1		10	10
	Settlement -Farmer's group	Nakivale Camp		1	4	8	12
	Settlement -Women's group	Nakivale Camp		1		10	10
	Settlement - Refugee Welfare Council	Isingiro		1	1	1	2
	Women's group	Nakapiripit, Lopedot	Karamoja	1		10	10
	Village LC1 Executive	Nakapiripit, Namalu Subcounty		1	5	5	10
	Farmer's group	Nakapiripit Lokibui		1	2	6	8
	Women's group	Karenga, Lodapal Lobalangit Sub County.		1		10	10
	Council committee Parish Chief	Karenga		1	2	2	4
	Farmers' group	Karenga, Nakello		1	4	6	10
	Settlement - Refugee Welfare Council	Adjumani	West Nile	1	1	1	2
	Settlement- Women's groups	Adjumani -Ayilo1		1		11	11
	Host Community -Farmer's group	Adjumani- Okawa Village		1	6	4	10
	Host Community Village development committee	Koboko - Lijale Village		1	4	0	4
	Host Community - Women's group	Koboko - Yambura		1		9	9
	Settlement - Farmers' groups	Adranga		1	6	9	15
Total			18	36	120	156	

Annex 9. Evaluation Field Mission Schedule

Region/District	Stakeholders	Date
Kampala/ Online	KIIs WFP CO, WFP CO PPO, WFP RB Irish Embassy Office of the Prime Minister-protection Unit-Food Focal point Office of the Prime Minister-Livelihoods Officer Ministry of Labour, Gender and Social development -Principal Social Development Officer Ministry of Agriculture, Animal Industry and Fisheries -Head Post Harvest Handling and Marketing UNMA Acting Principal Meteorologist	13 – 25 /10/2023
	KIIs FAO UNHCR World Bank UNDP Finnish Refugee Council	08- 22/02/2024
	Enumerator Training	11 - 15/12/20023
Kyirandongo	Pilot on Saturday	16-17 12/2023
Karamoja		
Moroto, Nakapiripit, Karenga	KIIs WFP AO Moroto-DLG District Entomologist (PROACT focal person) NaKapiripit DLG Production, DLG CDO, DLG CAO Local Government LC3 Chairperson, Sasakawa Africa Association (SAA) ANDRE FOODS INTERNATIONAL Natidany Enterprise Traders (Aggregator) NARO NABUIN FGDs 2 Women’s group, Village LC1 Executive, Farmer’s group, Council committee Parish	17 - 22/12/20
Nakapiripit, Karenga	Survey – 400	18- 25/ 12/2023 03- 08 /01/2024
South West		

Region/District	Stakeholders	Date
Mbarara, Kyegegwa, Isingiro, Nakivale	<p>KIIs WFP AO Office of the Prime Minister (OPM) Kyegegwa DLG Departmental Planner-Production (also District Entomologist) DLG DCDO - Community Development DLG (CAO) Hunger Fighters Uganda NAPDA NAPDA Excel Horticulture Isingiro Town Council Isingiro DLG</p> <p>FGDs Host Community: Village Development Committee, Women's group Settlement: 2 Farmer's group, Women's group, Refugee Welfare Council</p>	07-12/01/2024
Isingiro Host, Kyegegwa Host, Kyaka, Nakivale Kyangwali settlement	Survey - 400	16- 30/01/2024
West Nile		
Arua Adjumani, Koboko, Adranga	<p>KIIs WFP AO Office of the Prime Minister (OPM) Refugee Adjumani DLG, DLG District Production DLG CAO Office of the Prime Minister (OPM) Action Against Hunger Tanijo Farmers Group Agent of Aggregator (Agro Exim Company) Wonderland farm services SMC -Agricultural input supplier AbiZardi (NARO) Pekele Sub-County LC3, Pekele Sub-County</p> <p>FGDs Settlement - Refugee Welfare Council, Farmers' groups, Women's groups Host Community - Farmer's group, Community Village development committee, Women's group</p>	15- 19/01/2024
Adjumani Host/ Settlement, Koboko Host, Lobule settlement	Survey - 401	01- 22/01/2024

Annex 10. Reconstructed Theory of Change



Explanation of the reconstructed ToC

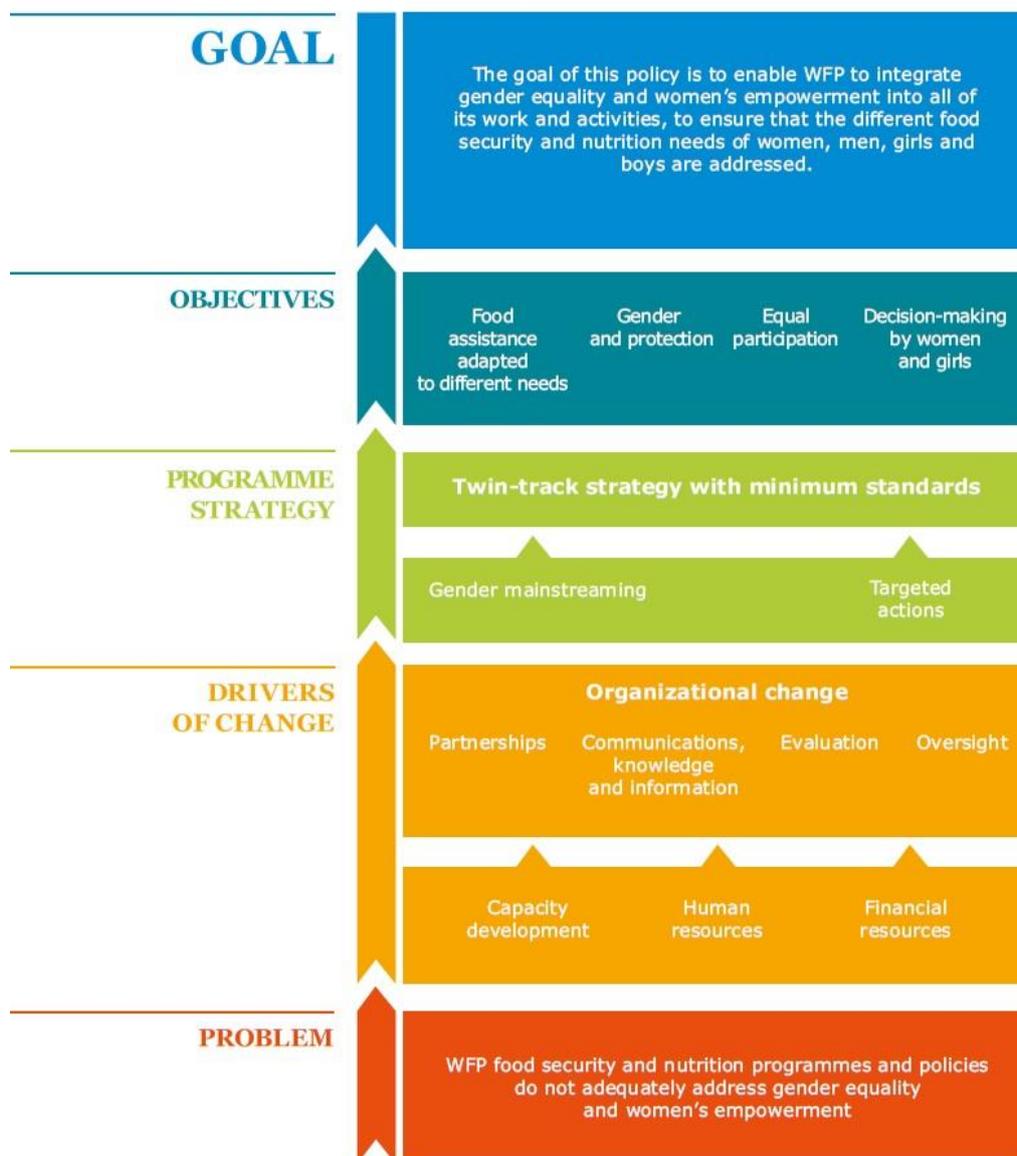
The retroactive ToC shows the four groups of self-reliance activities subject to this evaluation, included in the CSP 2018-2025. The main logic is that beneficiaries are supported to improve their current livelihoods and/or start new/ additional livelihoods' activities via asset creation, access to financial services, and technical (e.g., crop diversification; post-harvest management techniques) training to enhance their livelihood skills. While the emphasis is on self-reliance, the activities (especially AMS and ACL for host and resident populations) will likely contribute also to resilience, defined by WFP as "capacity to ensure that shocks and stressors do not have long-lasting adverse development consequences".

In addition, in the Karamoja region, WFP implements PRO-ACT. It works with the Meteorological Authority and FAO to strengthen the disaster risk management capacity of local institutions, focusing on early warning and disaster preparedness. This will reduce vulnerability to climate shocks, as it will enable HHs to implement risk mitigation measures timely. This aligns with WFP's view of resilience as "an overarching approach to manage risk".

GEWE were mainstreamed in the CSP. Gender Results Effectiveness Scale (GRES) resilience activities are expected to generate "gender targeting" data (e.g. at least 50% women representation as beneficiaries) and gender sensitivity (such as with the complementary activities). However, "gender transformative" initiatives, meaning "to contribute to changes in norms, cultural values and power structures, which are the roots of gender equality" were mainstreamed. Various resilience activities, such as financial literacy and facilitating market access for women smallholder farmers, support these premises. In the restructured ToC, GEWE was, therefore, considered as a cross-cutting theme for primary data collection in our evaluation.

In coordination with WFP, the ET decided to include financial transfers as part of the evaluation, since it was considered an important factor influencing the self-reliance/ resilience achievements via the survey findings. Part of the beneficiaries, especially those in the settlements, received CBTs and/or Nutri-cash, which builds their capacity to meet their basic (food) needs, and hence their self-reliance/ resilience capacity.

Gender policy theory of change



Source: WFP Gender strategy 2015-2020

Annex 11. Detailed Stakeholder Analysis

Who are the stakeholders?	What is their role in the intervention?	What is their interest in the evaluation?	How should they be involved in the evaluation? (be informed, act as key informant, be part of a focus group interview, be part of a reference group, etc.)	At which stage should they be involved?	How important is to involve them in the evaluation? (High, medium, low)
Internal Stakeholders					
WFP Country office Uganda	<p>Duty bearer</p> <p>Responsible for the planning, management implementation, data gathering and reporting at country level.</p>	<p>Direct stake in the evaluation and an interest in learning from experience to inform decision-making, notably related to programme implementation and/or design and/or capacity strengthening, and for Country Strategy and partnerships.</p> <p>It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of the programme.</p>	<p>Key informant and primary stakeholder</p> <ul style="list-style-type: none"> - WFP CO members (HoP; VAM-M&E; Gender Officer/Advisor; Head Food Systems, PPOs) - WFP AO members (Karamoja, West Nile, Southwest) 	Inception implementation reporting	High
Regional Bureau (RB) for Eastern Africa	<p>Duty bearer</p> <p>Responsible for both oversight of Cos and technical guidance and support.</p>	<p>RBB management has an interest in an independent/impartial account of operational performance as well as in learning from the evaluation findings to apply this learning to other Cos. Finding will provide also strategic and operational guidance, programme support, and oversight.</p>	<p>Key informant and primary stakeholder</p> <p>Regional Programme Consultant and Evaluation Officer</p>	Reporting	Medium

Who are the stakeholders?	What is their role in the intervention?	What is their interest in the evaluation?	How should they be involved in the evaluation? (be informed, act as key informant, be part of a focus group interview, be part of a reference group, etc.)	At which stage should they be involved?	How important is to involve them in the evaluation? (High, medium, low)
WFP Headquarters (HQ) divisions	<p>Duty bearer</p> <p>WFP Headquarters in Rome divisions are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities, and modalities, as well as of overarching corporate policies and strategies</p>	<p>Interest in the lessons that emerge from reviews, particularly as they relate to WFP strategies, delivery modalities with wider relevance to WFP programming and policies and implementation guidance for the next mainstream phase of Livelihood, Asset Creation and Resilience Interventions and for wider organizational learning and accountability.</p>	<p>Secondary stakeholder</p> <p>Technical Units of relevance to LRP</p>	<p>Reporting</p>	<p>Medium</p>
WFP Office of Evaluation (OEV)	<p>Duty bearer</p> <p>Responsible for M&E programme and to supervise decentralized evaluation.</p>	<p>Stake in ensuring that this decentralized evaluation is of quality, credible and useful.</p> <p>It is also to respect provisions for impartiality as well as roles and accountabilities of various decentralised evaluation stakeholders as identified in the evaluation policy.</p> <p>It may use the evaluation findings, as appropriate, to feed into centralized evaluations, evaluation syntheses or other learning products.</p>	<p>Primary stakeholder</p> <p>Evaluation Manager</p>	<p>Inception implementation reporting</p>	<p>High</p>

Who are the stakeholders?	What is their role in the intervention?	What is their interest in the evaluation?	How should they be involved in the evaluation? (be informed, act as key informant, be part of a focus group interview, be part of a reference group, etc.)	At which stage should they be involved?	How important is to involve them in the evaluation? (High, medium, low)
WFP Executive Board (EB)	<p>Duty bearer</p> <p>The Executive Board provides final oversight of and guidance to WFP programmes.</p>	<p>The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes</p>	<p>Primary stakeholder</p> <p>Executive board members</p>	<p>Reporting</p>	<p>Medium</p>
External Stakeholders					
Government (Ministries)		<p>The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners, and meet the expected results. A robust evidence-based Evaluation of the WFP led livelihood, asset creation and resilience will assist in engaging governments and facilitating both scale up and sustainability of livelihood, asset creation and resilience interventions.</p>	<p>Reference groups</p> <ul style="list-style-type: none"> - Ministry of ICT & National Guidance - Ministry of Water and Environment - Ministry of Local Government - National Planning Authority - Office of the Prime Minister Department of Karamoja Affairs <p>Key informants and secondary stakeholder</p> <p><i>National Level</i></p> <ul style="list-style-type: none"> - Office of the Prime Minister Department for Disaster Preparedness and 	<p>Implementation reporting</p>	<p>High</p>

Who are the stakeholders?	What is their role in the intervention?	What is their interest in the evaluation?	How should they be involved in the evaluation? (be informed, act as key informant, be part of a focus group interview, be part of a reference group, etc.)	At which stage should they be involved?	How important is to involve them in the evaluation? (High, medium, low)
			Management <ul style="list-style-type: none"> - Ministry of Labour, Gender and Social development - Ministry of Agriculture, Animal Industry and Fisheries - Uganda National Meteorological Authority <i>Subnational Level</i> <ul style="list-style-type: none"> - Karamoja Integrated Development Programme (KIDP) - Regional OPM branches (Southwest and West Nile) - National Agricultural Research Organisation – Abii, Nabuin - DLG – Agriculture/Production Officer or Production/marketing - DLG – Community Development Officer, District Local Government – - DGL CAO 		
United Nations Country Team (UNCT)	Duty bearer The UNCT's harmonized action should contribute to the realisation of the government developmental objectives.	Therefore, other UN agencies have an interest in ensuring that WFP programmes are effective in contributing to the United Nations' concerted efforts.	Reference groups <ul style="list-style-type: none"> - Agency representatives Key informants <ul style="list-style-type: none"> - FAO - UNHCR - WB 	Implementation Reporting	Medium

Who are the stakeholders?	What is their role in the intervention?	What is their interest in the evaluation?	How should they be involved in the evaluation? (be informed, act as key informant, be part of a focus group interview, be part of a reference group, etc.)	At which stage should they be involved?	How important is to involve them in the evaluation? (High, medium, low)
		As FAO and WFP partner on some livelihood activities, FAO as partner would have a direct interest in the evaluation. Various agencies are also partners of WFP at policy and activity level, e.g. UNICE, UNCHR, UNDP, Un Women.	- UNDP		
Donors	Duty bearer Donors of WFP has an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes.	The donors are particularly interested in this Decentralized Evaluation aimed at scaling up and deepening self-reliant and resilient especially now during as the role out of the phase 3 prioritization is underway. Additionally, the contribution this DE shall make towards building interventions and potentially increase the impact of their donations by increasing livelihoods and that self-reliance of the beneficiaries using needed food purchases to strengthen local food systems.	Reference groups Representatives of the main donors: USAID, EU, MASTERCARD Foundation, BMZ, JICA, GIZ, BMGF Key informants Irish Embassy	Implementation Reporting	High
NGO/CPs	Duty bearer The NGOs) are partners for the implementation of some activities.	Direct stake in the evaluation and an interest in learning from experience to inform decision-making, notably related to programme implementation	Reference groups - NGOs partners representatives ACF. ADRA. AFOD, AFI, CESVI, FH, FRC, Lutheran World Federation, HFU, WVI, Save the Children,	Reporting	Medium

Who are the stakeholders?	What is their role in the intervention?	What is their interest in the evaluation?	How should they be involved in the evaluation? (be informed, act as key informant, be part of a focus group interview, be part of a reference group, etc.)	At which stage should they be involved?	How important is to involve them in the evaluation? (High, medium, low)
			SNV/Netherlands Development Organisation - Uganda Red Cross - The Climate Centre under International Federation for Red Cross Red Crescent - IGAD Climate Prediction and Applications Centre. - Uganda Parliamentary Forum for Social Protection - Financial institutions - Excel Hort - Coburwas International Youth Organization to Transform Africa (CIYOTA) - Sasakawa Global 2000 (SG2000) - PostBank, Equity Bank, micro-finance and mobile money Key informants - AAH (Lobule & Adjumani) - HFU (Nakivale settlement) - Sasakawa (AMS) - AFI: Karamoja ACL) - Finnish Refugee Council		
Beneficiaries	Rights Holders	Beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the	Key informants and primary stakeholders Men and women participating in asset creation and livelihoods	Implementation Reporting	High

Who are the stakeholders?	What is their role in the intervention?	What is their interest in the evaluation?	How should they be involved in the evaluation? (be informed, act as key informant, be part of a focus group interview, be part of a reference group, etc.)	At which stage should they be involved?	How important is to involve them in the evaluation? (High, medium, low)
	The ultimate recipients of direct and indirect food assistance,	level of participation in the evaluation of women, men will be determined and their respective perspectives will be sought.	activities, retailers, trainees of Financial Literacy sessions, smallholder farmers, traders, recipients of food/cash assistance and schools' administrators (in Karamoja), recipients of early warning information (in Karamoja)		
Private Sector (processing, wholesalers, traders, retailers, etc.)	Rights Holders The ultimate recipients of direct and indirect of the programme,	Direct stake in the evaluation finding on the impact of WFP's actions on livelihood, asset creation and resilience of the beneficiaries and the food system overall and an interest in learning from experience to inform decision-making, notably related to programme implementation.	Reference groups All key actors in the livelihood, asset creation and resilience Interventions are local and international organizations, government stakeholders at National and subnational levels, local leaders, the private sector, either individuals or corporations and Livelihood, asset creation and Resilience Interventions relies on engaging communities, beneficiaries, local leaders and government ministries, departments, and agencies. Key Informants and primary stakeholders - Incubation Sites - Aggregators /Traders - Micro Finance Institutions - Agricultural Supplier (input-output)	Implementation Reporting	High

Annex 12. Findings – conclusions - recommendations mapping

Recommendation [in numerical order]	Conclusions (1-14) [by number(s) of conclusion]	Key findings (1-30) [by number of finding]
<p>Recommendation 1: (co-)Develop a common self-reliance approach for Uganda</p> <p><u>Sub-recommendation 1.1:</u> Consultation with relevant stakeholders for consensus-building on operational definitions of self-reliance and resilience (WFP internally).</p> <p><u>Sub-recommendation 1.2:</u> Outline self-reliance/ resilience strategy for Uganda (WFP internally).</p> <p><u>Sub-recommendation 1.3:</u> Consultation with relevant stakeholders for consensus-building on operational definitions of self-reliance and resilience (externally).</p> <p><u>Sub-recommendation 1.4:</u> Encourage key external stakeholders in Uganda to agree on a common self-reliance definition and approach (externally).</p> <p><u>Sub-recommendation 1.5:</u> Confirm results framework and implementation approach for self-reliance / resilience, that align with national definitions of these thematic areas.</p>	<p>1</p> <p>2</p> <p>3</p> <p>4</p> <p>5</p>	<p>1, 2, 3, 7, 9, 27, 29</p> <p>2, 5, 7, 16, 19, 25, 30</p> <p>2, 4, 5, 6, 7, 17, 19, 27, 30</p> <p>2, 10, 11, 16, 19, 22, 25</p> <p>2, 5, 7, 11, 19, 25, 30</p>
<p>Recommendation 2: Develop clear strategies for both refugees and non-refugees¹⁸²</p> <p><u>Sub-recommendation 2.1:</u> Review, and update/ confirm WFP's mandate or main objective for both refugees and non-refugees' interventions.</p> <p><u>Sub-recommendation 2.2:</u> For refugees: Elaborate the transition strategy (focusing on self-reliance) by complementing it with: a) a capacity (to engage in LHs) classification, and b) beneficiary LH interests assessment.</p> <p><u>Sub-recommendation 2.3:</u> For non-refugees: develop a strategy focused on resilience-building linked to climate shocks, mirroring the PRO-ACT set-up.</p> <p><u>Sub-recommendation 2.4:</u> Design an exit- or handover strategy for both refugees and non-refugees.</p>	<p>1</p> <p>6</p> <p>13</p>	<p>1, 2, 3, 7, 9, 27, 29</p> <p>9, 10, 11, 19, 22, 23</p> <p>2, 9, 10, 25, 26, 27, 29</p>

¹⁸² Meaning the current resident and host communities on the assumption that WFP agrees that the distinction between the two is less relevant.

Recommendation [in numerical order]	Conclusions (1-14) [by number(s) of conclusion]	Key findings (1-30) [by number of finding]
<p><u>Sub-recommendation 2.5</u>: Explore how WFP can link to ongoing GoU and (UN) partner efforts or if new partnerships can be established for both strategies.</p> <p><u>Sub-recommendation 2.6</u>: Explore alternative and longer-term multi-year funding modalities such as the Green Climate Fund, to better match the timeframe of self-reliance/ resilience objectives.</p>		
<p>Recommendation 3: Reinforce WFP's (political) representation</p> <p><u>Sub-recommendation 3.1</u>: Reinforce WFP's high-level political representation to enhance the visibility of and political support for its interventions</p> <p><u>Sub-recommendation 3.2</u>: Clarify mandate-related challenges (e.g. refugees; agriculture) with UN partners and GoU.</p> <p><u>Sub-recommendation 3.3</u>: Find practical solutions (e.g. co-mandate; technical vs. implementation role; IP modality) to overcome mandate-related challenges.</p>	<p>1</p>	<p>1, 2, 3, 7, 9, 27, 29</p>
	<p>2</p>	<p>2, 5, 7, 16, 19, 25, 30</p>
	<p>3</p>	<p>2, 4, 5, 6, 7, 17, 19, 27, 30</p>
<p>Recommendation 4: Reinforce and formalise relationships with key partners such as GoU, UNHCR, WB, FAO and ILO</p> <p><u>Sub-recommendation 4.1</u>: Strengthen and formalise relationship with relevant GoU counterparts, such as OPM and NARO.</p> <p><u>Sub-recommendation 4.2</u>: Strengthen and formalise relationship with UNHCR for the transition strategy.</p> <p><u>Sub-recommendation 4.3</u>: Strengthen and formalise relationship (as IP?) with WB for DRIP and joint data collection and analysis.</p> <p><u>Sub-recommendation 4.4</u>: Strengthen and formalise relationship with FAO (and IFAD) for technical cooperation on agricultural and climate-change issues.</p> <p><u>Sub-recommendation 4.5</u>: Establish relationships with ILO to explore off-farm and non-agricultural LHs as part of the transition strategy.</p>	<p>3</p>	<p>2, 4, 5, 6, 7, 17, 19, 27, 30</p>
	<p>7</p>	<p>3, 5, 8, 9, 10, 11, 15, 17, 18, 19, 23, 28, 30</p>
	<p>8</p>	<p>5, 7, 10, 11, 15, 17, 18, 19, 21</p>
	<p>13</p>	<p>2, 9, 10, 25, 26, 27, 29</p>

Recommendation [in numerical order]	Conclusions (1-14) [by number(s) of conclusion]	Key findings (1-30) [by number of finding]
<p>Recommendation 5: Divide the ACL activities.</p> <p><u>Sub-recommendation 5.1:</u> Link CFW-style activities, like LIPWs, to the social protection strategy, unless specifically linked to 3PA CBPPs.</p> <p><u>Sub-recommendation 5.2:</u> Ensure that the CO assets' creation strategy focuses on enhancing or facilitating LHs or agricultural production at HH (e.g. OFSP, mushrooms) or community level (e.g. irrigation)</p> <p><u>Sub-recommendation 5.3:</u> Ensure clear layering of the asset creation and AMS (e.g. marketing fresh produce) or the transition strategy (e.g. LH improvement) linked to overall resilience or self-reliance objectives</p> <p><u>Sub-recommendation 5.4:</u> Explore off-farm and non-farm LHs as part of the LH component.</p>	<p>9</p>	<p>7, 10, 11, 12, 13, 14, 18, 19, 21, 23, 29</p>
	<p>12</p>	<p>2, 10, 15, 17, 25, 26, 27, 28</p>
	<p>14</p>	<p>2, 10, 15, 17, 25, 28</p>
<p>Recommendation 6: Reinforce gender mainstreaming in the interventions</p> <p><u>Sub-recommendation 6.1:</u> Reinforce the gender department beyond an advisory role, e.g. budget allocation for gender objectives, official approval of gender approach of WFP programme units and CPs.</p> <p><u>Sub-recommendation 6.2:</u> Conduct regional gender assessments and ensure recommendations are followed up.</p> <p><u>Sub-recommendation 6.3:</u> In cooperation with the gender unit, design gender-sensitive or gender-transformative interventions, which take into consideration specific gender needs and preferences as well as structural barriers that may hamper the achievements.</p> <p><u>Sub-recommendation 6.4:</u> As done for financial literacy or agriculture, WFP may explore gender-specific collaborations with e.g. Oxfam or the Institute of Social Transformation, to complement its interventions with external expertise and facilitate the move towards gender-transformative approaches .</p>	<p>9</p>	<p>7, 10, 11, 12, 13, 14, 18, 19, 21, 23, 29</p>
	<p>10</p>	<p>7, 10, 11, 12, 13, 14, 18, 19, 21, 23, 29, 30</p>
<p>Recommendation 7:</p>	<p>2</p>	<p>2, 5, 7, 16, 19, 25, 30</p>

Recommendation [in numerical order]	Conclusions (1-14) [by number(s) of conclusion]	Key findings (1-30) [by number of finding]
<p>Reinforce activity specific outcome monitoring and overall self-reliance/ resilience evidence gathering</p> <p><u>Sub-recommendation 7.1:</u> Mainstream self-reliance/ resilience indicator monitoring in WFP global standard reporting to reflect the “changing lives” agenda.</p> <p><u>Sub-recommendation 7.2:</u> Strengthen/ increase VAM capacity for e.g. outcome monitoring, and qualitative data collection to increase the evidence base.</p> <p><u>Sub-recommendation 7.3:</u> Strengthen/ increase M&E field capacity for GEWE monitoring; tracking of potential differential impacts of self-reliance / resilience activities on women’s and on men’s lives, and gender-disaggregated monitoring and reporting.</p> <p><u>Sub-recommendation 7.4:</u> Strengthen/ increase M&E field capacity for outcome/ impact monitoring; CP monitoring and support, and qualitative data collection.</p> <p><u>Sub-recommendation 7.5:</u> Explore ways to enhance self-reliance/ resilience evidence collection beyond monitoring, e.g. longitudinal surveys; beneficiary tracking; impact assessments, case studies.</p> <p><u>Sub-recommendation 7.6:</u> Design a knowledge capitalisation strategy and system, e.g. database</p>	5	2, 5, 7, 11, 19, 25, 30
	8	5, 7, 10, 11, 15, 17, 18, 19, 21
	11	10, 15, 20, 21, 24, 30

Annex 13. Survey Beneficiaries additional information

Topic: lower HH size (as indicator of doing “better” and important for ECMEN)

The average total HH size for all three regions was 7.46 (table 1) with Southwest (6.46) having a significant lower than average and West-Nile (8.29) a significantly higher than average HH size, which was reflected in the reported breakdowns. Refugees in Southwest reported the lowest average HH size, while refugees in West-Nile had the highest average HH size.

Karamoja reported the lowest average number of children (2.91), followed by refugees in Southwest. Significant differences were reported between refugees and host communities in Southwest in terms of number of children.

Table 1. HH size (by region & population)

	Total	adult (>17 years)	<17 years
Karamoja (resident)	7.62	4.71	2.91
West-Nile	8.29	3.69	4.60
<i>Host</i>	7.98	3.73	4.25
<i>Refugees</i>	8.63	3.65	4.98
Southwest	6.46	2.74	3.72
<i>Host</i>	6.98	3.08	3.90
<i>Refugees</i>	6.20	2.57	3.63
<i>Percentage of total</i>	7.46	3.11	4.34

Topic: difference in PWD – chronically ill percentages

Across the regions, an average of 84% reported that the head of HH was the main breadwinner of the HH, with Karamoja significantly lower and Southwest higher. Moreover, 12% reported the head of HH had a disability, and 19% chronically ill. Both percentages were lower for Karamoja, which may be explained by higher percentage of younger heads of HH in this region. For West-Nile and Southwest there were minor differences, except the very high percentage of chronically ill reported under refugees in West-Nile, especially for Koboko but also Adjumani. An explanation could have been that the heads of HH are more senior members, but from the age findings this is not the case.

The most reported disabilities (Washington group) were (table 3): difficulties walking or climbing steps (49%), and difficulties seeing (36%).

Table 2: Head of HH status (by region & population)

	Main breadwinner	Living with disability	Chronically ill (>3 months)
Karamoja (resident)	74%	7.0%	12%
West-Nile	86%	18%	27%
<i>Host</i>	88%	12%	12%
<i>Refugees</i>	83%	24%	43%
Southwest	92%	22%	19%
<i>Host</i>	89%	21%	22%
<i>Refugees</i>	93%	23%	18%
<i>Percentage of total</i>	84%	16%	19%

Table 3: Types of disabilities (Washington group questions)

	Total average	Karamoja	Southwest		West	
		Resident	Host	Settl	Host	Settl
Difficulties seeing	36%	14%	15%	37%	38%	57%
Difficulties hearing	15%	11%	15%	15%	4.2%	23%
Difficulties walking or climbing steps	49%	64%	59%	53%	38%	36%
Difficulties remembering or concentrating	14%	3.6%	26%	18%	4.2%	13%
Difficulty (with self-care such as) washing all over or dressing	13%	11%	7.4%	19%	8.3%	11%
Difficulties using the customary language, for example, communication (understanding or being understood)	2.7%	0%	3.7%	1.6%	4.2%	4.3%
Not comfortable to share this info	3.2%	3.6%	0%	0%	8.3%	6.4%

An average of 19% reported that other HH members lived with a disability or and 18% reported a chronically ill HH member (table 4). As before, Karamoja overall reported lower percentages. No similar large difference as for the heads of HH of refugees in West-Nile was found, although also for other HH members, the percentages are higher for this group.

Table 4: Health condition other HH members (by region & population)

	Living with disability	Chronically ill (>3 months)
Karamoja (resident)	13%	15%
West-Nile	22%	20%
<i>Host</i>	21%	15%
<i>Refugees</i>	23%	24%
Southwest	21%	19%
<i>Host</i>	18%	18%
<i>Refugees</i>	23%	20%
<i>Percentage of total</i>	19%	18%

Topic: differences in education level and prospects

Table 5: Education of highest educated woman in the HH (by region & population)

	no formal education	primary school or literate	secondary school	technical schooling	university	Other
Karamoja (resident)	68%	21%	8.5%	0.5%	2.5%	0.25%
West-Nile	27%	51%	17%	2.0%	0.5%	2.8%
<i>Host</i>	27%	50%	19%	3.4%	0.5%	0.0%
<i>Refugees</i>	27%	52%	15%	0.5%	0.5%	5.7%
Southwest	39%	36%	18%	3.5%	1.0%	2.2%
<i>Host</i>	19%	47%	21%	9.2%	2.3%	0.8%
<i>Refugees</i>	48%	31%	17%	0.7%	0.4%	3.0%
<i>Percentage of total</i>	44%	36%	14%	2.0%	1.3%	1.7%

Topic: use of cash assistance – confirmation of PDM by BS findings

Those that received cash assistance, agreed to the following extent with the statements below:

- Increased the food availability in my HH: 72% across the three regions (fully) agreed, with host populations higher than refugees. Combined with significant percentages of “neutral” in Southwest (21%) and West-Nile (17% of the refugees), this could indicate that CBTs are a main income source for food purchases and/or the amount is too small to contribute significantly to the food availability, while for Karamoja or hosts it might be more complimentary.
- Diversified the food groups consumed in the HH: 70% across the three regions (fully) agreed, with host populations higher than refugees, likely for similar reasons as above, possibly using the nutricash to diversify the food intake.
- Allowed me to better cover basic (non-food) needs (e.g. education; health): 67% across the three regions (fully) agreed, with host populations higher than refugees. The general reductions in agreement rates may indicate that assistance provided is insufficient to cover all basic needs.
- Allowed me to participate in trainings and/or livelihood activities: 59% across the three regions (fully) agreed, with West-Nile higher than Southwest, and host populations higher than refugees. Although numbers are small, 23% disagreed in Karamoja.

Given the high percentage of female respondents, a possible explanation may be a lack of time due to (care-taking) tasks traditionally expected to be done by women, especially in more conservative areas like Karamoja. Similarly, in line with education findings, better educational coverage could be a partial explanation for the differences between West-Nile and Southwest, relieving women of some tasks when children are in school.

- Allowed me to build up some savings: 61% across the three regions (fully) agreed, with Southwest higher than West-Nile, and host populations higher than refugees.
- Allowed me to improve my current livelihood (e.g. agriculture-livestock; business): 53% across the three regions (fully) agreed, with West-Nile higher than Southwest, and host populations higher than refugees. As per above, better educational coverage could be a partial explanation for the differences between West-Nile and Southwest, freeing up time from women, which they can dedicate on economic activities.
- Allowed me to diversify or start new livelihood activities: 50% across the three regions (fully) agreed, with Karamoja scoring lowest, and West-Nile more positive than Southwest. As for all statements, host populations were more positive than refugees. The higher presence of assistance providers in the refugee-hosting districts compared to Karamoja may explain some of these findings.

Topic: land ownership

F. Household assets

Table 6: HH access to real estate (per region & population)

State	Permanent housing (own property)	Rental housing	Agricultural land - owned	Agricultural land - rented or crop-share	Commercial plot/ office
Karamoja (resident)	96%	4.3%	70%	19%	0%
West-Nile	77%	4%	47%	30%	1%
<i>Host</i>	75%	4%	56%	23%	1%
<i>Refugees</i>	78%	3%	37%	38%	0%
Southwest	86%	14%	49%	30%	1%
<i>Host</i>	93%	8%	71%	28%	4%
<i>Refugees</i>	82%	18%	39%	31%	0%
<i>Percentage of total</i>	86%	7%	55%	26%	1%

An average of 3.6 reasons were quoted as reasons for difficulties, with especially refugees quoting more difficulties that certain groups (elderly, youth, women, refugees) faced. The most quoted being (table 7):

Table 7: Perceived difficulties for specific groups to engage in income generation activities

	Total average	Karamoja	West-Nile		Southwest	
		Resident	Host	Settl	Host	Settl
lack of access to land/ land rights	50%	26%	46%	69%	50%	72%
lack of access to livestock or other agricultural resources (not land)	40%	24%	46%	49%	31%	55%
lack of technical agricultural knowledge/skills	39%	21%	51%	52%	43%	45%
lack of needed education or professional experience	43%	24%	52%	52%	42%	58%
lack of access to finance for agriculture, education or starting an own business;	56%	30%	57%	58%	69%	83%
available work is unsuited (e.g. heavy) for certain groups	35%	36%	48%	45%	25%	21%
stereotypes about the capacity/ skills of certain groups (e.g. PWD, women, refugees)	29%	15%	46%	63%	12%	26%
employer preferences	10%	3.1%	12%	22%	7.0%	12%
issues employing refugees (e.g. legal, community acceptance)	18%	0.4%	18%	59%	3.5%	25%
cultural less/not accepted that women work (outside the house)	9.9%	0.7%	23%	16%	12%	7.7%
care-taking tasks at home, e.g. children, elderly	22%	33%	29%	16%	15%	7.7%
other	9.1%	3.8%	5.2%	3.1%	25%	14%

Topic: (gender) constraints for engaging in LH activities

When asked about the engagement of adult HH members in income generation (including HH food production activities), an average of 2.01 adults were engaged, with somewhat lower figures for refugees. An average of 39% stated it had HH members willing to engage that were currently not engaged. There were no major different between the regions, although some differences are noted between host communities and refugees, especially in West-Nile, which may indicate a lack of opportunities, especially for refugees.

This was confirmed when asked for the reasons of non-engagement. On average 2.09 reasons were quoted, the main ones being:

- **There are no jobs/ opportunities** (41%), less mentioned in Karamoja (24%), and most quoted by refugees, e.g. 61% in West-Nile
- **Lack of financial services (e.g. loans) for businesses** (40%): mentioned across the regions, especially also in Karamoja and by refugees in West-Nile;
- **Do not have the needed education/ skills** (35%): mentioned across the regions, highest in West-Nile;
- **Too old/ young** (28%): mentioned across the regions;
- **Do not have the required tools, equipment, inputs** (25%): mentioned more in Karamoja, and less in Southwest;
- **Health-medical conditions** (19%): quoted across regions, but significantly higher for refugees, which corresponds to earlier findings about chronic illnesses;
- **Family/ care-taking tasks** (13%): the average is biased by high reporting in Karamoja (28%); refugees mentioned this less. This seems to contradict desk review findings about limited time availability (of women). However, it should be noted that it was not specified which HH members are concerned. For example, young people may not have these obligations, which may explain lower findings.

An average of 3.6 reasons were quoted as reasons for difficulties, with especially refugees quoting more difficulties that certain groups (elderly, youth, women, refugees) faced. Instead in Karamoja, the most mentioned reasons were “available work is unsuited (e.g. heavy) for certain groups” (36%)” and “care-taking tasks at home, e.g. children, elderly (33%)”.

Topic: ECMEN

Table 8: ECMEN indicator calculation and MEB comparison			
	ECMEN per capita	Above MEB	Below MEB
Karamoja (resident)	53,634	45%	55%
West-Nile	55,718	35%	65%
<i>Host</i>	68,509	37%	63%
<i>Refugees</i>	41,860	33%	67%
Southwest	81,309	45%	55%
<i>Host</i>	84,463	26%	74%
<i>Refugees</i>	79,756	54%	46%
<i>Percentage of total</i>	63,509	41%	59%

Table 8A: ECMEN disaggregated per region and population for 6 combinations of interventions (covering 796 of 1,201 survey counts, equal to 66%)				
Row Labels	Count of Activities	Average of ECMEN per capita - monthly	Above MEB	Below MEB
ACL	62	56,132	3.2%	97%
Karamoja	39	52,944	2.6%	97%
South west	9	57,503	0%	100%
Host community household	7	61,739	0%	100%
Refugee household	2	42,675	0%	100%
West Nile	14	64,132	7.1%	93%
Host community household	7	63,274	0%	100%
Refugee household	7	64,990	14%	86%
ACL & Financial¹⁸³	84	69,888	8.4%	92%
Karamoja	40	48,556	0%	100%
South west	26	80,290	12%	88%
Host community household	10	56,396	0%	100%
Refugee household	16	96,219	20%	80%
West Nile	18	102,843	22%	78%
Host community household	18	102,843	22%	78%
AMS & ACL & Financial¹⁸⁴	30	51,504	10%	90%
Karamoja	7	41,984	0%	100%
South west	10	64,956	20%	80%

¹⁸³ Note that per the findings, limited or no ACL was conducted outside Karamoja, although recently irrigation schedules and incubator activities were started in Southwest. Since many beneficiaries reported to have received assistance from other agencies as well, it is unclear to what extent these findings can be attributed to the interventions.

¹⁸⁴ Ibid, the main confirmed layering between AMS and ACL is in Karamoja. No ACL was conducted in West-Nile during the evaluation period

Table 8A: ECMEN disaggregated per region and population for 6 combinations of interventions (covering 796 of 1,201 survey counts, equal to 66%)

Row Labels	Count of Activities	Average of ECMEN per capita - monthly	Above MEB	Below MEB
Host community household	4	62,861	25%	75%
Refugee household	6	66,352	17%	83%
West Nile	13	46,283	7.7%	92%
Host community household	7	63,561	14%	86%
Refugee household	6	26,126	0%	100%
AMS & Financial	102	63,576	8.8%	91%
Karamoja	25	56,879	4.0%	96%
South west	33	92,828	18%	82%
Host community household	18	95,641	28%	72%
Refugee household	15	89,453	6.7%	93%
West Nile	44	45,443	4.5%	95%
Host community household	16	55,275	13%	88%
Refugee household	28	39,824	0%	100%
Financial	424	65,820	10%	90%
Karamoja	154	56,653	0%	100%
South west	129	88,667	20%	80%
Host community household	42	84,180	0%	100%
Refugee household	87	90,834	29%	71%
West Nile	141	54,928	6.3%	94%
Host community household	63	68,270	13%	88%
Refugee household	78	44,152	0%	100%
Financial & Small LH	36	61,031	8.3%	92%
Karamoja	6	36,073	5.2%	95%
South west	16	75,997	15%	85%
Host community household	6	106,334	10%	90%
Refugee household	10	57,794	17%	83%
West Nile	14	54,624	5.7%	94%
Host community household	10	61,557	7.9%	92%
Refugee household	4	37,293	3.8%	96%
None	58	60,383	6.9%	93%
Karamoja	8	34,337	0%	100%
South west	30	74,245	10%	90%
Host community household	2	125,515	50%	50%
Refugee household	28	70,583	7.1%	93%
West Nile	20	50,009	5.0%	95%
Host community household	17	50,467	5.9%	94%
Refugee household	3	47,415	0%	100%
Grand Total	789	64,047	8.0%	92%

ECMEN indicator: literal findings

A: Food sub-module

The literal findings in terms of food expenses are provided in table 9. Note that the averages are calculated for the respondents actually indicating s/he purchased and/or received as gift and/or produced him/herself a specific item. As such they provide an indication about the size of the purchases/ gifts and own production. However, these averages will be diluted over the total respondents as part of the ECMEN indicator calculation.

KARAMOJA	Total (UGX)	Purchases in cash and on credit (UGX)	Value of in-kind gifts or assistance (UGX)	Value of own production (UGX)
Cereals	38,493	16,124	8,641	13,728
Tubers	15,389	4,092	3,676	7,621
Pulses and nuts	26,366	8,658	5,624	12,084
Vegetables	12,145	4,110	2,012	6,023
Fruits	12,029	3,140	3,456	5,433
Meat	55,788	14,528	16,000	25,260
Fish	15,123	3,206	7,250	4,667
Fats	13,286	4,744	3,167	5,375
Milk/Dairy products	20,331	3,892	9,071	7,368
Eggs	6,656	3,482	3,125	3,531
Sugar, confectionery and desserts	12,333	4,908	4,800	2,625
Condiments	6,163	2,047	539	3,577
Non-alcoholic beverages (including bottled water)*	30,125	8,458	9,667	12,000
Ready-made meals and snacks* prepared outside the home	23,609	3,609	17,000	3,000

* this concern small numbers (2-3) of respondents, likely less vulnerable community members

WEST-NILE	Total (UGX)		Purchases in cash and on credit (UGX)		Value of in-kind gifts or assistance (UGX)		Value of own production (UGX)	
	Host	Settl	Host	Settl	Host	Settl	Host	Settl
Cereals	47,686	53,683	16,235	18,594	9,625	17,714	21,826	17,375
Tubers	28,345	21,366	11,737	6,041	3,230	3,813	13,378	11,512
Pulses and nuts	42,982	28,748	14,190	10,165	11,688	9,833	17,104	8,750
Vegetables	13,960	13,116	5,386	3,979	1,915	3,333	6,659	5,804
Fruits	12,726	10,988	4,615	4,000	2,071	1,800	6,040	5,188
Meat	55,529	36,107	18,279	17,107	15,000	16,000	22,250	3,000
Fish	22,043	11,361	7,710	4,861	5,500	1,500	8,833	5,000
Fats	10,512	9,847	3,512	4,597	3,500	2,250	3,500	3,000
Milk/Dairy products	23,931	10,000	4,556	7,000	1,000	0	18,375	3,000
Eggs	11,055	8,293	4,550	4,543	2,667	0	3,838	3,750
Sugar, confectionery and desserts	14,257	10,791	5,674	4,458	4,833	3,333	3,750	3,000
Condiments	3,397	3,623	1,597	1,345	1,200	878	600	1,400
Non-alcoholic beverages (including bottled water)	10,237	4,036	2,570	2,986	2,667	1,050	5,000	0
Ready-made meals and snacks prepared outside the home	27,220	15,000	4,620	2,250	18,600	10,000	4,000	2,750

Table 10: ECMEN Food per region SOUTHWEST

SOUTHWEST	Total (UGX)		Purchases in cash and on credit (UGX)		Value of in-kind gifts or assistance (UGX)		Value of own production (UGX)	
	Host	Settl	Host	Settl	Host	Settl	Host	Settl
Cereals	72,900	71,065	29,386	34,605	17,889	17,857	25,625	18,603
Tubers	37,288	33,925	14,279	13,256	8,091	8,000	14,918	12,669
Pulses and nuts	44,484	35,600	11,532	14,895	21,500	9,607	11,452	11,098
Vegetables	9,750	9,658	4,432	3,137	1,750	2,941	3,568	3,580
Fruits	13,676	11,074	4,247	3,923	3,464	2,333	5,965	4,818
Meat	47,847	35,563	20,847	14,230	2,000	4,000	25,000	17,333
Fish	17,546	18,208	7,546	7,791	10,000	8,667	0	1,750
Fats	11,306	13,189	5,639	7,689	1,000	1,500	4,667	4,000
Milk/Dairy products	20,993	15,499	5,949	5,832	4,500	6,667	10,544	3,000
Eggs	8,706	6,114	3,535	3,614	700	0	4,471	2,500
Sugar, confectionery and desserts	41,070	6,459	5,903	4,459	15,167	0	20,000	2,000
Condiments	8,662	4,751	1,704	1,677	5,333	1,282	1,625	1,792
Non-alcoholic beverages (including bottled water)	24,218	9,978	5,685	5,178	5,200	2,800	13333	2000
Ready-made meals and snacks prepared outside the home	6,658	8,675	4,658	3,675	2,000	5,000	0	0

B: Non-food sub-module

The literal findings in terms of food expenses are provided in table 11. Note that the averages are calculated for the respondents actually indicating s/he purchased and/or received as gift a specific item. As such they provide an indication about the size of the purchases and assistance. However, these averages will be diluted over the total respondents as part of the ECMEN indicator calculation.

Key observations would be that for expenses like personal care, electricity (if available), and communication, the differences are limited between regions and populations. However, resident and host populations spent more on housing costs like water supply and service related to their dwellings.

Table 11: ECMEN Non-food per region

KARAMOJA	Total (UGX)	Purchases in cash and on credit (UGX)	Value of in-kind gifts or assistance (UGX)
Personal care			
Hygiene items and services	28,056	15,282	12,774
Transport			
Transport-related goods and services*	61,577	43,355	18,222
Fuel*	56,849	49,036	7,813
Housing			
Water supply for domestic use	13,212	6,597	6,615
Electricity*	30,940	20,273	10,667
Other sources of energy for cooking, heating, lighting etc.	35,252	13,027	22,225

Services related to dwelling*	30,867	30,867	0
Communication			
Communication-related goods and services	12,199	9,088	3,111
Recreation, sport and culture			
Goods and services related recreation, sport and culture	55,169	25,969	29,200
Other			
Alcohol, Tobacco	28,726	17,070	11,656

* small numbers of respondents, few HHs spent money on this

Table 12: ECMEN Non-food per region

WEST-NILE	Total (UGX)		Purchases in cash and on credit (UGX)		Value of in-kind gifts or assistance (UGX)	
	Host	Settl	Host	Settl	Host	Settl
Personal care						
Hygiene items and services	37,375	32,177	25,792	21,227	11,583	10,950
Transport						
Transport-related goods and services	30,141	43,008	23,828	30,341	6,313	12,667
Fuel	48,850	25,375	36,850	25,375	12,000	0
Housing						
Water supply for domestic use	7,635	4,504	2,726	2,226	4,909	2,278
Electricity	42,500	0	42,500	0	0	0
Other sources of energy for cooking, heating, lighting etc.	28,796	23,004	21,819	18,147	6,977	4,857
Services related to dwelling	71,000	20,000	65,000	15,000	6,000	5,000
Communication						
Communication-related goods and services	14,092	8,069	10,042	6,569	4,050	1,500
Recreation, sport and culture						
Goods and services related recreation, sport and culture	19,950	6,500	14,700	6,500	5,250	0
Other	-	-				
Alcohol, Tobacco	16,856	22,214	12,000	14,714	4,856	7,500

Table 13: ECMEN Non-food per region

SOUTHWEST	Total (UGX)		Purchases in cash and on credit (UGX)		Value of in-kind gifts or assistance (UGX)	
	Host	Settl	Host	Settl	Host	Settl
Personal care						
Hygiene items and services	41,213	31,404	28,213	24,029	13,000	7,375
Transport						
Transport-related goods and services	45,040	31,933	38,929	22,533	6,111	9,400
Fuel	63,176	31,000	60,176	31,000	3,000	0
Housing						
Water supply for domestic use	16,902	2,734	14,369	1,734	2,533	1,000
Electricity	22,700	20,850	17,700	20,850	5,000	0
Other sources of energy for cooking, heating, lighting etc.	68,514	34,132	32,514	29,132	36,000	5,000

Table 13: ECMEN Non-food per region

SOUTHWEST	Total (UGX)		Purchases in cash and on credit (UGX)		Value of in-kind gifts or assistance (UGX)	
	Host	Settl	Host	Settl	Host	Settl
Services related to dwelling	121,714	24,526	106,714	24,526	15,000	0
Communication						
Communication-related goods and services	14,648	10,905	12,033	8,955	2,615	1,950
Recreation, sport and culture						
Goods and services related recreation, sport and culture	23,957	10,412	7,957	10,412	16,000	0
Other	-	-				
Alcohol, Tobacco	31,468	20,078	26,318	14,703	5,150	5,375

C. Non-food (6 months) submodule

The literal findings in terms of food expenses are provided in table 14A-C. Note that the averages are calculated for the respondents actually indicating s/he purchased and/or received as gift a specific item. As such they provide an indication about the size of the purchases and assistance. However, these averages will be diluted over the total respondents as part of the ECMEN indicator calculation.

Key observations are that health and education are the biggest expenditure groups. In Karamoja, there is limited health assistance, as it is the highest average percentage of own contribution versus assistance. This is likely due to limited coverage or limited free services being provided, with low percentages reporting to have received assistance. Coverage appears better for education services, although significant own contributions are made.

In West-Nile, there seems to be significant health assistance for both host communities and refugees, with assistance exceeding own contributions. Host communities have more medicine and health products availability, but pay more for health services, while for the refugees it was the other way around. For education, the assistance findings are in line with the other regions. Host communities have higher personal contributions than refugees.

For Southwest, there appears to be more health assistance for refugees, exceeding their personal contributions, compared to host communities. The same accounts for education, although the overall assistance provided is in line with other regions.

Table 14A: ECMEN Non-food (6 months) - per region

KARAMOJA	Total (UGX)	Purchases in cash and on credit (UGX)	Value of in-kind gifts or assistance (UGX)
Health			
Health services	223,530	169,846	53,684*
Medicines & Health products	138,428	112,289	26,139*
Clothing			
Clothing and footwear	139,696	112,307	27,389
Education			
Education services	544,253	313,019	231,234
Education goods	129,321	71,689	57,632
Housing			
Rent	269,355	179,355*	90,000**
Household non-durable furniture and utensils	61,238	42,682	18,556**
Household routine maintenance**	135,416	95,083	40,333

* Low percentages of responses. For health, 9.5% and 5.8% showing the coverage of healthcare facilities?! 7.8% paying rent

** small number of respondents

Table 14B: ECMEN Non-food (6 months) - per region						
WEST-NILE	Total (UGX)		Purchases in cash and on credit (UGX)		Value of in-kind gifts or assistance (UGX)	
	Host	Settl	Host	Settl	Host	Settl
Health						
Health services	140,012	259,419	91,000	102,889	49,012	156,530
Medicines & Health products	277,234	114,971	51,101	42,365	226,133	72,606
Clothing						
Clothing and footwear	159,063	167,931	126,730	86,931	32,333	81,000
Education						
Education services	501,942	387,884	350,019**	232,117	151,923	155,767
Education goods	121,884	92,368	92,551	64,595	29,333	27,773
Housing						
Rent	286,667	40,923	286,667	40,923	0	30,000*
Household non-durable furniture and utensils	77,768	67,409	65,768	53,595	12,000	13,814
Household routine maintenance	19,930	8,300	18,430	8,300	1,500	0

* only two respondents (0.5%)

** excluding four outlier values of 350; 250; 16.5 and 13 million UGX

Table 14C: ECMEN Non-food (6 months) - per region						
SOUTHWEST	Total (UGX)		Purchases in cash and on credit (UGX)		Value of in-kind gifts or assistance (UGX)	
	Host	Settl	Host	Settl	Host	Settl
Health						
Health services	237,276	193,345	177,097	92,545	60,179	100,800
Medicines & Health products	88,098	140,182	42,098	46,126	46,000	94,056
Clothing						
Clothing and footwear	239,765	171,445	160,598	135,214	79,167	36,231
Education						
Education services	545,351	440,699	367,462	203,842	177,889	236,857
Education goods	127,280	83,556	108,907	57,732	18,373	25,824
Housing						
Rent	194,667	137,782	194,667	113,182	0	24,600
Household non-durable furniture and utensils	326,213	70,765	72,880	50,765	253,333	20,000
Household routine maintenance	73,528	55,828	73,528	37,828	0	18,000

Topic: Financial services

I. Financial services

An average of 1.77 financial services were available in the respondents' villages or settlements.

An average of 89% of the surveyed community members used financial services. Those using them used an average of 1.43 financial services. The highest percentage of non-use was in Karamoja with 22%; this was less than 3% for host communities.

Table 15: Availability of financial services (per region & population)

	Total average	Karamoja	West-Nile		Southwest	
		Resident	Host	Settl	Host	Settl
None	6.1%	13%	2.9%	2.1%	0.8%	3.3%
Bank (savings & lending)	18%	17%	7.7%	3.1%	33%	32%
Mobile saving & lending services	48%	43%	36%	44%	69%	57%
Other external lending institutions (e.g. micro-finance; private)	4.5%	0.8%	3.4%	0.5%	21%	5.6%
External (e.g. crop/livestock) insurance services	2.6%	5.3%	2.4%	1.0%	1.5%	0.4%
Governmental lending or (e.g. crop/livestock) insurance services	5.0%	8.3%	12%	0%	0.8%	0.4%
Governmental safety net/ employment protection	0.4%	0.3%	1.4%	0%	0%	0.4%
Nutricash saving system	1.4%	0%	5.3%	3.1%	0%	0%
Community-based lending or insurance services (e.g. farmer associations; VSLA)	86%	76%	95%	86%	94%	91%
Other	1.0%	0.3%	1.0%	0%	0%	0.4%

Table 16: Use of financial services (per region & population)

	Total average	Karamoja	West-Nile		Southwest	
		Resident	Host	Settl	Host	Settl
None	11%	22%	2.9%	4.7%	2.3%	8.1%
Bank (savings & lending)	9.9%	7.3%	5.8%	2.1%	18%	19%
Mobile saving & lending services	32%	30%	22%	27%	49%	38%
Other external lending institutions (e.g. micro-finance; private)	2.4%	0%	1.4%	0%	11%	4.4%
External (e.g. crop/livestock) insurance services	1.7%	4.0%	0.5%	0%	0.8%	0.7%
Governmental lending or (e.g. crop/livestock) insurance services	1.7%	3.0%	3.4%	0%	0%	0.4%
Governmental safety net/ employment protection	0.2%	0.3%	0%	0%	0%	0.4%
Nutricash saving system	0.2%	0%	0.5%	0.5%	0.8%	0%
Community-based lending or insurance services (e.g. farmer associations; VSLA)	78%	64%	89%	83%	92%	81%
Other	1.2%	2.5%	1.4%	0%	0%	0.7%

Table 17: Use of financial services disaggregated for FL training (per region & population)

	Received FL training	Total average	Karamoja	West-Nile		Southwest	
			Resident	Host	Settl	Host	Settl
None	NO	74%	83%	50%	67%	67%	45%
	YES	26%	17%	50%	33%	33%	55%
Bank (savings & lending)	NO	19%	41%	25%	0%	13%	10%
	YES	81%	59%	75%	100%	87%	90%
Mobile saving & lending services	NO	32%	39%	53%	73%	5%	12%
	YES	68%	61%	47%	27%	95%	88%
Other external lending institutions (e.g. micro-finance; private)	NO	10%	N/A	33%	N/A	7%	8%
	YES	90%	N/A	67%	N/A	93%	92%
External (e.g. crop/livestock) insurance services	NO	25%	25%	0%	N/A	0%	50%
	YES	75%	75%	100%*	N/A	100%	50%
Governmental lending or (e.g. crop/livestock) insurance services	NO	35%	25%	43%	N/A	N/A	100%
	YES	65%	75%	57%	N/A	N/A	0%*
Governmental safety net/ employment protection	NO	50%	100%	N/A	N/A	N/A	0%*
	YES	50%	0%	N/A	N/A	N/A	100%
Nutricash saving system	NO	67%	N/A	100%	100%	0%	N/A
	YES	33%	N/A	0%*	0%*	100%*	N/A
Community-based lending or insurance services (e.g. farmer associations; VSLA)	NO	26%	21%	32%	52%	12%	15%
	YES	64%	79%	68%	48%	88%	85%
Other	NO	33%	40%	33%	N/A	N/A	0%
	YES	67%	60%	67%	N/A	N/A	100%

* only one respondent

Topic: Shocks - drought - extend PRO-ACT

J. Shocks

A total of 89% of the surveyed community members stated their HH was affected by an average of 1.69 natural/ external shocks during the last 12 months (table 18), with minor differences between the three regions. Southwest reported a bit lower prevalence and lower number of different shocks compared to West-Nile and Karamoja. The higher number of different shocks in West-Nile came especially from host communities, which may be more exposed to weather-related shocks.

Table 18: Occurrence of natural/ external shocks during last 12 months (per region & population)

	Total average	Karamoja	West-Nile		Southwest	
		Resident	Host	Settl	Host	Settl
None	11%	11%	9.6%	7.3%	6.9%	16%
Insecurity (e.g. cattle raids) or conflict-related	17%	46%	0%	1.6%	2.3%	3.0%
Drought	52%	44%	68%	68%	47%	42%
Floods (riverine/Nile or rains)	29%	10%	38%	39%	37%	37%
Landslides	1.8%	0.3%	4.8%	4.7%	0.8%	0.4%
Agricultural crop-pests (e.g. plant diseases; locusts) affecting more than >25% of the crops	22%	19%	33%	24%	29%	14%
Livestock diseases affecting more than >25% of your animals	7.8%	3.3%	9.1%	6.3%	14%	12%
Disease outbreaks, e.g. cholera; malaria; diarrhoea; Ebola	13%	20%	15%	16%	1.5%	2.6%
Other	9.2%	15%	4.8%	1.0%	12%	8.9%

Topic: EWS and response

For those who indicated to be affected by an external/ natural shock during the last 12 months, 32% confirmed to have received information or EWS messages, while 55% not (table 19). The percentage for Karamoja is significantly higher (43%) than the other regions, except Southwest host (50%), which can likely be attributed to the PRO-ACT activities. However, still less than half receives the messages. Gender may play a role as main respondents were female. For those that received EWS warnings, 60% stated that actions (e.g. meetings, plans or preparations) were taken at community or district level to respond if needed (table 20). Although Karamoja scored higher, the difference is much smaller, showing that EWS and response systems tend to be linked.

Table 19: Information provision or (early) warning messages provided about the situation and what to do to reduce the risks/impact

	YES	NO	Don't know/ not sure
Karamoja (resident)	43%	38%	19%
West-Nile	21%	69%	9.3%
<i>Host</i>	26%	64%	10%
<i>Refugees</i>	17%	75%	8.4%
Southwest	33%	58%	9.2%
<i>Host</i>	50%	46%	4.1%
<i>Refugees</i>	23%	65%	12%
<i>Percentage of total</i>	32%	55%	12%

Table 20: Actions (e.g. meetings, plans or preparations) taken at community or district level to respond if needed

	YES	NO	Don't know/ not sure
Karamoja (resident)	75%	21%	3.9%
West-Nile	50%	41%	9.0%
<i>Host</i>	44%	44%	12.5%
<i>Refugees</i>	60%	37%	3.3%
Southwest	59%	32%	8.8%
<i>Host</i>	57%	34%	8.2%
<i>Refugees</i>	60%	30%	9.4%
<i>Percentage of total</i>	64%	29%	6.6%

Table 21: Effectiveness of info-sharing and/or actions taken at community/ district level in reducing the risk and/or impact of the shock

	Very effective	Effective	Neutral	Not very effective	Not at all effective	No such activities
Karamoja (resident)	8.3%	7.3%	9.0%	17%	7.5%	52%
West-Nile	3.8%	5.8%	12%	6.3%	2.3%	70%
<i>Host</i>	3.4%	7.2%	13%	5.8%	2.4%	69%
<i>Refugees</i>	4.2%	4.2%	11%	6.8%	2.1%	72%
Southwest	6.5%	7.2%	8.2%	9.2%	2.5%	66%
<i>Host</i>	6.9%	13%	9.2%	9.9%	1.5%	60%
<i>Refugees</i>	6.3%	4.4%	7.8%	8.9%	3.0%	70%
<i>Percentage of total</i>	6.2%	6.7%	9.7%	10%	4.1%	63%

Topic: Resilience Capacity Score

Calculating this as per the WFP guidelines, resulted in the following findings. Karamoja scored highest on the average resilience capacity score (table 22), significantly higher than West-Nile and Southwest. However, it should be noted that in these regions, there are significant differences between host communities and refugees, with the latter pulling down the average. For example, the host communities in Southwest might be at par with Karamoja, especially when considering the breakdown per RCSi category (table 23). While Karamoja had the highest percentage of high RCS, it simultaneously had a significant percentage of low RCS, equal to West-Nile and almost double compared to Southwest host communities. However, given Karamoja's status as one of the least developed regions of Uganda, and Southwest being significantly better positioned and connected to major urban centres, the findings are encouraging. It is likely that PRO-ACT and other self-reliance activities contributed to these achievements.

Table 22: Average Resilience Capacity Score

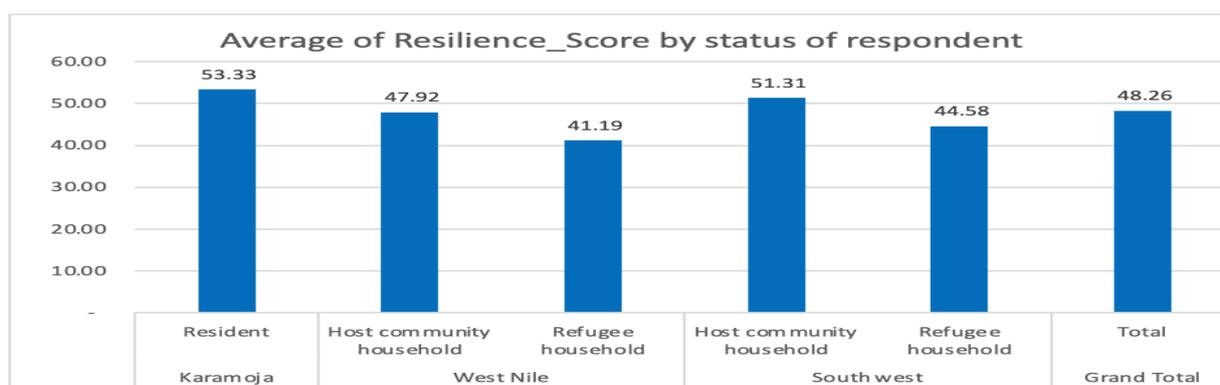
	Average Resilience Capacity Score
Karamoja (resident)	53.33
West-Nile	44.69
<i>Host</i>	47.92
<i>Refugees</i>	41.19
Southwest	46.78
<i>Host</i>	51.31
<i>Refugees</i>	44.58
<i>Average</i>	48.26

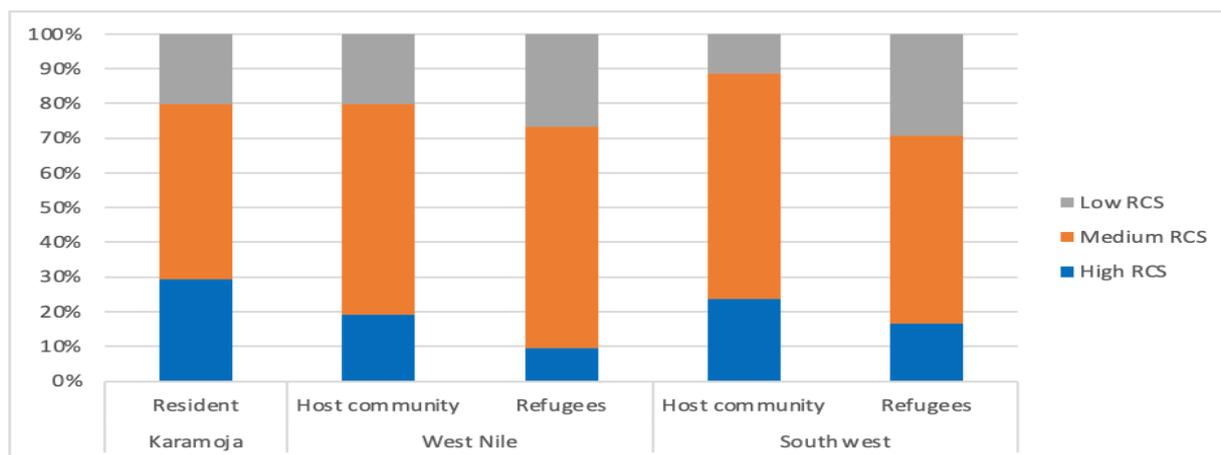
Table 23: Average Resilience Capacity Score disaggregated by gender

Region	Female	Male	Average Resilience Capacity Score
Karamoja	46,6	57,9	53,3
(Resident)	46,6	57,9	53,3
West Nile	43,4	46,3	44,7
Host community household	47,7	48,0	47,9
Refugee household	40,9	41,9	41,2
South west	45,9	47,5	46,8
Host community household	51,0	51,5	51,3
Refugee household	43,4	45,5	44,6
Average	45,1	51,0	48,3

Table 24: Breakdown of Resilience score per category (by region, population and gender)

Region	High RCS	Medium RCS	Low RCS
Karamoja	30%	50%	20%
(Resident)	30%	50%	20%
Female	19%	48%	34%
Male	37%	52%	11%
West Nile	15%	62%	23%
Host community household	19%	61%	20%
Female	20%	57%	23%
Male	19%	63%	18%
Refugee household	9%	64%	27%
Female	11%	60%	30%
Male	6%	76%	18%
South west	19%	58%	23%
Host community household	24%	65%	11%
Female	19%	74%	7%
Male	27%	58%	15%
Refugee household	17%	54%	29%
Female	16%	51%	33%
Male	17%	57%	26%
Percentage of total	21%	57%	22%





Topic: Sustainability

O. Sustainability

The surveyed beneficiaries were asked to indicate the extent to whether various interventions would continue after the end of project support (table 25A-C).

In general, there are the following observations per region:

- **Karamoja:** it appears respondents are most confident in the continuation of activities directly related to agricultural production, such as PHM and small food production activities. They are less confident about the sustainability of the technical training and financial literacy.
- **West-Nile:** overall the host community and refugees were positive about the sustainability of most interventions, although some more concerns about the individual asset creation and technical trainings.
- **Southwest:** overall the host community and refugees were positive about the sustainability of most interventions, especially the small food production and financial literacy activities. This may indicate these suited the local context well with more access to land and easier market access (as per qualitative findings). However, refugees were in general significantly more concerned about the sustainability from a variety of interventions: community and individual asset creation; PHM activities, and the LH incubator.

Table 25A: Continuation of interventions after the end of project support - per region

KARAMOJA	Very likely	Likely	Neutral	Unlikely	Very unlikely	Don't know
Community Assets or Public works activities (e.g. irrigation facilities, fish ponds)	17%	31%	18%	4.5%	2.8%	26%
Individual agricultural assets creation (e.g. tree planting, bee hives)	19%	33%	19%	4.3%	4.5%	20%
Post-harvest, marketing and access to market support	34%	34%	18%	3.8%	2.3%	8%
Financial and digital literacy training	24%	27%	21%	9.8%	2.8%	16%
Small (non-agricultural) livelihoods' support (e.g. food processing, trading)	23%	28%	20%	5.8%	2.8%	21%
Small food production activities, e.g. backyard farming; small animal breeding	38%	38%	14%	3.0%	1.5%	6%
LH incubator programme*	4.5%	16%	28%	7.3%	5.8%	39%
Technical trainings (e.g. climate smart agriculture or livestock)	9.3%	24%	25%	11%	6.3%	24%

* not there in Karamoja, at least not by WFP

Table 25B: Continuation of interventions after the end of project support - per region

WEST-NILE	Very likely		Likely		Neutral		Unlikely		Very unlikely		Don't know	
	Host	Settl	Host	Settl	Host	Settl	Host	Settl	Host	Settl	Host	Settl
Community Assets or Public works activities (e.g. irrigation facilities, fish ponds)	16%	8.9%	32%	23%	13%	10%	9.1%	3.6%	3.8%	9.4%	25%	44%
Individual agr. assets creation (e.g. tree planting, bee hives)	15%	8.3%	35%	28%	13%	16%	12%	4.2%	4.8%	12%	21%	32%
Post-harvest, access to market support	25%	12%	38%	33%	12%	13%	6.3%	8.3%	5.3%	8.9%	13%	25%
Financial and digital literacy training	24%	22%	34%	25%	13%	10%	6.7%	6.3%	9.6%	9.9%	13%	27%
Small (non-agricultural) LH support (e.g. food processing, trading)	23%	14%	46%	42%	15%	17%	2.9%	5.7%	3.8%	5.2%	9.6%	17%
Small food production activities, e.g. backyard farming; animals breeding	37%	21%	40%	46%	11%	12%	1.4%	2.1%	2.4%	2.7%	8.2%	15%
LH incubator programme*	9.6%	7.3%	24%	15%	19%	15%	9.6%	6.3%	2.4%	7.3%	36%	49%
Technical trainings (e.g. climate smart agr. or livestock)	21%	15%	31%	28%	15%	13%	7.7%	7.3%	11%	15%	15%	21%

* this activity was implemented in Southwest, which likely explains the large percentages of "don't know"

Table 25 C: Continuation of interventions after the end of project support - per region

SOUTHWEST	Very likely		Likely		Neutral		Unlikely		Very unlikely		Don't know	
	Host	Settl	Host	Settl	Host	Settl	Host	Settl	Host	Settl	Host	Settl
Community Assets or Public works activities (e.g. irrigation facilities, fish ponds)	14%	17%	43%	26%	16%	16%	12%	22%	3.1%	11%	12%	8.5%
Individual agr. assets creation (e.g. tree planting, bee hives)	21%	20%	47%	31%	15%	16%	4.6%	17%	4.6%	8.1%	7.6%	7.8%
Post-harvest, and access to market support	27%	28%	43%	26%	15%	14%	6.1%	16%	2.3%	8.9%	6.1%	7.0%
Financial and digital literacy training	30%	31%	44%	27%	13%	13%	5.3%	13%	2.3%	9.6%	6.1%	5.6%
Small (non-agricultural) LH support (e.g. food processing, trading)	24%	25%	47%	25%	17%	23%	3.8%	16%	0.8%	2.6%	6.9%	7.8%
Small food production activities, e.g. backyard farming; animals breeding	37%	33%	47%	44%	8.4%	10%	1.5%	7.8%	0%	0.7%	6.1%	4.8%
LH incubator programme	19%	17%	40%	26%	11%	15%	8.4%	17%	7.6%	13%	15%	11%
Technical trainings (e.g. climate smart agr. or livestock)	21%	18%	41%	34%	14%	16%	9.2%	16%	4.6%	8.9%	11%	17%

Those responding (very) unlikely, provided an average of 1.9 reasons, with the most mentioned being (table 26):

- **lack of financial means** (60%): especially in West-Nile and Southwest, less in Karamoja;
- **lack of technical knowledge/ training** (58%): especially in West-Nile;
- **lack of maintenance & repair structures at community level** (18%): especially in West Nile;
- **lack of customers/ buyers for products** (11%): especially in West-Nile;
- **lack of interest/ willingness to continue the activities** (20%): especially in West-Nile;

Under “other”, mainly Karamoja with 42%, respondents provided 20 reasons: no such interventions (6x); uncertainty about programme continuity (4x); lack of agricultural tools (1x); biased selection by NGOs (1x); programme will continue as we have skills and knowledge (1x); landscape unsuited for activities (fish farming; beekeeping) (2x); small plots (1x); no water for irrigation (3x); without supervision there will be power abuse/ favouritism by leaders (1x).

Table 26: Reasons for (very) unlikely continuation of activities – per region

	Total average	Karamoja	West-Nile		Southwest	
		Resident	Host	Settl	Host	Settl
Lack of financial means	60%	33%	77%	78%	81%	71%
Lack of technical knowledge/ training	58%	40%	74%	85%	51%	44%
Availability of spare parts	3.8%	1.2%	8.0%	8.2%	0%	0%
Lack of maintenance & repair structures at community level (committee; maintenance plan; fee collection)	18%	8.7%	39%	28%	2.7%	8.3%
Lack of customers/ buyers for products	11%	5.0%	21%	18%	8.1%	3.1%
Lack of interest/ willingness to continue the activities	20%	17%	24%	23%	19%	15%
Other	19%	42%	3.6%	0.7%	11%	8.3%

Topic: Operational context – physical assets

L. Physical assets - basic services availability

The surveyed community members were asked about the availability of various basic services. Key observations/ differences are the following:

- Availability of water for HH purposes: overall available but not limited for 25-32% in Karamoja and Southwest.
- Availability of water for irrigation, livestock purposes: an average of 44% across regions stated that water availability was limited. 31% of host West-Nile and 23% of refugees Southwest stated water was not available.
- Availability of electricity: 88% across regions stated this is not or limited available, only in Southwest significant percentages stated this was available;
- Availability of telephone and internet services (coverage): 44% across regions but significantly lower in West-Nile, Karamoja had 21% “widely available”;
- Availability of healthcare services: 54% across regions but significantly higher in Southwest;
- Availability of different food items and vendors: 50% across regions but significantly lower in Karamoja (39%), and 17% not available.
- Availability of different agricultural supplies (e.g. seeds & tools; veterinary; traders): 38% across regions but significantly lower in Karamoja, which reported 30% “not available”.
- Availability of transport modalities/connectivity to nearby markets or urban centres (e.g. roads; public transport): 57% across regions but significant differences between refugees in West-Nile (44%) and Southwest (73%), which indicates settlements in West-Nile are less connected.

Topic: GEWE – gender contribution

When asked if any changes in the HH roles occurred resulting from project activities, 61% answered yes. (table 27). While Karamoja and West-Nile 44-59% reported “no change”, the percentages are 15% (host) and 20% (settlement) in Southwest, which indicates major changes.

Although some changes occurred in male behaviour, such as “becoming more involved in HH food production” and “becoming more involved in HH chores”, these cultural practices may take longer to change. However, in terms of women empowerment the following observations were made:

- **Female(s) became more involved in the production of income generating crops** (44%): especially successful in Southwest, both for host communities (69%) and refugees (60%), while less for West Nile refugees (30%), and Karamoja (33%);
- **Female(s) became more involved in activities of community organisations** (44%): especially successful in Southwest, both for host communities (67%) and refugees (60%), while less for West Nile refugees (31%), and Karamoja (30%);
- **Female(s) became member of a farmer organisation** (44%): especially successful for Southwest host communities (61%), while less for West Nile refugees (30%);
- **Female(s) became a member of a saving organisation/ opened a bank-saving account** (39%): especially successful for host communities in Southwest (67%) and West-Nile (45%, as well as Southwest refugees (46%), while less for West Nile refugees (31%), and Karamoja (29%). Note that bank account were not used much as per the financial services’ findings;
- **Increased female ownership of HH assets** (16%): especially for Southwest host (28%) reflecting the earlier gender role findings.

Under “other”, various issues (n=9) were mentioned, not always related: children joint responsibility (1x); children benefited of AFI nutrition programme (2x); men and women engaged jointly in activities (1x); women more involved in decision-making (1x), and not involved in agriculture (1x), and unclear/ unrelated (3x).

Table 27: Changes in HH roles because of project activities (per region & population)

	Total average	Karamoja	West-Nile		Southwest	
		Resident	Host	Settl	Host	Settl
No changes	39%	46%	44%	59%	15%	20%
Male(s) became more involved in HH food production	26%	28%	25%	14%	31%	29%
Male(s) became more involved in HH chores	17%	12%	17%	10%	21%	27%
Female(s) became more involved in the production of income generating crops	44%	33%	40%	30%	69%	60%
Female(s) became more involved in activities of community organisations	44%	30%	45%	31%	67%	60%
Female(s) became member of a farmer organisation	41%	36%	44%	30%	61%	46%
Female(s) became a member of a saving organisation/ opened a bank-saving account	39%	29%	45%	32%	55%	46%
Increased female ownership of HH assets	16%	15%	18%	11%	28%	12%
Other	0.8%	1.3%	0.5%	0%	1.5%	0.7%

A total of 61% across the three regions stated that changed occurred in how HH decisions were made as a result of the project activities (table 28A), with big differences between regions/ populations. While 64% of the West-Nile refugees stated there were no changes, this was 23% for Southwest. Note that West-Nile decision-making was already highly female-only. Most change (44%) occurred for “more final decisions were taken jointly”, followed by “Women were more involved in/ consulted for decision-making (33%), and “more final decisions were taken by women (18%).

When disaggregating the use of financial services based financial literacy training (table 28B), there is clear pattern of much higher changes by those having received financial literacy training. The findings are less clear from the “no changes” question, which is likely explained by the fact that especially for Southwest high percentages of respondents reported that decision-making was already done jointly and/or by women. For those who reported changes, a large majority (>70%) received financial literacy training across regions and populations. It is highly likely that this relationship is causal, and that financial literacy training contributed to women empowerment in terms of more involvement in HH level decision-making. The only exception is “more final decisions taken by women” in Karamoja where the findings are mixed, which may be related to the more conservative socio-cultural context, resulting in less change in this regard.

For those that indicated there were changes, changes mainly concerned all types of decisions (table 29), but especially “HH income spending” (78%), and “savings” (77%), which, as per above, can likely be attributed partially to the financial literacy activities, which would also explain the higher percentages in the settlements. Selling of farm products might be the result of AMS and small LH activities, which were more prominent in West-Nile settlements, Southwest host communities and Karamoja.

	No changes	Women more involved in/ consulted for decision-making	More final decisions taken jointly	More final decisions taken by women
Karamoja (resident)	41%	37%	42%	10%
West-Nile	53%	37%	33%	16%
<i>Host</i>	42%	46%	38%	18%
<i>Refugees</i>	64%	28%	27%	14%
Southwest	23%	40%	57%	27%
<i>Host</i>	21%	47%	60%	28%
<i>Refugees</i>	24%	37%	56%	27%
<i>Percentage of total</i>	39%	38%	44%	18%

	Gender	Total average	Karamoja	West-Nile		Southwest	
			<i>Resident</i>	<i>Host</i>	<i>Settl</i>	<i>Host</i>	<i>Settl</i>
No changes	Male	37%	41%	42%	52%	30%	26%
	Female	39%	41%	43%	67%	18%	22%
Women more involved in/ consulted for decision-making	Male	37%	41%	47%	33%	27%	29%
	Female	39%	36%	45%	27%	53%	41%
More final decisions taken jointly	Male	52%	47%	42%	40%	67%	66%
	Female	41%	40%	36%	23%	57%	50%
More final decisions taken by women	Male	10%	4.3%	14%	14%	6.7%	14%
	Female	21%	12%	20%	14%	35%	34%

Table 28B: Changes in HH decision making as result of project activities – disaggregated by FL training

	Received FL training	Total average	Karamoja	West-Nile		Southwest	
			<i>Resident</i>	<i>Host</i>	<i>Settl</i>	<i>Host</i>	<i>Settl</i>
No changes	NO	53%	53%	60%	64%	44%	28%
	YES	47%	47%	40%	36%	56%	72%
Women more involved in/ consulted for decision-making	NO	21%	25%	19%	24%	6%	25%
	YES	79%	75%	81%	76%	94%	75%
More final decisions taken jointly	NO	18%	30%	10%	23%	3%	16%
	YES	82%	70%	90%	77%	97%	84%
More final decisions taken by women	NO	23%	49%	5%	22%	5%	26%
	YES	77%	51%	95%	78%	95%	74%

Table 29B: Changes in HH decision making as result of project activities – disaggregated by FL training and gender

	Gender	Received FL training	Total average	Karamoja	West-Nile		Southwest	
				<i>Resident</i>	<i>Host</i>	<i>Settl</i>	<i>Host</i>	<i>Settl</i>
No changes	Male	NO	61%	46%	74%	78%	60%	46%
		YES	28%	38%	22%	33%	24%	23%
	Female	NO	64%	55%	70%	81%	82%	31%
		YES	28%	29%	28%	51%	10%	20%
Women more involved in/ consulted for decision-making	Male	NO	25%	31%	22%	11%	40%	23%
		YES	42%	46%	62%	50%	24%	30%
	Female	NO	27%	20%	26%	14%	18%	56%
		YES	48%	48%	55%	41%	58%	37%
More final decisions taken jointly	Male	NO	29%	37%	11%	22%	20%	54%
		YES	62%	52%	60%	54%	76%	68%
	Female	NO	21%	29%	11%	10%	9.1%	44%
		YES	50%	50%	49%	38%	63%	52%
More final decisions taken by women	Male	NO	10%	8.6%	3.7%	6.3%	0%	31%
		YES	13%	2.5%	20%	21%	8.0%	11%
	Female	NO	15%	12%	2.1%	5.6%	18%	38%
		YES	27%	12%	29%	23%	37%	33%

Table 30: Type of decisions for which changes in HH decision-making occurred

	Total average	Karamoja	West-Nile		Southwest	
		<i>Resident</i>	<i>Host</i>	<i>Settl</i>	<i>Host</i>	<i>Settl</i>
Food assistance use	36%	24%*	52%	76%	20%	34%
Cash assistance use	45%	24%*	61%	82%	24%	58%
Land use	55%	59%	47%	68%	60%	48%
Types of crop grown	66%	64%	64%	72%	74%	63%
Selling of farm products	66%	68%	60%	81%	67%	63%
HH income spending	78%	76%	68%	79%	86%	82%
Savings	77%	65%	66%	81%	91%	89%

Table 30: Type of decisions for which changes in HH decision-making occurred

	Total average	Karamoja	West-Nile		Southwest	
		Resident	Host	Settl	Host	Settl
Membership of community organisations	44%	45%	43%	46%	58%	37%
Other	2.2%	2.5%	4.9%	1.4%	1.0%	1.0%

* note that these were not really provided by WFP in Karamoja during the evaluation period

Topic: AAP, safety, security and protection

N. AAP, safety, security and protection

The respondents were asked five standard Yes/No questions related to AAP, safety and protection issues. The percentages that answered affirmative (yes) are shown in table 31).

- **81% felt well-informed about the assistance/service** available with minor differences between regions
- **53% felt their views about the assistance received were taken into account** by the organization. A total of 70 respondents quoted as reasons:
 - not having received assistance (17);
 - never been in touch with anybody (17);
 - we rarely receive feedback (16);
 - we want more cash support (12);
 - maybe because I am new (4);
 - they reduced our ration but we are poor (2);
 - I did not understand the financial literacy training (1);
 - there is a need for girl child protection to avoid early pregnancies (1).
- **97% thought WFP and/or other partner staff treated them and members of your household respectfully** stated that their views about the assistance received were taken into account by the organization. A total of 38 respondents quoted as reasons:
 - never been in touch with WFP (3)
 - never received support – false promises (11)
 - rude/ arrogant behaviour (during distributions) (10);
 - waiting times and conditions during distributions (6)
 - CFW overtime and late payments (2);
 - disagreement with classification – alleged exclusion error (4);
 - lack of clarity/ financial accountability about project activities (1);
 - unclear (“some workers don't serve them in time”) (1).
- 36% stated that they or HH members were unable to access livelihood assistance one or more times
- 3.8% stated that they or HH members experienced any safety issues related or as a result of participating in livelihood assistance.

For those that stated to have experience safety issues, the problem mainly occurred (table 31): 37% Going to livelihood programme sites; 13% “Coming from livelihood programme sites”; 13% “At livelihood programme sites”; 37% “Elsewhere, yet the challenge was still related to participating in livelihood programmes”. This is also reflected in the nature of the safety challenges, which is often related to obtaining (adequate) physical access.

The most mentioned nature of the safety challenge (either actual or attempted) were (table 32):

- **Other** (37%): as per below, although most unrelated to security;
- **Physical violence, harassment or threats** (20%): mainly amongst refugees in West-Nile;

- **Assault in connection with theft of assistance that has been received** (15%): few cases in every location;
- **Obstruction or restriction of access to assistance** (11%): all in Karamoja;
- **Lack of crowd control measures** (11%): all in Karamoja.

Under other (specify), 17x types of incidents were quoted. In Karamoja (6x): sickness (because of digging) 3x; rain/river prevented physical access (2x), and road accident when getting irrigation water (1x). In the other regions, almost all (10x) quoted the associated costs (to travel to the sites), while one respondent mentioned verbal threats.

In general, in Karamoja most incidents seem more related to physical access to assistance, while the incidents of physical violence and assaults may be related to the actual (cash) assistance received.

Table 31: Confirmation of AAP-safety-protection issues (per region & population)

	Total average	Karamoja	West-Nile		Southwest	
		Resident	Host	Settl	Host	Settl
Felt well informed about the assistance/service available	81%	92%	69%	80%	79%	77%
Views taken into account by the organization about the assistance you received*	53%	71%	45%	58%	39%	56%
WFP and/or other partner staff treated you and members of your household respectfully	97%	97%	93%	94%	100%	98%
Unable to access livelihood assistance one or more times	36%	30%	50%	49%	26%	29%
Experienced any safety issues related or as a result of participating in livelihood assistance	3.8%	5.3%	0.5%	6.3%	1.5%	3.7%

* based on few respondents. Due to a skip logic error, this question was only asked to respondents stating they felt not well informed. Positive is that the far majority of them did feel their views were considered.

The respondents were asked three standard Yes/No questions related to their programme participation. The percentages that answered affirmative (yes) are shown in table 32:

- Stated to know how their household was chosen to participate in the livelihood assistance program (50%): higher awareness in Karamoja
- Stated to know when the livelihood assistance program you are participating in will end (21%): somewhat higher in West-Nile
- Stated to know where they could address complaints, questions or ask for information about anything related to livelihood assistance (75%): significantly lower in Karamoja.

For those aware of complaints, and feedback mechanisms, the preferred modalities to address their complaints or questions were (table 33):

- **WFP and or Partners** (14%): low preference, especially in West-Nile;
- **Local Councils** (30%): across regions, especially preferred by host communities
- **Refugee Committees** (12%): only mentioned and preferred by refugees
- **Project staff**: same as for WFP, low preference, especially in West-Nile;
- **Complaints desk** (4.7%): mentioned by refugees

Under "other", 102 respondents answered:

- **Don't know** (33x);
- **Farmer group coordinator** (16x);
- **Block leader** (14x);
- **VHT** (10x);
- **Toll free number** (7x);
- **Refugee Welfare Committees** (7x): mentioned as option;
- **Elite** (5x);
- **Community Facilitator** (4x)

- **Various** (police; family members; OPM; NGOs) 5x

Table 32: Confirmation of programme participation issues (per region & population)

	Total average	Karamoja	West-Nile		Southwest	
		<i>Resident</i>	<i>Host</i>	<i>Settl</i>	<i>Host</i>	<i>Settl</i>
Know how their household was chosen to participate	50%	72%	34%	44%	52%	33%
Know when assistance program will end	21%	17%	35%	30%	16%	15%
Know where they could address complaints, questions...	75%	59%	81%	84%	82%	84%

Table 33: Preferred modalities for complaints and questions

	Total average	Karamoja	West-Nile		Southwest	
		<i>Resident</i>	<i>Host</i>	<i>Settl</i>	<i>Host</i>	<i>Settl</i>
WFP and or Partners	14%	18.3%	5.8%	8.9%	16%	16%
PTA/SMC	0%	0%	0%	0%	0%	0%
Subcounty or District Officials	3.9%	3.3%	10%	0%	7.6%	1.1%
Refugee Committees	12%	n/a	0%	34%	0%	29%
Health Unit MCs	0.7%	1.3%	0%	0.5%	0%	0.7%
Local Councils	30%	27%	58%	24%	35%	15%
Community Elders	5.2%	4.0%	9.1%	8.3%	1.5%	3.7%
Project staff	11%	14%	4.3%	0.5%	30%	12%
Complaints desk	4.7%	1.5%	1.0%	6.8%	3.8%	12%
Complaints and suggestion box	0.5%	0.3%	0%	0.5%	0.8%	1.1%
Community health worker	0.9%	2.5%	0%	0%	0%	0.4%
Other (specify)	17%	28%	12%	16%	5.3%	9.6%

Annex 14. Overview of effectiveness of self-reliance interventions

Activity group	RELEVANCE - COHERENCE		EFFECTIVENESS		SUSTAINABILITY	
	Assessment	Explanation	Assessment	Explanation	Assessment	Explanation
ACL	Medium-high	<p>Link to WFP school feeding</p> <p>Link to NUSAF, and social protection systems LIPWs</p>	Medium-high	<p>Effectiveness seems good when small-scale and linked to a market</p> <p>LIPWs mainly short-term effective because of CBTs?!</p>	Medium-low	<p>Incubator and SFP activities look promising for self-reliance, but numbers are small</p> <p>CFW in itself not sustainable</p> <p>Self-reliance potential of LIPWs is small?</p> <p>Potential for phase-out/ handover to government-WB system?</p> <p>Link to WB DRDIP and NUSAF</p> <p>Policy and/or guidelines development with government (LIPWs)</p>
Small LH settlements	Medium-low	<p>Exit strategy not well defined or studied</p> <p>Links to plot provision</p> <p>Interesting as conditionality or secondary HH income source</p> <p>Focus on extra vulnerable, PLWs, which are least likely to become self-reliant</p> <p>Limited focus on HH food production and intake</p>	Medium-low	<p>Some good examples, but no link to market actors or clear exit strategy</p> <p>SIDA monitoring, results seem less strong for own production</p>	Medium-low	<p>No link to compulsory saving like Nutricash?</p> <p>Exit-strategy is difficult, economic viability questionable</p> <p>Incubator approach may be more relevant</p> <p>No link to governmental agencies</p>

Activity group	RELEVANCE - COHERENCE		EFFECTIVENESS		SUSTAINABILITY	
	Assessment	Explanation	Assessment	Explanation	Assessment	Explanation
AMS	Medium	Theoretical relevance, but not considered high need by beneficiaries?	Medium	Effective if used/ adopted Adaptation rate average Not suited for all value chains Less suited for small farmers	Medium	Adaptation rate average Continued use/ reinvestment without incentive unclear Quality incentives missing (from government side) No government linkages
Financial inclusion	High	Barriers for women and refugees Low financial and digital literacy Priority for Uganda government and in Parish devt. model	Medium	Socio-cultural barriers to effectiveness, such as role of women, access to phone Needs effective SBCC	Medium-low	No follow-up training?! Needs more governmental or community backing/ implementation Government priority
PRO-ACT	High	Uganda high risk climate change Karamoja high risk CC Gaps in government capacity WFP's expertise area Cooperation FAO & UNDP? Link to social protection WB	High	Proven success on especially coping strategy reduction Possibility to enhance effectiveness by linking EWS to preventive action like CBTs for expected lean season; prevent instead of cure	High	Lower running costs once system is operational? Potential for phase out/ handover to partners, e.g. FAO, UNDP, IFAD Longer term climate funding may be attracted Link to broader social protection programme, e.g. WB supported Strong government linkages/ involvement

Pros and cons of self-reliance interventions

Activity group	Pros	Cons	Remarks
ACL	<ul style="list-style-type: none"> - capacity for larger numbers under LIPWs - possibility to engage higher number of women/ promote gender inclusion via government - link to governmental system, LIPWs, and WB's NUSAF-DRDIP 	<ul style="list-style-type: none"> - small numbers for more "effective" ones in SW and Karamoja - focus on most vulnerable for LIPWs, limited potential for self-reliance - exit strategy for LIPWs one missing, 3 months CFW not helping much? - longer term effectiveness/ sustainability unclear 	<p>Although PDMs and endline should show some successes, it is unclear to what extent these are caused/ biased by CBTs and (first-time) inputs received, and whether the achievements will be sustained</p> <p>Isingiro (1,021 HHs) have been included for 3 rounds?</p>
Small LH settlements	<ul style="list-style-type: none"> - larger numbers, relatively cheap - suited for women (home-based) 	<ul style="list-style-type: none"> - limited focus on agriculture/ food production - sustainability/ economic viability of activities 	
AMS	<ul style="list-style-type: none"> - larger numbers - links to market/ private sector - sustainability potential 	<ul style="list-style-type: none"> - limited focus on PHM and marketing, no production - effectiveness average, mainly linked to WFP purchase and school feeding 	
Financial inclusion	<ul style="list-style-type: none"> - high numbers - high relevance for women - important contributor to self-reliance 	<ul style="list-style-type: none"> - standalone not enough for enhancing self-reliance 	
PRO-ACT	<ul style="list-style-type: none"> - high numbers/ blanket coverage - high relevance given climate sensitivity of Uganda - sustainability/ phase-out potential 	<ul style="list-style-type: none"> - standalone not enough for enhancing self-reliance - especially relevant for agriculture, food production 	

Annex 15. Evaluability assessment

The ET observed that the majority of WFP programming in Uganda concerns CBTs; nutrition; school-feeding and social protection, which are outside the evaluation scope, although some more general recommendations from assessments were included in table 4.

Other, general studies, e.g. the U-learn LH assessment provide useful recommendations (e.g. “implementation of market-driven approaches to skilling to match labour demand and promote diversity of work opportunities) for the intervention, but since it is not a WFP-specific assessment, it was not included. Other WFP reports like the Multi-Year Partnership Agreement (MYPA) evaluation (2023) and the self-reliance analyses refugees and Karamoja (2023) were considered too recent to be included, although WFP is actively following up on the findings as reflected in the self-reliance and transition strategy.

Table 1. Studies/assessments and Key recommendations

Studies/ assessments	Key recommendations	Followed/ up - status
<p>Comprehensive Resilience Context Analysis of Karamoja in 2014</p>	<p>Possible priority interventions, including support for diversification of livelihoods, access to basic services, safety nets/ social protection and support for local governance and women and youth empowerment.</p> <ul style="list-style-type: none"> - Strengthen pastoralism as a continuing mainstay of the local economy; - Strengthen service and input support to agriculture as emerging livelihoods in Karamoja; - Strengthen rural livelihood diversification through support to e.g. fish farming, beekeeping 	<ul style="list-style-type: none"> - Partially followed up. Structural factors/ access to basic services not systematically addressed - Not followed up - Partially followed, limited production-related support provided - Followed up and successful
<p>Enhancing Resilience in Karamoja Programme (ERKP) evaluation” (2016)</p>	<ul style="list-style-type: none"> - Partner with FAO and; - Partner with other research institutions to develop more holistic approaches in future programming. 	<ul style="list-style-type: none"> - Partially followed up, link with farmer field school (per the CSP) not there - Followed up, e.g. NARO and ECHAI, but can be more systematic

Studies/ assessments	Key recommendations	Followed/ up - status
KNP Gender and Disability study (December 2018)	<p><u>Gender and Nutrition</u>¹⁸⁵</p> <ul style="list-style-type: none"> - Provide a variety of vegetable and other crop seeds to plant in the gardens for food diversity and balanced diet. - Strengthen the CP's monitoring, evaluation and documentation of processes to capture changes and report on issues of gender, disability and nutrition. <p><u>Disability and Nutrition</u>¹⁸⁶</p> <ul style="list-style-type: none"> - Engage all nutrition stakeholders and partners in Karamoja to include CWDs in all programmes, starting with WFP CPs. - Mapping of CWDs and PWDs is needed through use of community structures - VSLAs should be introduced to build social cohesion and assist people with disabilities. 	<ul style="list-style-type: none"> - Followed up as small LH activities - Partially followed-up by means of success stories, but not systematically addressed - Status unknown, not systematically followed up
GAM marker review/ CSP gender approach (2021-2025)	<ul style="list-style-type: none"> - Conducting a socio-cultural context analysis for Karamoja - Prioritise AMS for gen 	<ul style="list-style-type: none"> - Followed up - Followed up, but limited to female beneficiary numbers
ACL Endline impact evaluation, Isinghiro, Southwest, December 2021	<ul style="list-style-type: none"> - Strengthen Gender integration in ACL programming - Diversify ACL programming beyond on-farm activities to explore off farm activities - Enhancing sustainability linking beneficiaries and assets to other projects like DRDIP - Advocate for longer livelihood projects to establish and consolidate meaningful impact - Strengthen market linkages between buyers and farmer groups. 	<ul style="list-style-type: none"> - Followed up, but limited to female beneficiary numbers - Not followed up (yet) - Status unknown - Partially followed-up - Partially followed up as being AMS, not linked to ACL
FRC internal feedback during project implementation	<ul style="list-style-type: none"> - Accommodate the need for financial inclusion bases like VSLAs - Accommodate beneficiary interest in mobile banking 	<ul style="list-style-type: none"> - Followed-up - Followed up

Studies/ assessments	Key recommendations	Followed/ up - status
PHM practices adaptation barrier analysis (September 2022)	<ul style="list-style-type: none"> - Adopt a holistic approach: train farmers on high-yielding technologies to contribute to high productivity - Promote farmer field school approach to training - Sensitization on different types of storage systems and crop varieties 	<ul style="list-style-type: none"> - Not followed up (yet)

An overview of the data availability and reliability of the four self-reliance activities (in terms of needs assessment/ approach; baseline-endline; M&E data, and partner reports) as well as available data/documentation for self-reliance/ resilience and gender is provided here. Overall, the following observations are made:

- ACL and complementary LH activities: the available data is not very systematic and comprehensive. For example, baselines are mostly missing as well as the endline for ACL activities. Monitoring data provided is also not very systematic. Overall limited data seems available for host communities.
- AMS: the available data is overall systematic and comprehensive, especially the recurrent HH surveys, although mainly reporting on standard WFP indicators.
- Financial inclusion: comprehensive monitoring data is available, although a baseline is missing. Few questions about “changes” were included in the endline, which makes it harder to determine the contribution of the interventions (in absence of a baseline).
- PRO-ACT: comprehensive data is available, also because of frequent and detailed donor reporting requirements.
- Self-reliance/ resilience: policies and detailed context analyses are available, but there is a need to systematically integrate self-reliance/ resilience (e.g. self-reliance HH data collection tool; ECMEN; resilience capacity indicator) in the HH data collection.
- Gender: as elaborated upon in [section 1.3](#) concrete steps were taken to adequately mainstream gender in the CSP design reflected in the ACR reporting (disaggregated; gender equality contribution). While AMS was considered exemplary targeting 60% women, preliminary outcomes revealed that male beneficiaries produced, aggregated and sold more, with the risk of exacerbating existing gender inequalities. AMS was therefore used as pilot for improved gender mainstreaming and demonstrating impact. For the other self-reliance activities, while theoretical barriers and practical barriers for engaging in LHs were identified, gender-disaggregated data about the effectiveness and contributions to self-reliance would be useful to further enhance gender-sensitive programming.

Per self-reliance and resilience activity

ACL-complementary LH activities	Reliability	Gender disaggregated or sensitive	Description
Needs assessment/ approach	Unclear what was implemented	Yes	<ul style="list-style-type: none"> - Annex paper: asset creation and livelihoods, October 2020 - Concept notes: implementation of the Kenya-Uganda (Turkana –Karamoja) cross – border resilience building and climate adaptation project; Establishing Water Irrigation Facilities; Building Community Resilience Against Recurrent Shocks; AFI ACL (2022); SWAO ACL (2022) - Community Based Participatory planning (CBPP) and Community Action Plans (CAPs) for various sub-counties and the settlements in 7 districts
Baseline	No concerns	Yes	<ul style="list-style-type: none"> - Baseline survey for ACL Project in Lamwo and Adjumani (2019) - Karamoja FFA ACL project through labour intensive public works baseline;
Endline			<ul style="list-style-type: none"> - End-line Evaluation ACL Project in Lamwo and Adjumani districts End line Impact Evaluation: Asset Creation and Livelihood Project in Isingiro District, December 2021; - MYPA- Final Report_ Complementary Activities (2023); - Pro-resilience nutrition sensitive asset creation and livelihoods. Phase 1: lessons learnt (2022).
M&E data	n/a	n/a	No reports provided; WFP may have data
Partner reports	Evaluation reports	Yes	- 13 CP evaluation reports 2022 covering 12 CPs. The reports are all quite positive/ not very critical. Calculation of scores is unclear
Overall	the available data is not very systematic and comprehensive. For example, baselines (except for Karamoja) are missing as well as the endline for ACL activities. Monitoring data provided is also not very systematic. Overall limited data seems available for host communities.		

AMS	Reliability	Gender disaggregated or sensitive	Description
Needs assessment/ approach	No concerns	Yes	<ul style="list-style-type: none"> - Approach Paper, Extension of CSP 2018-2022, SO4 - AMS - USAID FtF AMS proposal 2020-2024 - MCF Proposal - Barrier Analysis Study on the Adoption of Small-Scale Hermetic Grain Storage Equipment
Baseline	No concerns	Yes	Baseline (2020)
Endline	No concerns	Yes	<ul style="list-style-type: none"> - 1st follow-up survey (2021) - 2nd follow-up survey (2022) - Endline (2023)
M&E data	n/a	n/a	No reports provided; indicator reporting included in partner reports

Partner reports	No concerns	Yes	<ul style="list-style-type: none"> - SNV (2018), before DE period, no longer CP; - ACAV (2020-2021); - Sasakawa (2022).
Overall	The available data is overall systematic and comprehensive, especially the recurrent HH surveys. Unclear if additional districts were included already, and whether all partners are listed.		

Financial inclusion	Reliability	Gender disaggregated or sensitive	Description
Needs assessment/ approach	No concerns	Yes	<ul style="list-style-type: none"> - USAID nutrition proposal including financial inclusion; - ECHO nutrition proposal including financial inclusion.
Baseline	n/a	n/a	Not available?
Endline	No concerns	Yes	<ul style="list-style-type: none"> - South West Financial Literacy Impact Evaluation "Report"; - Country Financial Literacy Impact Endline Study "Report"; - - Midline Assessment of the Financial Literacy Trainings within the Refugee Youth - End of Project Workshop-FLT notes Mbarara
M&E data	No concerns	Yes	<ul style="list-style-type: none"> - Agency Banking Project Monitoring and Evaluation System (2019) - Sample monitoring reports (2021) for Kyaka; Rwamwanja, and Kyangwali; - 46x week reports with indicator reporting; - 17x success stories.
Partner reports	No concerns	Yes	<ul style="list-style-type: none"> - Financial Oversight of Finnish Refugee Council, FRC, (2022); - 83x monthly reports from FRC.
Overall	Comprehensive monitoring data is available, although a baseline is missing. Few questions about "changes" were included in the endline, which makes it harder to determine the contribution of the interventions (in absence of a baseline).		

PRO-ACT	Reliability	Gender disaggregated or sensitive	Description
Needs assessment/ approach	No concerns	Yes	<ul style="list-style-type: none"> Climate Change in Uganda LTS-DFID CSP 2018-2025 National ICA Uganda- Draft Report (2021) National Climate Change Policy April 2015 final
Baseline	No concerns	Yes	<ul style="list-style-type: none"> Uganda (2020-2022): Strengthening Shock-responsive Systems in Karamoja. Inception report. September 2020 to March 2021 PRO-ACT baseline report (2021)
Endline	n/a	n/a	Ongoing
M&E data	No concerns	Yes	<ul style="list-style-type: none"> - Uganda (2020-2022): Strengthening Shock-responsive Systems in Karamoja. Progress report Sept-Dec 2020

PRO-ACT	Reliability	Gender disaggregated or sensitive	Description
			<ul style="list-style-type: none"> - Uganda (2020-2022): Strengthening Shock-responsive Systems in Karamoja. Progress report Jan – June 2021 - Uganda (2020-2022): Strengthening Shock-responsive Systems in Karamoja. Progress report Jan-Dec 2021 - Interim Narrative Report. Period 1 January – 31 December 2021 - Half-Year Technical Report. Period 1 January – 30 June 2022 - 2022_PRO-ACT_annual_report
Partner reports	No concerns	Yes	Karamoja EWS Report Jan 2020 (example)
Overall	Comprehensive data is available, also because of frequent and detailed donor reporting requirements.		

Cross-cutting

Self-reliance/ resilience

- Resilience toolkit (2021-2022);
- WFP compendium 2025, now including resilience capacity score but resilience outcome indicators are still few;
- Self-reliance analysis refugees (2023);
- Self-reliance analysis Karamoja (2023);
- Draft self-reliance HH data collection tool;
- Food Security and Nutrition Assessment (FSNA) tool, which includes more elements (e.g. ECMEN) related to self-reliance and resilience monitoring
- FSNAs (2021; 2022).

Overall assessment: policies and detailed context analyses are available, but there is a need to systematically integrate self-reliance/ resilience (e.g. self-reliance HH data collection tool; ECMEN; resilience capacity indicator) in the HH data collection.

Gender

- WFP-Uganda country gender action Plan 2018-2022;
- WFP Uganda CO gender, protection & inclusion action plan 2023-2027;
- Gender transformative approach to programming; a case for agriculture market support (2020);
- Gender Approach Paper: Moving Gender Equality from Rhetoric to Practice, WFP Uganda CSP 2021-2025;
- Protection and gender risk assessment report Rwamwanja; Kyanglwali; Kiryandogo; Lobule, and Rhino settlements (2020);
- Joint WFP-UNICEF analysis of the relationship between gender, disability and nutrition outcomes in Karamoja
- Analysis of gender, disability and other social determinants of nutrition outcomes in refugee-hosting areas in Uganda (2020);
- Gender Context Analysis Uganda: Karamoja (2021);
- Disaggregated ACR outcomes and output indicator reporting (2020-2022);
- ACR “Progress towards gender equality” indicators (2020-2022);

Overall assessment: appears adequately integrated in the design of WFP interventions in Uganda, including disaggregated reporting and specific gender contributions.

Annex 16. Informative Tables (overview location, partners, funding and ethical consideration)

Table 1. Overview of the locations and implementing partners per resilience activity

Resilience activity	Locations/ coverage	Implementing partners
Complimentary activities <i>(Small-scale livelihood activities; financial and digital literacy)</i>	13 refugee settlements in West Nile and Southwest Uganda	<ul style="list-style-type: none"> - Ministry of Gender, Labour & Social Protection - Office of the Prime Minister <u>Settlement Cooperating partners (CPs)</u> - Action Against Hunger Uganda (ACF) - Adventist Development and Relief Agency (ADRA) - Alliance Forum for Development (AFOD) - Andre Foods International (AFI) - Cooperazione e Sviluppo (CESVI) - Food for the Hungry (FH) - Finnish Refugee Council (FRC) - Lutheran World Federation (LWF) - Hunger Fighters Uganda (HFU) - World Vision International (WVI) - Save the children (SC) - Medical Teams International - Food for the Hungry Association (FHA) - UNHCR
ACL	6 hosting districts in West Nile and Southwest Uganda, and 7 resident (Karamoja) districts	<ul style="list-style-type: none"> Linked to NUSAF/DRDIP - DLGs - Makerere University - Excel Hort - Coburwas International Youth Organization to Transform Africa (CIYOTA) - District Local Governments
AMS	6 hosting districts in West and Southwest Uganda, and 4 resident districts in Karamoja	<ul style="list-style-type: none"> Linked to NUSAF/DRDIP - District Level Governments - Associazione Centro Aiuti Volontari (ACAV) - Sasakawa Global 2000 (SG2000) - SNV Netherlands Development Organization
PRO-ACT	9 resident districts in Karamoja	<ul style="list-style-type: none"> - Ugandan Meteorological Authority - District Level Governments - FAO (Karamoja)

Table 2. Ethical considerations, risks and safeguards

Phases	Ethical issues	Safeguards
Inception	Conflict of interest	i-APS has conducted due diligence on all proposed team members and conducted vetting consistent with UN security lists and excluded persons lists, using our internal compliance staff.
	Competency of the evaluation team	All team members have previous experience in conducting or leading evaluations for UN/INGOs.
	Awareness and knowledge of ethical guidelines among team	i-APS has informed its evaluation team on ethical guidelines and protection against sexual exploitation and abuse (PSEA). This include training for field enumerators.
Data collection/Data analysis	Pledge of Ethical Conduct in Evaluations	The pledge of ethical conduct and confidentiality agreement (signed by all team members) was shared with WFP.
	Informed consent process	Consent: All participants in data collection activities are engaged in the informed consent process acceptable to WFP best practices. It will be made clear that participation in WFP programmes will <i>not</i> be conditional on participating in survey activities. Participants were further informed about data confidentiality. Where any data collection concerns children, the rights of children were integrated into consent scripts and training of data collectors, ensuring that child and parent/caregiver consent was obtained, adhering to UN best practices.
	Data Protection, Safety and Security	Fundamental principles of data protection include: <ul style="list-style-type: none"> • The principle of the fairness and lawfulness of processing: i-APS enumerators asked for the <u>consent</u> of the respondents before collecting data (especially personal data). In a consent agreement form, the i-APS' team indicated that participation in data collection is anonymous and voluntary. If the respondent does not agree with the conditions, the survey is closed and no personal data is recorded. • Limitation principle: The goal of collecting data was explained. Particular care is taken to explain how information was stored, processed and used. • Data minimization: i-APS designed a tool with a view to minimising the amount of personal data stored. • Data review: Only the Team Leader (in the country-level team) had permission to view data and cannot change data inputs prior to secure transmission. Any changes in data were tracked through log-in permissions creating an evidence trail.
	Data storage	<ul style="list-style-type: none"> • i-APS stored electronic data in a secure Google Drive with access permissions limited to the Team Leader and i-APS Data Analysis Unit members. • Data storage (hard copy): i-APS enumerators were trained to respect the following procedure: Data collected through the KOBO toolbox must be deleted from the mobile/electronic device on a daily basis.

Phases	Ethical issues	Safeguards
		<p>Data collected on paper, from KIIs/FGDs, must be transferred to digital format (original documents scanned and uploaded to a protected i-APS storage cloud) and the paper documents destroyed.</p>
	<p>Procedures and processes to protect beneficiary data</p>	<ul style="list-style-type: none"> ● Personal/identifying information of respondents were not recorded in the survey electronic database (Kobo). ● Training on ethical collection of data (and its confidentiality) were provided to data collectors. ● <u>A confidentiality protocol</u> was developed to protect collected data. Data protection measures will include the security of laptops and data passwords. Any breaches of data security procedures were reported to WFP.
<p>Reporting/ Dissemination</p>	<p>Procedures undertaken to adhere to ethical guidance</p>	<ul style="list-style-type: none"> ● Use of the UNEG checklist to ensure that the team work according to ethical expectations. The checklist was diligently filled by the team leader, in consultation with team members. ● Training team member on ethical guidance. ● Re-verification of no conflict of interests before starting data analysis and reporting.
	<p>Stakeholder involvement</p>	<ul style="list-style-type: none"> ● Stakeholder involvement was discussed and agreed with WFP

Table 4. Overview funding versus expenditure

Strategic outcome	Needs based plan	Implementation plan	Available resources	Expenditure
SO-01: Refugees and other crisis affected people in Uganda have access to adequate nutritious food in times of crisis	193,792,841	128,971,761	211,496,638	135,597,675
SO-02: Food insecure populations in areas affected by recurring climate shocks have access to adequate and nutritious food all year	9,338,895	11,812,044	14,560,987	5,792,270
SO-03: Children aged 6 - 59 months in highly food insecure areas of the country have acute malnutrition rates and stunting rate trends in line with national and global targets by 2030	5,516,134	6,826,823	7,850,955	4,181,580
SO-04: Smallholder farmers, especially women, in targeted areas have strengthened and resilient livelihoods by 2030	4,857,816	7,988,146	7,108,457	3,376,064
SO-05: National and subnational Institutions in Uganda have increased capacity to coordinate and manage food security and nutrition Programmes, and respond to shocks by 2030	3,095,624	4,508,503	5,824,808	2,540,111
SO-06: The humanitarian community in Uganda and neighboring countries has access to cost-efficient, agile supply chain services when needed	295,248	285,248	3,200,478	1,142,494

Annex 17. Result framework / Line of Sight (CSP, SO-level)

Introduction

While WFP Uganda’s CSP covers the period of 2018-2025, the DE will cover the timeframe from 2020 till mid-2023. As explained above: the resilience activities mainly concern SO2 and SO4, but are also mainstreamed in strategic outcomes SO1, and SO5. For all SOs, most (outcome) reporting is done cumulatively, focusing on standardised strategic outcomes and strategic activities in line with WFP’s global, evidence-based reporting system. The annual country reports (ACR) of 2020, 2021 and 2022, were, therefore, used as main reference points, especially ACR 2022, since the reporting is cumulative. However, not all food-cash assistance beneficiaries may receive conditional assistance and/or are engaged in resilience activities, even though SO2 (with ACL) and SO4 (AMS) can be considered as focusing mainly on self-reliance and resilience related activities. This makes it more complicated to determine beneficiary numbers for the resilience activities.

In terms of funding availability and coverage, as per the ACRs (2020-2022), resources in 2020 and 2021 were heavily skewed towards specific strategic outcomes, while others were left significantly underfunded. For example, in 2020, SO5 was funded at 232%, which allowed WFP to design and implement programmes to support national institutions in responding to shocks (PRO-ACT). In 2021, although WFP’s crisis response was funded at 93%, most of the contributions came late and were not anticipated. As a result, in 2022, the WFP Uganda CO was 124% resourced against the annual needs-based plan, because 36% of the total funding available for 2022 was carried over from 2021. This funding enabled WFP to make significant progress towards implementing its CSP 2018-2025.

As remarked before, it is difficult to provide specific dates and funding details about the self-reliance and resilience activities, as the implementation is not project-based, but mainly comprises earmarked and unearmarked donor contributions to the CSP or specific SOs. For example, in 2019, the Japanese government supported ACL activities with an additional contribution of 2 million USD. From the related, short proposal titled “WFP Uganda Country Strategic Plan 2018-2022 “Enhancing Livelihoods of South Sudanese Refugees and Host Communities; From relief to self-reliance”, this seems more an earmarked contribution to the CSP. Similarly, there are approval decision memos for smaller components, like 500,000 USD of BMZ funding allocated to four incubators. A 5 million USD grant for AMS activities was received from USAID for the period July 2020-July 2025. Although 15 million USD was received for AMS from the Mastercard Foundation, to be used in the period November 2021-Oct 2026. This project is specifically focusing on entrepreneurship in micro and small agri-businesses and digital solutions in AMS, and was only started recently. In general, the integrated set-up of the CSP and standardised global reporting system make it difficult to distinguish individual contributions. Outcome results and cross-cutting indicators are reported cumulatively in the ACRs from 2020 onwards (which corresponds to the evaluation timeframe). However, outcome results focus on the standardised CSP outcomes, in terms of FS and nutrition indicators, and do not include specific resilience outcomes; the evaluation focus is the contribution to “resilience” as an intermediate outcome (see section 2.2). The detailed beneficiary breakdown in terms of gender and age, as well as cross-cutting indicators such as “Progress towards gender equality”, will be useful to determine the effectiveness of “GEWE” and general inclusion mainstreaming, which were also included in the reconstructed ToC.

Contributing to SDG 2: In 2022, WFP worked with the Government and partners to reach 1.85 million people with food and nutrition support, through general food assistance, treatment/prevention of malnutrition, and resilience-building activities. Note that zero beneficiaries were reported under SO2 and SO4, meaning that these beneficiaries did not receive any transfer as part of the resilience activities they participated in.

In line with its commitments to SDG 17, WFP has been a partner of choice for the Government in humanitarian response by providing timely and reliable supply chain support services and expertise. Table 1, Annex 18 shows parts of the food-transfer output results for CSP SO1; 2; 4 and 5, as reported in the WFP Uganda ACR 2022. The largest group are the refugees under SO 1 with 116,390, while the targeted climate-affected population (SO2) in Karamoja is 25,000. The planned number of smallholders supported with AMS was 44,922 (SO4), although none received any transfers. Under SO5, which includes capacity-building as part of PRO-ACT and AMS, 527 staff were trained.

Figure 1. Beneficiaries served by Activities per year

Region	2020	2021	2022	2023
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West Nile		763.993	903.563	949.676
South West		446.695	482.901	446741
Karamoja		396.202	499152	295373
National		16.123	33525	3923
Totals		1.623.013	1.919.141	1.695.713

Figure 2. Beneficiaries served by Area office per year for the last 3 years

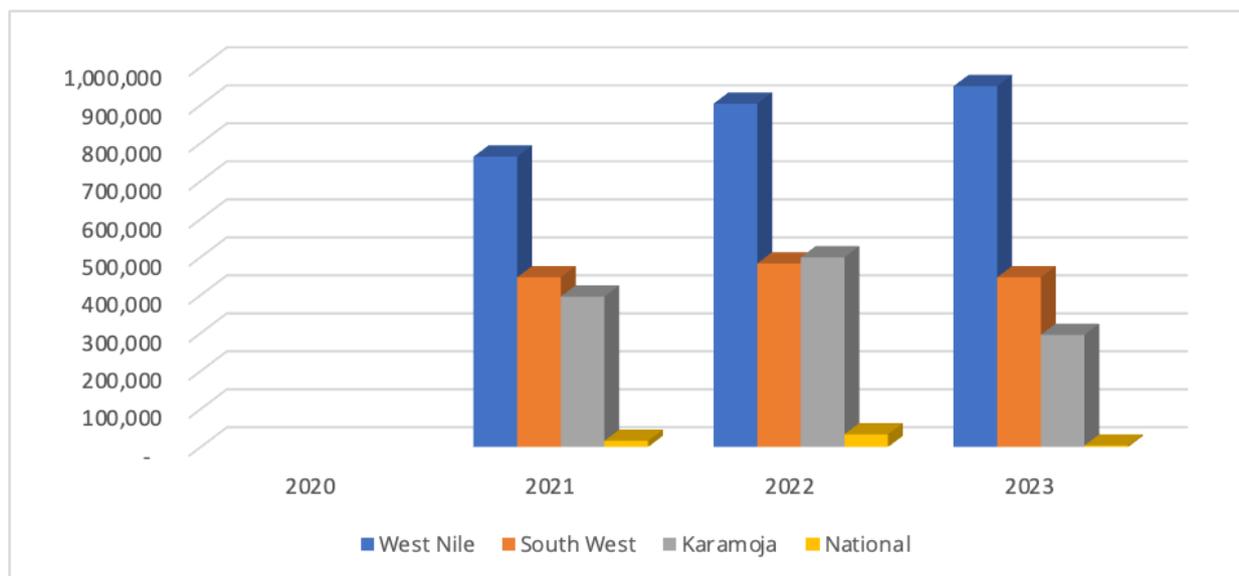


Table 1. Transfers output results 2022 for SO 1; 2; 4 and 5 (WFP Uganda ACR, 2022)

Strategic Outcome 01: Refugees and other crisis affected people in Uganda have access to adequate nutritious food in times of crisis				Crisis Response	
Output Results					
Activity 01: Provide food and nutrition assistance and promote financial inclusion of refugees					
Detailed Indicator	Beneficiary Group	Sub-Activity	Unit of Measure	Planned	Actual
A.1: Beneficiaries receiving capacity strengthening transfers	All	General Distribution	Female, Male, Total	66,506 54,414 120,920	54,703 61,687 116,390
Strategic Outcome 02: Food insecure populations in areas affected by recurring climate shocks have access to adequate and nutritious food all year				Resilience Building	
Output Results					
Activity 03: Provide technical assistance to the government, women and men participating in community-level asset creation projects, and strengthen the national social protection system to deliver livelihood and resilience building programmes.					
Detailed Indicator	Beneficiary Group	Sub-Activity	Unit of Measure	Planned	Actual
A.1: Beneficiaries receiving cash-based transfers	All	Food assistance for assets	Female, Male, Total	12,750 12,250 25,000	0 0 0
Strategic Outcome 04: Smallholder farmers, especially women, in targeted areas have strengthened and resilient livelihoods by 2030				Root Causes	
Output Results					
Activity 06: Strengthen the capacity of the Government in post-harvest management and link smallholder farmers to markets					
Detailed Indicator	Beneficiary Group	Sub-Activity	Unit of Measure	Planned	Actual
A.1: Beneficiaries receiving capacity strengthening transfers	All	Smallholder agricultural market support activities	Female, Male, Total	24,707 20,215 44,922	0 0 0
A.1: Beneficiaries receiving commodity vouchers transfers	All	Smallholder agricultural market support activities	Female, Male, Total	3,333 2,727 6,060	0 0 0
Strategic Outcome 05: National and sub-national institutions in Uganda have increased capacity to coordinate and manage food security and nutrition programmes, and to respond to shocks by 2030.				Root Causes	
Output Results					
Activity 08: Strengthen the capacity of selected national and sub-national institutions and their underlying systems to provide direct income support					
Detailed Indicator	Beneficiary Group	Sub-Activity	Unit of Measure	Planned	Actual
A.1: Beneficiaries receiving capacity strengthening transfers	Activity supporters	Institutional capacity strengthenin g activities	Female, Male, Total	0 0 0	269 258 527

Table 2. Detailed output results, for resilience activities under SO1; 2, 4 and 5 (WFP Uganda ACR, 2022)

Strategic Outcome 01: Refugees and other crisis affected people in Uganda have access to adequate nutritious food in times of crisis			Crisis Response	
Output Results				
Activity 01: Provide food and nutrition assistance and promote financial inclusion of refugees				
Output Indicator	Detailed Indicator	Unit of Measure	Planned	Actual
G: 1.7: Refugees have access to formal financial services, in order to achieve digital financial inclusion				
General Distribution				
G.4*: Number of participants of financial inclusion initiatives promoted by WFP	G.4*.1: Number of participants of financial inclusion initiatives promoted by WFP (Female)	Individual	84,644	102,926
G.4*: Number of participants of financial inclusion initiatives promoted by WFP	G.4*.2: Number of participants of financial inclusion initiatives promoted by WFP (Male)	Individual	36,276	44,111

Strategic Outcome 02: Food insecure populations in areas affected by recurring climate shocks have access to adequate and nutritious food all year				Resilience Building	
Output Results					
Activity 03: Provide technical assistance to the government, women and men participating in community-level asset creation projects, and strengthen the national social protection system to deliver livelihood and resilience building programmes.					
Output Indicator	Detailed Indicator	Unit of Measure	Planned	Actual	
A: 3.1: Food insecure people (including refugee and host community members) benefit from enhanced national planning tools for resilience building in order to reduce vulnerability to climate related shocks and protect access to food					
Institutional capacity strengthening activities					
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/ capacity strengthening transfers	A.1.22: Number of beneficiaries reached as a result of WFP's contribution to the social protection system	Individual	2,348	2,256	
C: 3.2: Food insecure people in Uganda (including refugees and host community members) benefit from the establishment of a sustainable public works programme in order to reduce vulnerability to shocks and protect access to food					
Institutional capacity strengthening activities					
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.4*.1: Number of government/national partner staff receiving technical assistance and training	Individual	1,272	110	
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.5*.1: Number of technical assistance activities provided	Unit	7	6	
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.5*.2: Number of training sessions/workshop organized	Training session	7	5	
C.6*: Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new)	C.6*.1: Number of tools or products developed	Unit	1	1	
D: 3.1: Food insecure people (including refugee and host community members) benefit from enhanced national planning tools for resilience building in order to reduce vulnerability to climate related shocks and protect access to food					
Climate adaptation and risk management activities					
D.2*: Number of people provided with direct access to energy products or services	D.2*.12: Total number of people provided with direct access to energy products or services (productive uses)	Number	225	1,423	
Food assistance for asset					
D.1: Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	D.1.22: Hectares (ha) of gardens created	Ha	323	805	
Institutional capacity strengthening activities					
D.1: Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	D.1.45: Number of assets built, restored or maintained by targeted communities	Number	930	727	
G: 3.1: Food insecure people (including refugee and host community members) benefit from enhanced national planning tools for resilience building in order to reduce vulnerability to climate related shocks and protect access to food					
Climate adaptation and risk management activities					

Strategic Outcome 04: Smallholder farmers, especially women, in targeted areas have strengthened and resilient livelihoods by 2030				Root Causes	
Output Results					
Activity 06: Strengthen the capacity of the Government in post-harvest management and link smallholder farmers to markets					
Output Indicator	Detailed Indicator	Unit of Measure	Planned	Actual	
C: 6.1: Smallholder farmers, and micro and small agricultural businesses (including refugee and host community farmers) benefit from improved access to post-harvest technology in order to increase their collective bargaining power (SR3)					
Smallholder agricultural market support activities					
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.4*.1: Number of government/national partner staff receiving technical assistance and training	Individual	151	196	
E*: 6.1: Smallholder farmers and micro and small agricultural businesses (including refugee and host community farmers) benefit from improved access to post harvest technology, in order to increase their collective bargaining power (SR3)					
Smallholder agricultural market support activities					
E*.5: Number of people reached through SBCC approaches using media	E*.5.2: Number of people reached through SBCC approaches using mid-sized media (i.e. community radio)	Individual	30,335	0	
F: 6.1: Smallholder farmers and micro and small agricultural businesses (including refugee and host community farmers) benefit from improved access to post harvest technology in order to increase their collective bargaining power (SR3)					
Smallholder agricultural market support activities					
F.1: Number of smallholder farmers supported/trained	F.1.17: Number of Farmer Organizations/Farmer Group leaders trained on group dynamics	Individual	380	2,250	
F.1: Number of smallholder farmers supported/trained	F.1.22: Number of farmer organizations trained in market access and post-harvest handling skills	Farmer organizations	38	40	
F.1: Number of smallholder farmers supported/trained	F.1.32: Number of farmers trained in marketing skills and post-harvest handling	Individual	30,335	43,961	
F.1: Number of smallholder farmers supported/trained	F.1.41: Number of individual farmers trained in post-harvest handling practices	Individual	30,335	21,536	
F: 6.2: Small holder farmers and micro and small agricultural businesses (including refugee and host community farmers) benefit from improved information, in order to access formal markets and financing					
Smallholder agricultural market support activities					
F.1: Number of smallholder farmers supported/trained	F.1.14: Number of farmers' organisation leaders trained in warehouse management practices	Individual	380	2,250	
F.1: Number of smallholder farmers supported/trained	F.1.15: Number of farmers' organisations leaders trained in business skills (FaaB, savings, marketing skills, lobbying and advocacy)	Individual	380	2,250	
F.1: Number of smallholder farmers supported/trained	F.1.39: Number of group leaders trained on leadership and governance practices	Individual	380	916	
F.1: Number of smallholder farmers supported/trained	F.1.52: Number of smallholder farmers mobilized, identified and profiled	Individual	30,335	32,085	

Strategic Outcome 05: National and sub-national institutions in Uganda have increased capacity to coordinate and manage food security and nutrition Programmes, and respond to shocks by 2030.		Root Causes		
Output Results				
Activity 08: Strengthen the capacity of selected national and sub-national institutions and their underlying systems to provide direct income support				
Output Indicator	Detailed Indicator	Unit of Measure	Planned	Actual
C: 8.1: Food-insecure people in Karamoja and refugees hosting districts benefit from improved planning, targeting and delivery of direct income support and asset creation programmes in order to reduce vulnerability to shocks and sustain their access to food.(SR1)				
Institutional capacity strengthening activities				
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.4*.1: Number of government/national partner staff receiving technical assistance and training	Individual	256	1,161
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.5*.1: Number of technical assistance activities provided	Unit	38	16
I: 8.1: Food-insecure people in Karamoja and refugees hosting districts benefit from improved planning, targeting and delivery of direct income support and asset creation programmes in order to reduce vulnerability to shocks and sustain their access to food.(SR1)				
Institutional capacity strengthening activities				
I.1*: Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support	I.1*.1: Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support	Number	0	3
M: 8.1: Food-insecure people in Karamoja and refugees hosting districts benefit from improved planning, targeting and delivery of direct income support and asset creation programmes in order to reduce vulnerability to shocks and sustain their access to food.(SR1)				
Institutional capacity strengthening activities				
M.1: Number of national coordination mechanisms supported	M.1.1: Number of national coordination mechanisms supported	Unit	10	15
Activity 09: Strengthen the capacity of selected national and sub-national institutions and their underlying systems to respond to shocks				
Output Indicator	Detailed Indicator	Unit of Measure	Planned	Actual
C: 9.1: 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				
Emergency preparedness activities				
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.4*.1: Number of government/national partner staff receiving technical assistance and training	Individual	126	269
Institutional capacity strengthening activities				
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and	C.5*.1: Number of technical assistance activities provided	Unit	8	4

Table 3. Detailed output results – 2022- 2021 – 2020 (WFP Uganda ACR, 2022)

Outcome Results								
Activity 01: Provide food and nutrition assistance and promote financial inclusion of refugees								
Outcome Indicator	Sex	Baseline	End-CSP Target	2022 Target	2022 Follow-up	2021 Follow-up	2020 Follow-up	source
Target Group: Refugees and Host - Location: Southwest - Modality: - Subactivity: Treatment of moderate acute malnutrition								
Proportion of target population that participates in an adequate number of distributions (adherence)	Female	0	≥90	≥66	93.1	95.2		WFP MRE
	Male	0	≥90	≥66	92.1	92		
	Overall	0	≥90	≥66	92.6	93.4		
Target Group: Refugees and Host - Location: Southwest - Modality: Food - Subactivity: Treatment of moderate acute malnutrition								
MAM Treatment Default rate	Female	19.5	<15	<15	4	3	6	WFP MRE
	Male	19.5	<15	<15	4	3	6	
	Overall	19.5	<15	<15	4	3	6	
MAM Treatment Mortality rate	Female	0	=0	=0	0	0	0	WFP MRE
	Male	0	=0	=0	0	0	0	
	Overall	0	=0	=0	0	0	0	
MAM Treatment Non-response rate	Female	3.5	<15	<15	2	3.7	1	WFP MRE
	Male	3.5	<15	<15	2	3.7	1	
	Overall	3.5	<15	<15	2	3.7	1	
MAM Treatment Recovery rate	Female	76	>75	>75	94	93.3	93	WFP MRE
	Male	76	>75	>75	94	93.3	93	
	Overall	76	>75	>75	94	93.3	93	
Target Group: Refugees and Host - Location: West - Modality: - Subactivity: Treatment of moderate acute malnutrition								
Proportion of target population that participates in an adequate number of distributions (adherence)	Female	0	≥90	≥66	93.1	91.5		WFP MRE
	Male	0	≥90	≥66	94.2	90.1		
	Overall	0	≥90	≥66	93.7	91.3		
Target Group: Refugees and Host - Location: West - Modality: Food - Subactivity: Treatment of moderate acute malnutrition								
MAM Treatment Default rate	Female	19.5	<15	<15	2.8	0	6	WFP MRE
	Male	19.5	<15	<15	2.8	0	6	
	Overall	19.5	<15	<15	2.8	0	6	
MAM Treatment Mortality rate	Female	0	=0	=0	0	0	0	WFP MRE
	Male	0	=0	=0	0	0	0	
	Overall	0	=0	=0	0	0	0	
MAM Treatment Non-response rate	Female	3.5	<15	<15	2.3	0	2	WFP MRE
	Male	3.5	<15	<15	2.3	0	2	
	Overall	3.5	<15	<15	2.3	0	2	
MAM Treatment Recovery rate	Female	76	>88	>75	94.8	97	91	WFP MRE
	Male	76	>88	>75	94.8	97	91	
	Overall	76	>88	>75	94.8	97	91	
Target Group: Refugees - Location: Southwest - Modality: - Subactivity: General Distribution								
Proportion of eligible population that participates in programme (coverage)	Female	67	>90	≥90	88.2	67		Secondary data
	Male	67	>90	≥90	88.2	67		
	Overall	67	>90	≥90	88.2	67		
Target Group: Refugees - Location: Southwest - Modality: Cash, Food - Subactivity: General Distribution								

Consumption-based Coping Strategy Index (Average)	Female	14.09	<10	<10	15.4	17.1	10.5	WFP survey
	Male	11.62	<10	<10	18.2	16.5	9.5	
	Overall	12.4	<10	<10	16.6	16.8	10.18	
Dietary Diversity Score	Female	3	>5	>5	4.5	4.1	4.02	WFP survey
	Male	3	>5	>5	4.3	4.1	3.88	
	Overall	3	>5	>5	4.4	4.1	3.96	
Food Consumption Score – Nutrition: Percentage of households that consumed Hem Iron rich food daily (in the last 7 days)	Female	1.3	>2	>2	0.5	2.2	0	WFP survey
	Male	1.4	>2	>2	1.5	1.7	0	
	Overall	1.4	>2	>2	0.9	2	0	
Food Consumption Score – Nutrition: Percentage of households that consumed Vit A rich food daily (in the last 7 days)	Female	14	>15	>15	17.8	21.5	14.1	WFP survey
	Male	20.4	>21	>21	25.1	20.2	11.3	
	Overall	17	>18	>18	20.8	20.8	12.4	
Food Consumption Score – Nutrition: Percentage of households that consumed Protein rich food daily (in the last 7 days)	Female	28.3	>29	>29	52.4	60.8	52.1	WFP survey
	Male	32.1	>33	>33	51.5	54.1	53.8	
	Overall	30.1	>31	>31	52	57.2	53.1	
Food Consumption Score – Nutrition: Percentage of households that never consumed Hem Iron rich food (in the last 7 days)	Female	34.6	<32	<32	76.6	83.2	57	WFP survey
	Male	31.6	<30	<30	75.5	79.8	49	
	Overall	33.2	<31	<31	76.1	81.4	52	
Food Consumption Score – Nutrition: Percentage of households that never consumed Protein rich food (in the last 7 days)	Female	12.7	<11	<11	6.5	0.9	7.1	WFP survey
	Male	13.1	<12	<12	4.4	2.5	6	
	Overall	12.7	<11.5	<11.5	5.7	1.8	6.5	
Food Consumption Score – Nutrition: Percentage of households that never consumed Vit A rich food (in the last 7 days)	Female	11.5	<11	<11	27.9	26.6	8	WFP survey
	Male	9.6	<9	<9	29.3	28.3	12	
	Overall	10.6	<10	<10	28.4	24.5	10	
Food Consumption Score – Nutrition: Percentage of households that sometimes consumed Hem Iron rich food (in the last 7 days)	Female	64.1	>66	>66	22.9	14.6	14.1	WFP survey
	Male	67	>68	>68	23	18.5	12.9	
	Overall	65.4	>67	>67	22.9	16.6	13.4	
Food Consumption Score – Nutrition: Percentage of households that sometimes consumed Protein rich food (in the last 7 days)	Female	59	>60	>60	41.1	38.3	40.8	WFP survey
	Male	54.8	>60	>60	44.1	43.4	40.2	
	Overall	57.1	>60	>60	42.3	41	40.5	

Food Consumption Score – Nutrition: Percentage of households that sometimes consumed Vit A rich food (in the last 7 days)	Female	74.5	>74	>74	54.3	51.9	38.8	WFP survey
	Male	70.1	>72	>72	45.6	51.5	46.1	
	Overall	72.5	>73	>73	50.8	51.7	43.1	
Food Consumption Score: Percentage of households with Acceptable Food Consumption Score	Female	54	≥65	≥65	57	57.3	51	WFP survey
	Male	53	≥65	≥65	54.4	54.6	51.4	
	Overall	53	≥65	≥65	55.9	55.9	51.3	
Food Consumption Score: Percentage of households with Borderline Food Consumption Score	Female	35	<28	<28	32.4	32.9	31.3	WFP survey
	Male	35	<28	<28	33.8	29.7	31.8	
	Overall	35	<28	<28	33	31.2	31.6	
Food Consumption Score: Percentage of households with Poor Food Consumption Score	Female	11	<7	<7	10.6	9.8	17.7	WFP survey
	Male	12	<7	<7	11.8	15.7	16.7	
	Overall	12	<7	<7	11.1	12.9	17.1	
Food Expenditure Share	Female	64.99	≤50	≤50	70.3	67.36	56	WFP survey
	Male	52.97	≤50	≤50	61	56.08	54	
	Overall	56.67	≤50	≤50	64.8	60.48	55	
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies): Percentage of households not using livelihood based coping strategies	Female	22	>40	>40	25.7	16.1	44.1	WFP survey
	Male	23	>40	>40	23.4	14.8	41.3	
	Overall	23	>40	>40	24.8	15.5	42.4	
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies): Percentage of households using crisis coping strategies	Female	14	<14	<14	25.7	27.8	7.4	WFP survey
	Male	15	<15	<15	28.3	24.9	9.1	
	Overall	15	<15	<15	26.8	26.3	8.4	
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies): Percentage of households using emergency coping strategies	Female	41	<40	<40	17.8	33.9	25.7	WFP survey
	Male	31	<30	<30	22.8	29.4	22.7	
	Overall	36	<35	<35	19.9	31.5	23.9	
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies): Percentage of households using stress coping strategies	Female	23	<23	<23	30.8	22.2	22.8	WFP survey
	Male	30	<25	<25	25.5	30.8	27	
	Overall	26	<25	<25	28.6	26.7	25.2	
Proportion of children 6-23 months of age who receive a minimum	Female	5.2	≥10	≥10	11.7	16.7	9.8	WFP survey
	Male	5.2	≥10	≥10	3.1	16.7	4.5	
	Overall	5.2	≥10	≥10	8.4	16.7	6.9	

acceptable diet								
Target Group: Refugees - Location: Southwest - Modality: Food - Subactivity: General Distribution								
Proportion of target population that participates in an adequate number of distributions (adherence)	Female	75.9	>78	>78	95	95.2	94	WFP
	Male	73.1	>78	>78	93	92	94	MRE
	Overall	75.3	>78	>78	94	93	94	
Target Group: Refugees - Location: West - Modality: - Subactivity: Treatment of moderate acute malnutrition								
Proportion of eligible population that participates in programme (coverage)	Female	63	>90	≥90	64.7	63		Secondary data
	Male	63	>90	≥90	64.7	63		
	Overall	63	>90	≥90	64.7	63		
Target Group: Refugees - Location: West - Modality: Cash, Food - Subactivity: General Distribution								
Consumption-based Coping Strategy Index (Average)	Female	14.09	<10	<10	13	21.1	10.56	WFP survey
	Male	11.62	<10	<10	13.6	22.2	9.55	
	Overall	12.4	<10	<10	13.5	21.5	10.18	
Dietary Diversity Score	Female	3	>5	>5	4.7	4.8	3.94	WFP survey
	Male	3	>5	>5	4.6	4.9	3.85	
	Overall	3	>5	>5	4.6	4.8	3.88	
Food Consumption Score – Nutrition: Percentage of households that consumed Hem Iron rich food daily (in the last 7 days)	Female	1.3	>2	>2	2.6	0.5	0	WFP survey
	Male	1.4	>2	>2	0.8	0.4	0	
	Overall	1.4	>2	>2	1.3	0.5	0	
Food Consumption Score – Nutrition: Percentage of households that consumed Vit A rich food daily (in the last 7 days)	Female	14	>15	>15	19.1	9.9	10.1	WFP survey
	Male	20.4	>21	>21	21.1	10.3	7.3	
	Overall	17	>18	>18	20.6	10.2	9	
Food Consumption Score – Nutrition: Percentage of households that consumed Protein rich food daily (in the last 7 days)	Female	32.1	>29	>29	37.6	44.6	45.1	WFP survey
	Male	28.3	>33	>33	35.4	42.3	50.4	
	Overall	30.1	>31	>31	36	43.9	47.1	
Food Consumption Score – Nutrition: Percentage of households that never consumed Hem Iron rich food (in the last 7 days)	Female	34.6	<32	<32	63.2	68.5	38	WFP survey
	Male	31.6	<30	<30	64.6	72.2	36	
	Overall	33.2	<31	<31	64.2	69.7	38	
Food Consumption Score – Nutrition: Percentage of households that never consumed Protein rich food (in the last 7 days)	Female	12.7	<11	<11	6.6	0.7	5.4	WFP survey
	Male	13.1	<12	<12	6.2	1.5	4.6	
	Overall	12.7	<11.5	<11.5	6.3	1.2	5.1	
Food Consumption Score – Nutrition: Percentage of households that never consumed Vit A rich food (in the last 7 days)	Female	11.5	<11	<11	18.5	20.2	6	WFP survey
	Male	9.6	<9	<9	23.5	19.1	9	
	Overall	10.6	<10	<10	22.2	19.4	10	

days)									
Food Consumption Score – Nutrition: Percentage of households that sometimes consumed Hem Iron rich food (in the last 7 days)	Female	64.1	>66	>66	34.2	31	12	WFP survey	
	Male	67	>68	>68	34.6	27.4	16.1		
	Overall	65.4	>67	>67	34.5	29.8	13.5		
Consumption Score – Nutrition: Percentage of households that sometimes consumed Protein rich food(in the last 7 days)	Female	59	>60	>60	55.8	53.9	49.5	WFP survey	
	Male	54.8	>60	>60	58.4	57	44.9		
	Overall	57.1	>60	>60	57.7	54.9	47.8		
Food Consumption Score – Nutrition: Percentage of households that sometimes consumed Vit A rich food (in the last 7 days)	Female	74.5	>74	>74	62.4	69.9	42.3	WFP survey	
	Male	70.1	>72	>72	55.4	70.6	46.7		
	Overall	72.5	>73	>73	57.2	70.4	43.9		
Food Consumption Score: Percentage of households with Acceptable Food Consumption Score	Female	54	>65	≥65	54	69.5	51	WFP survey	
	Male	53	>65	≥65	55.1	66.4	51		
	Overall	53	>65	≥65	54.8	67.6	51		
Food Consumption Score: Percentage of households with Borderline Food Consumption Score	Female	35	<28	<28	38.4	28.5	31.5	WFP survey	
	Male	35	<28	<28	37.3	32.8	31.5		
	Overall	35	<28	<28	37.6	29.9	31.5		
Food Consumption Score: Percentage of households with Poor Food Consumption Score	Female	11	<7	≤7	7.6	3	17.5	WFP survey	
	Male	12	<7	≤7	7.6	1.6	17.5		
	Overall	12	<7	≤7	7.6	2.5	17.5		
Food Expenditure Share	Female	64.99	≤50	≤50	61.3	76.7	46	WFP survey	
	Male	52.97	≤50	≤50	64.4	72.9	47		
	Overall	56.67	≤50	≤50	63.6	75.73	48		
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies): Percentage of households not using livelihood based coping strategies	Female	33	>50	>50	52.6	33.3	45.3	WFP survey	
	Male	34	>50	>50	49.6	35.1	45.3		
	Overall	33	>50	>50	50.3	33.8	45.3		
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies): Percentage of households using crisis coping strategies	Female	27	<20	<20	21.5	29.4	10.4	WFP survey	
	Male	22	<20	<20	18.2	28.5	10.4		
	Overall	26	<20	<20	19	28.9	10.4		
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies):	Female	18	<17	<17	8.7	13.7	31	WFP survey	
	Male	21	<20	<20	11.7	7.9	31		
	Overall	19	<18	<18	10.9	11.8	31		

Percentage of households using emergency coping strategies								
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies): Percentage of households using stress coping strategies	Female	22	<20	<20	17.1	23.6	13.3	WFP survey
	Male	22	<20	<20	20.6	28.5	13.3	
	Overall	22	<20	<20	19.7	25.2	13.3	
Proportion of children 6-23 months of age who receive a minimum acceptable diet	Female	5.2	≥10	≥10	16	23.9	5.2	WFP survey
	Male	5.2	≥10	≥10	9.4	23.9	7.8	
	Overall	5.2	≥10	≥10	11	23.9	6.4	
Target Group: Refugees - Location: West - Modality: Food - Subactivity: General Distribution								
Proportion of target population that participates in an adequate number of distributions (adherence)	Female	90	>90	>90	94	91.5	92	WFP MRE
	Male	87	>90	>90	92	90.1	92	
	Overall	87	>90	>90	93	91.3	92	

WFP Uganda CSP 2018 to 2022 Line of Sight

Strategic Outcome	Refugees and other crisis affected people in Uganda have access to adequate nutritious food in times of crisis	Food insecure populations in areas affected by recurring climate shocks have access to adequate and nutritious food all year.	PLW and children <5 in areas of the country vulnerable to acute food insecurity have acute malnutrition rates and stunting rate trends in line with national and global targets by 2030	Smallholder farmers, especially women, in targeted areas have strengthened and resilient livelihoods by 2030	National and subnational institutions in Uganda have increased capacity to coordinate and manage food security and nutrition programmes, and respond to shocks by 2030	The Humanitarian community in Uganda and neighboring countries has access to cost-efficient, agile supply chain services when needed
Activities	Provide relief assistance to refugees	Feed children in schools	Prevent & treat chronic & acute malnutrition	Link smallholder farmers to markets	National social protection single registry	Provide supply chain services and expertise
	Provide relief assistance to crisis-affected households	Asset Creation		Reduce post-harvest losses	Build Uganda's EPR Capacity	
From	Relief	Direct implementation	Treatment of MAM	Training & local procurement	Direct Implementation	Direct implementation
To	Self-reliance and resilience	Sustainable, nationally owned and led safety nets.	Prevention that addresses root causes of malnutrition	Catalysing private sector, promoting structured marketing and strengthening extension services.	National social protection systems strengthening and enabling national first responders	Enabling members of the humanitarian community
Break-throughs 2022	Making Uganda Refugee Model a Success	National-led, Sustainable Home Grown School Feeding	Nutrition and Stunting Trends on Track for 2030	Break Stagnation Amongst Smallholder Farmers	National Capacities to prepare for and respond to emergencies	Uganda is a Prepositioning Hub for the Humanitarian Community
Approach of Work	Direct Action					
	Strengthening Local and National Institutions					
	Promoting Appropriate Practices and Policy Change					
	Strategic Partnership					

Annex 18: Internal and External factors have influenced performance and results

Internal factors

The most important factor was reduced funding availability due to the COVID-19 pandemic and competing humanitarian crises. The main impacts were:

- Ration cuts: Although General Food Assistance are outside the scope of the evaluation, ration cuts likely affected results. For example, beneficiaries of small LH activities may have sold LH assets to mitigate the impact.
- Prioritisation of interventions: The shortage of funding forced WFP to allocate unearmarked contributions to life-saving interventions, resulting in less funding for self-reliance activities.
- MYPA modality: Funding constraints limited WFP's ability to strengthen the capacity of CPs, which affected their ability to implement complementary activities.
- Skewed SO coverage: Per the ACRs, while some SOs are well funded, others were significantly underfunded. For example, ACL was more affected than AMS, which has a more structural donor base.

WFP tried to mitigate this by strengthening relationships with donors that traditionally supported WFP Uganda, while simultaneously diversifying the donor base, e.g. to attract private sector funding like the Mastercard Foundation project.

Project-specific factors¹⁸⁷

Various challenges were identified by stakeholders and beneficiaries, which affected achievements:

- Land fragmentation and infertility, as confirmed by various stakeholders, e.g. OPM.
- Long distances to the markets, with farmers selling produce at farm-gate to middlemen at a low price.¹⁸⁸
- Lack of quality seeds, reducing the yield - mentioned by many stakeholders including aggregators and private sector input suppliers.
- Lack of resources such as agricultural inputs, funds for ploughing, and labour for weeding.
- Pests, insects, and diseases causing crops/vegetables destruction.
- Lack of storage facilities.
- Long distances/travel time (in rainy season) from urban centres to settlements, e.g., Isingiro - less appealing for aggregators/ traders.
- Fraudulent businesses: per the FGD Village Development Committee Isingiro, unscrupulous people abuse less-literate farmers by selling counterfeit inputs like pesticides or cheating with fake weighing scales.
- Unreliable water supply, drought from April-June and floods in September-October.
- Reptiles enter fishponds and eat big fish, causing significant losses for farmers.
- Delayed supply of fish feed reduced the expected fish growth.
- Most farmers tend to steal fish from the common pond for their own consumption.
- Gender differences in adult literacy may have affected the effectiveness of financial literacy and other trainings (e.g., FRC's adult literacy courses).
- Poor habits, e.g. alcoholism.
- Lack of grazing lands for refugees in the upper Nile that concentrate on pastoralism (animal rearing) in a bid to improve their livelihoods.
- Congested and overcrowded settlements in West-Nile, resulting in a lack of space and plots. There is an urgent need for relocations to new sites.

¹⁸⁷ These findings often come from only one respondent, and should not be interpreted as hard findings. They are intended to stimulate learning and to stimulate an inclusive strategy development process by considering different opinions.

¹⁸⁸ KII FGD Farmers Group Koboko settlement.

- Decreases in market prices, and challenges due to bad road conditions.

External factors

From the desk review, and confirmed by stakeholders, multiple external factors influenced the performance; it is difficult to rank them in terms of impact:

- Donor fatigue or other funding priorities: due to COVID-19 or competing crises.
- Karamoja insecurity: Per a local committee, localised conflicts, mainly due to cattle raids, severely affected the communities, resulting in livestock losses as well as low income and savings for the VSLAs.
- Regional conflicts and refugee influx: Throughout the evaluation period there were regular flare-ups in DRC and South Sudan, causing new influxes of IDPs.
- End of NUSAF III: Affected the scale of ACL activities.
- Cross-border buy-ups of harvests: For instance, in Namalu the Kenyan trucks collect most food at harvest time, endangering the food security of the area.
- Food price fluctuations: (depending on the harvest yields) as well as agricultural inputs.
- Ukraine crisis: resulting in increased oil and food prices.
- Other assistance: From the findings, especially in Karamoja, many other agencies were providing complementary types of assistance, such as agricultural inputs and training.
- Natural disasters/ shocks: during the evaluation period, severe weather conditions took place, including drought and floods. In addition, there was a locust invasion in 2020, during which WFP facilitated the distribution of pesticides. These shocks were confirmed by stakeholders and beneficiaries.

Annex 19. Bibliography

Document type	Comment/titles & dates of documents received	Received - Y/N (N/A)	Link to evaluation matrix
Project-related documents [if applicable]			
Appraisal mission report	ACRs provided (see below)	N	
Country strategic plan document (including line of sight)	line of sight not there but included in donor proposals	Y	
Annual country reports		Y	
CSP budget revisions		Y	
Note for the record (NFR) from programme review committee meeting (for CSP and budget revisions if any)		Y	
Approved country portfolio budget and budget revisions, if any		Y	
COMPs			
Other			
Annual country reports 2020; 2021; 2022		Y	
Geographical overview- breakdown of resilience activities including implementing partners and WFP focal points	Geographical Coverage_ DE program areas	Y	
Kick-off meeting presentations including 3 DE presentations; 1 DCD presentation and 3 technical departments	Multiple documents (7)	Y	
3PA+ documentation	Multiple documents (129)	Y	
- Community based participatory planning (CBPP) and Community Action Plans (CAPs) from 7 districts (Isingiro; Kaabong; Kikube; Kyegegwa; Madiokolo; Moroto; Yumbe)	Multiple documents (37)	Y	
- Integrated Context Analysis (ICA): national; Kampala urban; Gulu and Arua	Multiple documents (4) Only Arua and national within evaluation scope	Y	
- Seasonal Livelihoods Planning (SLP): Adjumani (2 versions); Adjumani urban; Isingiro; Madiokolo; Kyegegwa; Yumbe	Multiple documents (7)		
- Submitted reports for Kaabong; Kyegegwa; Madiokolo; Moroto; Yumbe (no Kikube)	Multiple documents (78) Repetitions		
- SLP workplan 2021 v8 Updated PD -BM-21 Dec Updated - Consolidated list of SLP participants for 2021 PD	WFP world-wide SLP planning documents (2)	Y	
- SLP and CBPP Factsheet	Briefing-AAP document	Y	
Country office strategic documents (if applicable)			
Sectoral country strategies (if any)	See other	N	
Other			

WFP self-reliance analysis refugees		Y	
WFP self-reliance analysis Karamoja		Y	
WFP ToCs and transition model development		Y	
WFP-Uganda country gender action Plan 2018-2022		Y	
Gender transformative approach (GTA) to programming; a case for agriculture market support, October 2020		Y	
Gender Approach Paper: Moving Gender Equality from Rhetoric to Practice, WFP Uganda CSP 2021-2025		Y	
WFP Uganda country office gender, protection & inclusion action plan 2023-2027		Y	
Approach Paper Extension of Country Strategic Plan 2018-2022 Strategic Outcome 4: Agriculture and Market Support Strengthened and Resilient Smallholder Livelihoods in Efficient, Inclusive, Nutritious, Safe and Resilient Food Systems (1 st version Dec 2019, v3 Feb 2021)		Y	
Annex paper: asset creation and livelihoods, October 2020	Annex 1 – Asset Creation and Livelihoods 16.10.2020	Y	
ACL: A concept note for implementation of the Kenya-Uganda (Turkana –Karamoja) cross – border resilience building and climate adaptation project	Not dated, pre-SCP?!	Y	
ACL: Concept Note for Establishing Water Irrigation Facilities	Not dated	Y	
ACL: Building Community Resilience Against Recurrent Shocks concept note	Not dated	Y	
Financial literacy: WFP Uganda Country Office Concept of Operations (ConOps) To Guide the Implementation of Mobile Money Cash Based Transfers. February 2023		Y	
Financial literacy toolkit (curriculum; flipchart; income expense cards; scenario cards; workbook)	Multiple documents (16)	Y	
Social protection/SBCC: The social and behaviour change communication strategy for child sensitive social protection program in West Nile, 228singi.	SBCC outside the scope of the evaluation Not dated	Y	N
Assessment reports [if applicable]			
Comprehensive food security and vulnerability assessment report(s)		N	
Crop and food security assessments (FAO/WFP)		N	
Emergency food security assessments		N/A	N
Food security monitoring system bulletins		N	N
Market assessments and bulletins		N	N
Joint assessment missions (UNHCR/WFP)		N/A	N
Inter-agency assessments		N	
Rapid- needs assessments		N	
Cash and voucher feasibility studies			

Logistics capacity assessment		N	N
Integrated phase classification (IPC) reports	Publicly available if needed?!	N	N
Other			
Protection and gender risk assessment report November 2020 MoMo agency banking digital migration protection & gender risk assessment in Rwamwanja and Kyanglwali		Y	
Protection and gender risk assessment report October 2020 CBT MoMo digital migration Kiryandogo, Iobule & Rhino settlements		Y	
SIDA-funded social protection programme protection and gender risk mapping emergency cash-based transfer, October 2020		Y	
An analysis of the relationship between gender, disability and nutrition outcomes in Karamoja Joint WFP and UNICEF Karamoja Nutrition Programme	Nutrition excluded from evaluation scope	Y	
Cash and protection and gender in unevan refugee settlements a case study for WFP and UNHCR, March 2018		Y	
Stakeholder consultations on barriers for cash scale up among PSNs in Nakivale, Oruchinga, Rwamwanja, Kyaka, Adjumani, Kiryandogo settlements, June 2021		Y	
Gender Context Analysis Uganda: Karamoja, October 2021		Y	
Assessment of WFP Food Assistance Access (in Uganda) by Persons with Disabilities and Older Persons FINAL REPORT, June 2018	Food assistance not part of the evaluation scope	Y	
Analysis of gender, disability and other social determinants of nutrition outcomes in refugee-hosting areas in Uganda, by Population and Development Consult (PDC) Limited, May 2020		Y	
Agriculture and Market Support Programme Terms of Reference Barriers Analysis Study on the Adoption of Small-Scale Hermetic Grain Storage Equipment		Y	
AMS Barrier Analysis Study on the Adoption of Small-Scale Hermetic Grain Storage Equipment Final Report	Barrier Analysis Study Report- WFP Final Report_UGCO Clearance File corrupted, to be re-sent	Y	
Draft Early Warning and Hazard Analysis Capacity Needs Mapping Report for the Karamoja Local Governments. Oct-Nov 2019	Karamoja EWS Report Jan2020	Y	
PRO-ACT EU Baseline Pro-Resilience Action Report, Oct 2021		Y	
Financial Literacy Training Impact Country baseline-endline		Y	
Financial Literacy Training Impact Southwest baseline-endline		Y	

Financial literacy success stories including photos 2021-2022 - AAO (12 stories) - SWAO (7 stories)	Multiple documents (>50)	Y	
Financial literacy: Midline Assessment of the Financial Literacy Trainings within the Refugee Youth. Kyaka II and Kiryandongo Settlements	Not dated	Y	
Financial literacy: End of Project Workshop for Youth component held on the 24/2/23-SW at Acacia Hotel Mbarara.		Y	
Financial literacy: Financial Literacy Trainings (FLT) for Refugee Youth: report of lessons learnt session held at Palema crown hotel, Gulu. Friday 24 th February 2023	Gulu outside geographic scope	Y	
Social protection/ SBCC: Barrier Analysis, Draft Report preventing the priority groups (people who are supposed to practice the behaviour) from adopting key behaviours related to nutrition, health, and hygiene of pregnant mothers and children under two(2) years of age. November 2021	SBCC outside the scope of evaluation	Y	
Social protection/ SBCC: gender assessment in refugee hosting districts of West Nile.	Not dated	Y	
Monitoring & reporting (if applicable)			
Country office M&E plan	At SO-level for SO1	N	
M&E diagram for monitoring of emergency transfers to conflict-affected populations (SO1)	ME Diagram SO1 Crisis Response Process and Outcome monitoring	Y	
Country/internal situation report (all if monthly, samples if weekly)		N	
Field visits, oversight mission reports by RB and other units		Y	
SC Kyangwali Logistics Monitoring, Support and Learning Mission Report. Reporting Period: 17 th -21 st .May.2021		Y	
Country briefs		N	
Food distribution and post-distribution monitoring reports	Cash modality monitoring	Y	
Monitoring and Evaluation System Agency Banking Project,	Not dated, pre-CSP?!	Y	
Process monitoring report for Wednesday 19 th - Wednesday 26 th may,2021 done at Kyaka		Y	
Process monitoring report for the 5 days done in Rwamwanja during distribution	Not dated	Y	
Social protection: report on the first quarter post distribution monitoring (PDM) Arua area office 2022. April 2022	CSSPP not part of the evaluation scope	Y	
Second Quarter 2022 Post Distribution Monitoring (PDM) Summary of Findings and Recommendations. July 2022	idem	Y	
Report for Post-Distribution Monitoring (PDM). Q1-Q2-Q4	idem	Y	
Monthly monitoring reports	From partners	N	
Beneficiary verification reports		N	
Donor-specific reports			

Enabling digital financial inclusion and women's economic empowerment through cash transfers reporting period 2 November 2021 to October 2022 final narrative submitted to the Bill & Melinda Gates foundation (BMGF) on 28 October 2022	Donor report complementary activities	Y	
BMGF Digital financial inclusion women economic empowerment	DFI WEE Uganda Period 2 Report	Y	
Nutri-cash financial detail SIDA contribution	Excluded from evaluation scope	Y	N
Nutri-cash WFP-UNICEF Joint Programme Progress Report 2022 for SIDA	Excluded from evaluation scope	Y	
Pro-ACT Uganda (2020-2022): Strengthening Shock-responsive Systems in Karamoja. Progress report Sept-Dec 2020		Y	
Pro-ACT Uganda (2020-2022): Strengthening Shock-responsive Systems in Karamoja. Inception report. September 2020 to March 2021		Y	
Pro-ACT Uganda (2020-2022): Strengthening Shock-responsive Systems in Karamoja. Progress report Jan – June 2021		Y	
Pro-ACT Uganda (2020-2022): Strengthening Shock-responsive Systems in Karamoja. Progress report Jan-Dec 2021		Y	
PRO-ACT Interim Narrative Report. Period 1 January – 31 December 2021		Y	
PRO-ACT Half-Year Technical Report. Period 1 January – 30 June 2022		Y	
Social protection/ CSSPP: Child-Sensitive Social Protection in Refugee Hosting Districts of West Nile, Uganda SIDA Progress Report 8 July – 31 December 2019	CSSPP outside scope of evaluation	Y	N
Social protection/ CSSPP: Child-Sensitive Social Protection in Refugee Hosting Districts of West Nile, Uganda SIDA Progress Report 1 January 2020 – 31 December 2020	idem	Y	N
Social protection/ CSSPP: Child-Sensitive Social Protection in Refugee Hosting Districts of West Nile, Uganda SIDA Progress Report 1 January 2021 – 31 December 2021	idem	Y	N
Dashboards			
Asset monitoring from space – AIMS report			
Any other monitoring reports			
ACL: Pro-resilience nutrition sensitive asset creation and livelihoods. Phase 1: lessons learnt 23 rd June 2022		Y	
Social protection/ CSSPP: child sensitive social protection programme (CSSPP): successes and lessons learned from the covid-19 emergency cash transfers. November 2021	CSSPP outside scope of evaluation	Y	N
Output and outcome monitoring reports/data (if applicable)			
Actual and planned beneficiaries by sex, activity, district/ location and by year	As per ACRs	Y	
Actual and planned beneficiaries by age group	As per ACRs	Y	
Actual and planned tonnage distributed by activity by year	As per ACRs	Y	
Commodity type by activity	As per ACRs	Y	

Actual and planned cash/voucher requirements (USD) by activity by year	As per ACRs	Y	
Outcome monitoring reports/data	ACRs	Y	
Other output monitoring related documents/data	ACRs	Y	
Country office human resources			
Workforce planning exercise (if applicable)	Not relevant?!	N	N
Organizational realignment documents (if applicable)	Not relevant?!	N	N
CO staffing (list of employees by contract type working in CO during the evaluation scope)	Not relevant?!	N	N
Organigram for main office and sub-offices	WFP focal point instead	N	N
Other			
UWFP Uganda Country Office STAFF Gender Knowledge, Attitudes, Practices and Skills (KAPS) Survey 2022		Y	
Operational documents (if applicable)			
Activity guidelines		N	
Pipeline overview for the period covered by the evaluation	Pipeline not part of the evaluation scope	N	
Partners (if applicable)			
Annual reports from cooperating partners	Samples of monthly-quarterly, see below	N	
List of partners (government, NGOs, UN agencies) by location/ activity/ role/ tonnage handled	See below per activity	N/A	
Field-level agreements (FLAs), memoranda of understanding (MoUs)	Extension request	N	
ACL: Pre-Cooperating Partnership Committee (CPC) Note for the Record for Karamoja_Turkana Cross border (February 2023) Implementation of the Uganda/Kenya Joint Cross Border Resilience and Climate Adaptation Project February to May 2023 by Andre Foods International (AFI)		Y	
Partnership assessment/evaluation/review reports (if applicable)	See below	Y	
Other partnership-related documents (if any)			
CP Performance evaluation reports 2022 for 11 CPs of complementary activities : ADRA; HFU; ACF; AFI nutrition; AFI GFA; AFOD; CESVI; FHA; LWF; MTI; SCI; WVI		Y	
2022-2023 FLA overview for GFA and nutrition, including complementary activities	Funded FLAs-MOUs with Complementary Activities	Y	
Geographical breakdown of CPs per refugee settlement for complementary activities	Partner by settlement for complimentary activities	Y	

AMS partners sample reports: ACAV AMS Monthly report for September 2020 AMS Quarter IV report_2022 – North Karamoja AMS Quarter IV report_2022- South Karamoja SNV – End of December Monthly Narrative Report-Final SNV – End of September Monthly Narrative Report WFP ACAV AMS monthly report-September 2021	Multiple documents (6), different dates	Y	
Financial Oversight of Finnish Refugee Council (FRC) WFP Uganda, Report Ref. UGCO/OCD/2022/02, Oct 2022		Y	
Financial literacy: Monthly reports Finnish Refugee Council (FRC), period 2021-2022	Multiple documents (83), some duplicates	Y	
Financial literacy: Weekly reports about trainers & trainees plus databases Finnish Refugee Council (FRC), period 2021-2022	Multiple documents (69), some duplicates	Y	
Cluster/coordination meetings (if applicable)			
Logistics/food security/nutrition cluster documents		N	
NFRs of coordination meetings		N	
Other		N	
Evaluations/reviews/audits /operational research			
Evaluations/ reviews of past or on-going activities/interventions		Y	
Baseline Survey Report Agriculture and Market Support Programme, January 2020	Revised Final Baseline Report_February_3_2020	Y	
First follow up survey report agriculture and market support programme April 2021	Latest_Revised First Follow_up Report May_11_2021	Y	
Second follow up survey report agriculture and market support programme March 202w	Final Report Wave3_VII_March_11_ WFP_Submitted	Y	
Endline Survey Report Agriculture and Market Support Programme, January 2023	CAES-WFP Endline SurveyReport_Draft01	Y	
Karamoja food for assets (FFA) asset creation and livelihoods (ACL) project through labour intensive public works (LIPWS) Baseline study report: April 2020		Y	
Baseline survey for Asset Creation and Livelihood Project in Lamwo and Adjumani in West Nile Region. November 2019	Baseline outside timeframe; COVID-19 impact	Y	
End-line Evaluation for the Asset Creation and Livelihood Project in Lamwo and Adjumani districts West Nile Region. October 2020	COVID-19 impact	Y	
Endline Impact Evaluation: Asset Creation and Livelihood Project in Isingiro District, December 2021		Y	
The F3 A model business incubation end of pilot project completion report implementing partner: Excel Hort Consult agribusiness incubator (EHCAI)		Y	

Assessment of SIDA Emergency Cash Based Transfer for HH with PLW and Children Under 2 Geo-poll Survey Report project outcomes The Nutrition Sensitive Emergency Cash-based Transfer [NSECT] is part of the Child Sensitive Social Protection (CSSP) Programme intervention. End 2021	CSSPP not part of the evaluation scope	Y	N
Social protection/ CSSPP: Child-Sensitive Social Protection in Refugee Hosting Districts of West Nile, Uganda SIDA mid-term review main report. September 2022	CSSPP not part of the evaluation scope	Y	N
Social protection/ CSSPP: Child-Sensitive Social Protection in Refugee Hosting Districts of West Nile, Uganda SIDA mid-term review summary report/ executive summary. September 2022	CSSPP not part of the evaluation scope	Y	N
Audit reports of past or on-going activities/interventions		d	
Other performance assessment/review-related documents			
Resource mobilization (if applicable)			
Resource situation		N	
Contribution statistics by month		N	
Resource mobilization strategy		N	
NFRs donor meetings		N	
Donor proposals (if applicable)			
MASTERCARD foundation COVID-19 recovery and resilience program proposal 2021-2026	Youth, innovation	Y	
USAID proposal 2020-2024 Agriculture and Market Support Program	USAID contributing to transfers, which are outside evaluation scope	Y	
Building Community Resilience Against Recurrent Shocks concept note	AFI ACL Concept note_WFP_Feb 2022_final22.02.2022	Y	
Proposal BMZ-funded SWAO ACL activities in Isingiro; Kamwenge; Kyegegwa and Kikuube districts (incubators)	SOP/ Project document on Asset Creation Uganda CO Southwest Area Office	Y	
Approval BMZ-funded SWAO ACL activities in Isingiro; Kamwenge; Kyegegwa and Kikuube districts (incubators)	Approved decision memo for SWAO ACL activities 2022_CG_CP (003)	Y	
ACL: Concept Note -Phase 2 on Asset Creation and Livelihood Project for Stabilizing and Improving Food Security and Nutrition in Isingiro District funded by BMZ, 2021		Y	
Approval for the implementation of Asset Creation and Livelihood activities in Kyegegwa, Kikuube and 234singiro districts for the period April to December 2023, April 2023		Y	

World Food Programme: Uganda Proposal for the Government of Japan Supplementary Budget FY 2018/2019	Outside evaluation timeframe	Y	N
Approval SWAO ACL activities in Southwest (incubators)		Y	
SO1: modification of assistance award USAID, food assistance and nutrition	World-wide document	Y	
EU proposal Food Assistance to Refugees in Uganda 24 months, March 2021		Y	
Maps (if applicable)			
Updated operational map	CSP_Maps In CSP and kick-off presentations	Y	
HungerMapLIVE		N	
Food/cash/voucher distribution location map	In CSP	Y	
Food security map		N	
CO presence maps	In CSP	Y	
Resourcing and donor relations		N	
Resource situations by donors		N	
CPB plan vs actuals report			
Earmarking funding overview		N	
Funding overview		N	
Implementation budget plan		N	
Contribution statistics by month and year		N	
Other documents collected by the team (including external ones) (if applicable)			
WFP corporate guidance for (decentralised) evaluations	multiple documents (6)	Y	
WFP resilience toolkit plus Annexes and other references	multiple documents (19)	Y	
Accountability to Affected Populations Guidance Manual Emergencies and Transitions Unit (OSZPH) Programme and Policy Division, January 2017	HQ policy document	Y	
WFP gender policy 2022 Accelerating progress towards gender equality and women's empowerment, May 2022	HQ policy document	Y	
WFP protection and accountability policy, November 2020	HQ policy document	Y	
2022-2025 WFP Indicator _ Compedium	HQ policy document	Y	

Acronyms

3PA	Three-Pronged Approach
AAH	Action Africa Helps
AAP	Accountability to Affected Populations
ACDP	Agriculture Cluster Development Project
ACL	Asset Creation and Livelihood
ACR	Annual Country Report
AFI	Andre Foods International
AMS	Agriculture and Market Support
BMZ	Federal Ministry for Economic Cooperation and Development
CAES	University College of Agricultural and Environmental Sciences
CBPP	Community Based Participatory Planning
CBT	Cash Based Transfer
CEFORDS	Community Empowerment for Rural Development
CFW	Cash For Work
CIP	International Potato Centre
CN	Concept Note
CNM	Capacity Needs Mapping
CO	Country Office
CP	Cooperating Partner
CRRF	Comprehensive Refugee Response Framework
CRS	Catholic relief services
CSP	Country Strategic Plan
DANIDA	Danish International Development Agency
DCDO	District Community Development Office
DCD	Deputy County Director
DE	Decentralized Evaluation
DG DEVCO	Directorate General for International Cooperation and Development
DLG	District Local Government
DFID	Department for International Development
DRDIP	(Uganda) Development Response to Displacement Project
DRC	Democratic Republic of Congo
ECMEN	Economic Capacity to Meet Essential Needs
EHCAI	Excel Hort Agribusiness Incubator
EM	Evaluation Manager
ET	Evaluation Team
EU	European Union
EWS	Early Warning Systems
ERKP	Enhancing Resilience In Karamoja Uganda Programme
FAA	Food Assistance for Assets
FAO	Food and Agriculture Organization of the United Nations
FCM	Complaints and Feedback Monitoring
FGD	Focus Group Discussion

FO	Farmer Organisations
FRC	Finnish Refugee Council
FS	Food Security
FSNAs	Food Security and Nutrition Need Assessments
FSPs	Financial Service Providers
GAM	Gender Age Marker
GBV	Gender Based Violence
GDP	Gross domestic product
GEWE	Gender Equality and Women's Empowerment
GFA	General Food Assistance
GFD	General Food Distribution
GII	Gender Inequality Index
GNI	Gross National Income
GoU	Government of Uganda
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (English: German Development Cooperation (GIZ))
HGSFP	Home-Grown School Feeding Programme
HH	Household
HQ	Head Quarter
HUF	Hunger Fighters Uganda
ICA	Integrated Context Analysis
IAM	Inclusive Agricultural Markets
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organization
IR	Inception Report
IRC	International Red Cross
IPC	Integrated Food Security Phase Classification
KAO	Karamoja Area Office
KII	Key Informant Interviews
KYC	Know Your Customer
LH	Livelihood
LIPW	Labour-Intensive Work Programme
LRA	Lord's Resistance Army
MAAIF	Ministry of Agriculture, Animal Industry and fisheries
MEB	Minimum Expenditure Basket
MGLSD	Ministry of Gender, Labour and Social Development
MoES	Ministry of Education and Sports
MoH	(Uganda) Ministry of Health
MOU	Memoranda of Understanding
MT	Metric Ton
MYPAs	Multi-Year Partnership Agreement
NAADS	National Agricultural Advisory Services
NARO	National Agricultural Research Organisation
NDP	National Development Plan

INGO	International Non-Governmental Organization
NGO	Non-Governmental Organization
NIRA	National Identification Registration Authority
NSR	National Single Registry
NUSAF	Northern Uganda Social Action Fund
NVR	National Voluntary Review
OECD DAC	Organisation for Economic Co-operation and Development, Development Assistance Committee
OFSP	Orange Fleshed Sweet Potatoes
OPM	Office of the Prime Minister
P4P	Purchase for Progress (P4P) Programme
PDM	Paris Development Model
PDM	Post-Distribution Monitoring
PHM	Post harvest management
POC	Persons of Concern
PPE	Personal Protective Equipment
PRO-ACT	Pro-Resilience Action
PSC	Project Steering Committee
PWDs	People with Disabilities
RAM	Research Assessment and Monitoring
RBN	Regional Bureau Nairobi
ReHoPE	Refugee and Host Population Empowerment
RCS	Resilience Capacity Score
RWC	Refugee Welfare Councils
SACCOs	Savings and Credit Cooperative Organizations
SBCC	Social and Behaviour Change Communication
SCG	Senior Citizen Grants
SEA	Sexual Exploitation and Abuse
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency's
SLF	Sustainable Livelihoods Framework
SLP	Seasonal Livelihood Programming
SO	Strategic Outcome
SRAC	Strategic Resource Allocation Committee
SWAO	Southwest Area Office
TL	Team Leader
ToC	Theory of Change
ToR	Terms of Reference
TWGs	Technical Working Groups
UBRAF	Unified Budget, Results and Accountability Framework
UCRRP	Uganda refugee response plans
UG	Uganda
UGX	Ugandan Shillings
UNBS	Ugandan National Bureau of Standards
UNCCA	UN Common Country Analysis
UNCDF	UN Capital Development Fund's

UNICEF	United Nations Children's Fund
UNDAF	United Nations Development Assistance Framework
UNSDCF	United Nations sustainable development cooperation framework
UNEG	United Nations Evaluation Group
UNHCR	United Nations Refugee Agency
UNFPA	United Nations Population Fund
UNMA	National Meteorological Authority
VENA	Vulnerability and Essential needs assessment
VSLA	Village Savings and Loans Associations
WB	World Bank
WHO	World Health Organization
WFP	World Food Programme

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