



**WFP EVALUATION**



**World Food  
Programme**

**SAVING  
LIVES  
CHANGING  
LIVES**

# **Evaluation of Uganda WFP country strategic plan 2018-2025**

**Centralized evaluation report – Annexes**

**OEV/2023/031  
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# Annex I. Terms of reference

For the Terms of Reference for this evaluation, see: <https://www.wfp.org/publications/evaluation-uganda-wfp-country-strategic-plan-2028-2025>.

# Annex II. CSP's Line of Sight and Results Framework

Figure 1: Line of Sight

UGANDA CSP LINE OF SIGHT (2022-2025)					
Collective Outcome	Collective Outcome	Collective Outcome	Collective Outcome	Collective Outcome	Collective Outcome
UNSDCF Outcome	UNSDCF Outcome	UNSDCF Outcome	UNSDCF Outcome	UNSDCF Outcome	UNSDCF Outcome
SR 1- Access to Food (SDG Target 2.1)	SR 1- Access to Food (SDG Target 2.1)	SR 2 – End Malnutrition (SDG Target 2.2)	SR 3 – Smallholder Productivity and Income (SDG Target 2.3)	SR 5- Capacity Strengthening (SDG Target 17.9)	SR 8- Enhance Global Partnership (SDG Target 17.16)
CRISIS RESPONSE	RESILIENCE BUILDING	ROOT CAUSES	ROOT CAUSES	ROOT CAUSES	CRISIS RESPONSE
<b>STRATEGIC OUTCOME 1:</b> Refugees and other crisis affected people in Uganda have access to adequate nutritious food in times of crisis	<b>STRATEGIC OUTCOME 2:</b> Food insecure populations in areas affected by recurring climate shocks have access to adequate and nutritious food all year.	<b>STRATEGIC OUTCOME 3:</b> 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	<b>STRATEGIC OUTCOME 4:</b> Smallholder farmers, especially women, in targeted areas have strengthened and resilient livelihoods by 2030	<b>STRATEGIC OUTCOME 5:</b> National and subnational institutions in Uganda have increased capacity to coordinate and manage food security and nutrition programmes, and respond to shocks by 2030	<b>STRATEGIC OUTCOME 6:</b> The Humanitarian community in Uganda and neighbouring countries has access to cost-efficient, agile supply chain services when needed
BSO 1: \$1,627,668,739	BSO 2: \$ 100,061,774	BUDGET SO 3: \$82,003,922	BUDGET SO 4: \$38,523,459	BUDGET SO 5: \$22,255,267	BUDGET SO 6: \$8,177,032

## UGANDA CSP LINE OF SIGHT (2022-2025)

UNIQ DIR BSO 1: \$2,454,720	UNIQ DIR BSO 2: 533,236	UNIQ. DIR BSO 3: 50,400	UNIQ DIRECT B. SO 4: 182,866	UNIQ DIRECT B. SO 5: 0	UNIQ DIRECT B. SO 6: 0
<b>OUTPUT 1:</b>	<b>OUTPUT 3:</b>	<b>OUTPUT 5:</b>	<b>OUTPUT 6:</b>	<b>OUTPUT 8:</b>	<b>OUTPUT 10:</b>
<p>1.1. Refugees (Tier 1) receive cash and food transfers (Output category A1) in order to meet their basic food and nutrition needs (SR1)</p> <p>1.3. Refugee children aged 6-23 months (through primary caregivers) and PLW (Tier 1) receive specialized nutritious foods (Output category B and A) to prevent chronic malnutrition.</p> <p>1.4. Moderately acute malnourished refugee children aged 6-59 months (Tier 2) benefit from improved nutrition knowledge of caregivers and PLW (Output category E), in order to improve their nutritional</p>	<p>3.1. Food insecure people (including refugee and host community members) (Tier 1) benefit from enhanced national planning tools for resilience building (Output category A D), in order to reduce vulnerability to climate related shocks and protect access to food (SR1)</p> <p>3.2. Food insecure people in Uganda (including refugee and host community members) (Tier 3) benefit from the establishment of a sustainable public works programme (Output category C) in order to reduce vulnerability to shocks and protect access to food (SR1)</p> <p><b>ACTIVITY 3: Provide technical assistance to the government, women and men participating in community-level asset creation projects, and</b></p>	<p>5.1. Moderately acute malnourished children aged 6-59 months and PLW (Tier 1) receive specialized nutritious food in order to improve their nutritional status (SR2) (Output category A and B).</p> <p>5.2. Children aged 6-23 months and PLW (Tier 1) are enrolled on nutrition specific and sensitive interventions, in order to improve their nutritional status during the first 1000 days (SR2) (Output category A).</p> <p>5.3. Caregivers of children aged 6-23 months, 24 -59 months, adolescents and PLW (Tier 1) benefit from SBCC (Output category E), in order to prevent malnutrition (SR2).</p> <p>5.4 Caregivers of moderately acute malnourished children aged 6 – 59 months and PLW (Tier 1) receive nutrition education (Output category E) to support nutritional recovery (SR2).</p> <p>5.6. Children aged 6-59</p>	<p>6.1. Smallholder farmers and micro and small agricultural businesses (including refugee and host community farmers) (Tier 2) benefit from trainings on post-harvest technology (Output category C and F), in order to increase their collective bargaining power (SR3)</p> <p>6.2. Smallholder farmers and micro and small agricultural businesses (including refugee and host community farmers) (Tier 1) benefit from improved information (Output category F and E C), in order to access formal markets and financing (SR3)</p> <p>6.3. Smallholder farmers and micro and small agricultural businesses (including refugee and host community farmers) (Tier 3) benefit from improved national mechanisms for post-harvest management and value addition (Output Category F, I), towards resilient agri-food systems (SR3)</p> <p>6.4. Smallholder farmers and micro and small agricultural businesses (including refugee and host community farmers) (Tier 3) receive value transfers (vouchers) (Output category A</p>	<p>8.1. Food insecure people in Karamoja and refugees hosting districts (Tier 3) benefit from improved planning, targeting and delivery of direct income support and asset creation programmes (Output category C,E,I,J,M), in order to reduce vulnerability to shocks and sustain their access to food (SR1)</p> <p><b>ACTIVITY 8: Strengthen the capacity of selected national and subnational institutions and their underlying systems to provide direct income support (Category: 9, modality: capacity strengthening and service provision)</b></p> <p><b>OUTPUT 9:</b></p> <p>9.1. Populations in crises (Tier 3) benefit from increased emergency preparedness and response capacity of national and subnational government institutions (Output category C,I,K,M) in order to protect and maintain their access to food (SR1)</p> <p><b>ACTIVITY 9: Strengthen the capacity of selected national and subnational institutions and their underlying systems to respond to shocks (Category: 9, modality: capacity</b></p>	<p>10.1. Populations affected by crisis (Tier 3) benefit from WFP services to humanitarian agencies (Output category H) enabling life-saving food, non-food items, and medical supplies (SR8)</p> <p>10.2. Populations affected by crises (Tier 3) benefit from enhanced capacity among humanitarian actors (Output category C) in order to receive timely humanitarian assistance (SR 8)</p> <p><b>ACTIVITY 10: Provide supply chain services and expertise to enable all partners to deliver humanitarian assistance (Category: 10, modality: service provision)</b></p>



## UGANDA CSP LINE OF SIGHT (2022-2025)

<p>status and prevent chronic and acute malnutrition (SR2)</p> <p>1.5. Moderately acute malnourished children aged 6-59 months (through primary caregivers) and PLW among the refugees (Tier 1) receive specialized nutritious food (Output category B and A) in order to support nutrition recovery (SR2)</p> <p>1.7. Refugees have access to formal financial services, in order to achieve digital financial inclusion (SR1)</p> <p><b>ACTIVITY 1: Provide food and nutrition assistance and promote financial inclusion of refugees (Category: 1, modality: CBT, Food and capacity strengthening)</b></p>	<p><b>strengthen the national social protection system to deliver livelihood and resilience building programmes (Category: 2, modality: CBT, food, and capacity strengthening)</b></p> <p><b>OUTPUT 4:</b></p> <p>4.1. School children, especially adolescent girls, (Tier 1) receive a nutritious meal every day they attend school (Output category A2 ) in order to meet basic food and nutrition needs (SR 1), and increase school enrolment and attendance (SDG4)</p> <p>4.2. Government stakeholders (Tier 2) receive technical assistance, including through South-South cooperation (output category C), in order to establish a sustainable, multi-sectoral national school feeding policy and programme that enable improved human capital development, through increased access to food (SR1) and better health and nutrition (SR2)</p> <p>4.3. School children,</p>	<p>months, adolescents and PLW (Tier 2) benefit from improved skills of local health professionals in nutrition programming (Output category C) to improve their nutritional status (SR2)</p> <p>5.7. Community structures benefit from enhanced knowledge and skills relating to nutrition specific and nutrition sensitive interventions. in order to improve their nutritional status (SR2).</p> <p>5.8. National and sub-national level structures benefit from improved capacity to deliver nutrition specific and nutrition sensitive programming, through policy engagement and strategic partnerships (SR2)</p> <p><b>ACTIVITY 5: Provide specialized nutritious food and nutrition-sensitive interventions to populations at risk (Category: 5, modality: CBT, food and capacity strengthening)</b></p>	<p>and C) for purchasing post-harvest handling technologies.</p> <p><b>ACTIVITY 6: Strengthen the capacity of the Government in post-harvest management and link smallholder farmers to markets (Category: 7, modality: capacity strengthening, CBT)</b></p> <p><b>ACTIVITY 7: Provide transfers for purchasing affordable household storage and provide training in nutrition and other topics to targeted smallholder farmers (Category: 7, modality: CBT and Capacity Strengthening) DEACTIVATED</b></p>	<p><b>strengthening and service provision)</b></p>
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## UGANDA CSP LINE OF SIGHT (2022-2025)

### OUTPUT 2:

2.1. Crisis-affected Ugandans (Tier 1) receive cash and/or food transfers (Output category A1) in order to meet their basic food and nutrition needs (SR1)

especially adolescent girls, (Tier 3) benefit from the establishment of a home grown national school meals policy, strategy, and programme (Output category I, E) in order to have sustainable access to food (SR1) and better nutrition (SR2).

2.2. Crisis affected children 6-59 months (tier 1) and PLW in areas where GAM rates exceed 15 percent receive specialized nutritious food to prevent and/or treat moderate acute malnutrition (Output category B) (SR2)

**ACTIVITY 4: Provide nutritious hot meals to children attending school and technical assistance to government, including through South-South cooperation, for increased national ownership (Category: 4, modality: food and capacity strengthening)**

**Activity 2: Food and capacity strengthening  
Provide food and nutrition assistance to crisis-affected households, (Category: 5, modality: CBT)**

**TOTAL BUDGET:  
\$ 1,878,690,193**

**TOTAL UNIQUE DIRECT  
BENEFICIARIES: # 3,221,222**



# Annex III. Evaluation matrix

**Table 1: Evaluation Matrix**

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
<b>EQ1: To what extent is the CSP evidence-based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity?</b>				
<b>1.1 To what extent was the CSP informed by credible evidence on the hunger challenges, the food security and nutrition issues prevailing in Uganda to ensure its relevance at design?<sup>2</sup></b>				
1.1.1 Evidence-based definition of strategy and programming approaches	Nature and extent of food security and nutrition assessments used by WFP to inform CSP design Extent to which the CSP design considered recommendations and lessons learned from previous evaluations Extent to which CSP design and delivery modalities were informed by context and gender analyses conducted a priori Extent to which new approaches adopted during the CSP's time period were	Reference to relevant evidence and analysis in the CSP and budget revisions (national and WFP sources) Extent to which CSP design with regard to gender, disability and inclusion shows influence of relevant data and analysis	<u>Documents:</u> Uganda Zero Hunger Review IPC Acute Food Security Analyses CSP and budget revision documents CSP MTR Evaluations conducted prior to CSP design Decentralized evaluations conducted during CSP period Rapid analyses or assessments that informed Budget Revisions  <u>Consultations:</u> Current and former WFP staff including CD, DCD, SO Managers, AMEL, and Gender and Protection Officers	Document review using review tool to identify recurrent themes, emerging issues and trends Semi-structured interviews with Key Informants, and the systematic coding and content analysis of interview data Triangulation across data collection methods and sources, and across lines of inquiry

<sup>1</sup> For the purpose of saving space in the document, the final two columns of the evaluation matrix template are combined.

<sup>2</sup> Please note the proposed reformulation of the original sub-question, which had two questions: "To what extent and how was the design of the CSP informed by credible evidence?" and "To what extent was it strategically and realistically targeted to address the root causes of, and strengthen capacities to address food insecurity and malnutrition in Uganda?". We have referred to the approach to targeting as a Line of Inquiry under 1.1. and we explore the design of capacity strengthening activities (including identification of capacity gaps) as part of EQ 1.2 where we focus on the shift to an "enabling" role.

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
	informed by relevant data and analysis			
1.1.2 Evidence-based and realistic targeting	<p>Extent to which geographic targeting enabled a focus on areas of greatest need and/or strategic relevance</p> <p>Extent of participation/involvement of vulnerable populations in community-level consultations in the targeting process</p> <p>Extent to which targeting approaches were realistic (i.e., based on available resources)</p> <p>Extent to which targeting approaches enabled the CSP to reach and to meet the needs of the most vulnerable women, men, boys and girls</p> <p>Extent to which WFP's approach to targeting aligns with Government policies, frameworks and systems related to vulnerable populations and priorities</p> <p>Extent to which targeting considers coverage by other humanitarian and development actors to ensure no one is left behind</p>	<p>CSP design and implementation documents contain rationale and evidence for shifts towards vulnerability-based targeting approaches</p> <p>CSP documents cite studies of vulnerability analysis for justifying geographic and/or thematic foci</p> <p>Targeting approaches based on available resources for CSP implementation</p> <p>Targeting approach of CSP interventions is based on a gap analysis taking into consideration the government's and other humanitarian and development actor's programme coverage.</p> <p>WFP and Government vulnerability analysis mapping for Activities include gender sensitive analysis and protection concerns</p> <p>Stakeholder perception on appropriateness of targeting approach focused on most vulnerable women, men, boys and girls, including extent to which targeting included individuals with intersecting vulnerabilities</p>	<p><u>Documents:</u></p> <p>CSP and budget revision document</p> <p>Country Office Management Plans (COMPs)</p> <p>CSP activity strategy documents (e.g. school feeding strategy), briefs and factsheets</p> <p>Uganda Zero Hunger Review Reports generated by AMEL unit, including needs assessments, market situation analyses, profiling reports</p> <p>Operational maps of CSP activities and interventions</p> <p>Concept notes and standard operating procedures on targeting practices</p> <p>Government Policies and Plans</p> <p>Existing evaluations and assessment reports</p> <p><u>Consultations:</u></p> <p>Government officials at national and subnational levels</p> <p>WFP Stakeholders, including, among others: CD, DCD, SO Managers, Programme, Assessment, Monitoring, Evaluation and Learning (AMEL)</p>	<p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants;</p> <p>systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
	Extent to which the intersectionality of vulnerabilities (e.g. elderly women, disabled child, person living with HIV/AIDS, refugees, pregnant and lactating women, children under the age of 5) is considered in targeting of beneficiaries			
<b>1.2 To what extent and how was the CSP designed and implemented to 'enable' the Government of Uganda to achieve national priorities (Vision 2040, NDP II&amp;III, RRF, HPEF), as well as to support the UN cooperation framework and the SDGs?<sup>3</sup></b>				
1.2.1 Degree of alignment with national policies, strategies, plans and systems	<p>Degree of CSP alignment with national priorities</p> <p>Degree of alignment with government sectoral and thematic policies and plans, including the Comprehensive Refugee Response Framework (CRRF) (ToC Assumptions 16 and 17)</p> <p>Degree of alignment between CSP and subnational priorities in Karamoja, Southwest, West Nile sub-regions</p>	<p>Degree of correspondence between CSP strategic outcomes and activities, and national objectives outlined in government policies, strategies and plans</p> <p>Degree of involvement of Government, including subnational levels, in the preparation of the CSP</p> <p>Perception of government officials on the degree of alignment of WFP objectives and interventions with national policies, strategies and plans and systems (including the CRRF)</p> <p>Perception of senior subnational government officials on the degree of alignment of WFP objectives and</p>	<p><b>Documents:</b></p> <p>CSP and budget revision documents</p> <p>Uganda Zero Hunger Strategic Review</p> <p>Government policies, plans and programmes including, among others: Uganda Vision 2040, National Development Plan (NDP) II 2015/16-2019/20, NDP III 2020/21-2024/25, Inter-Agency Uganda Country Refugee Response Plan (RRP) 2022-2025</p> <p>Government emergency/humanitarian response plans</p> <p>Existing evaluations, assessments and audit reports</p>	<p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p>

<sup>3</sup> Slight wording changes were made to the original question: "To what extent and how was the CSP designed and implemented to 'enable' the Government of Uganda in achieving national priorities (Vision 2040, NDP II&III, RRF, HPEF), as well as supporting the UN cooperation framework and the SDGs?"

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
		interventions with subnational priorities Evidence of WFP's use of existing government systems (including financing systems, beneficiary information management systems, complaints and grievance management systems, among others) in the implementation of the CSP	<u>Consultations:</u> WFP stakeholders, including among others: CD, DCD, SO Managers, Policy & Partnerships, Programme, M&E Government officials at both national and subnational levels Donors, UNCT and other selected stakeholders	
1.2.2 Designed and implemented to enable a shift to an enabling role	Extent to which CSP explicitly (or implicitly) intended to strengthen national capacity in the enabling environment, the organizational and individual domains <sup>4</sup> Extent to which capacity strengthening efforts across SOs targeted evidenced capacity needs and gaps Extent to which WFP service provision <sup>5</sup> and enabling roles complemented each other	Evidence that analyses and/or assessments of capacity gaps at systems (policy), organizational, and/or individual levels were conducted by WFP or others in consultation with relevant national stakeholders Evidence that CSP activities targeted (some of) the identified capacity needs/gaps Evidence that WFP approaches to capacity strengthening (e.g. technical assistance, SSTC, temporary capacity substitution) were chosen deliberately Perceptions of WFP CO leadership and staff on progress in WFP deliberately and systematically pursuing and managing the roles of both 'doer' and 'enabler' role	<u>Documents:</u> CSP activity strategy documents (e.g. school feeding strategy), briefs and factsheets Capacity assessments in MoUs, FLAs, After Action Reviews Partnership Action Plan Existing evaluations, assessments and audit reports <u>Consultations:</u> WFP stakeholders, including among others: SO and Activity Managers, Policy & Partnerships, Programme Government officials at both national and subnational levels Cooperating Partners	Document review using review tool to identify recurrent themes, emerging issues and trends Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data Triangulation across data collection methods and sources, and across lines of inquiry

<sup>4</sup> WFP. 2022. [Country Capacity Strengthening Policy Update](#).

<sup>5</sup> WFP. 2024. [Humanitarian Support and Services](#).

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
		Perceptions of government partners on the extent to which WFP has shifted to (also) play an “enabling” role and on how it aligns this with its continued role as a “doer”		
1.2.3 Coherence and compatibility of WFP objectives and programming with UN system and other development partners in Uganda (ToC Assumptions 3 and 13)	Extent of alignment of the CSP with the UNSCDF at time of design and currently Extent of synergy between CSP and strategies of other UN agencies and development partners Extent of synergy between CSP and strategies of other UN agencies and development partners Extent of coordination and collaboration among partners during implementation	Evidence of alignment in content of UNSCDF and CSP Evidence of efforts to reduce duplication and/or enhance collaboration and synergies across agencies and across sectors (in refugee response and in Karamoja) Perceptions on relevance of WFP coordination roles in sector working groups, e.g. Logistics Working Group Extent to which WFP harmonized strategic approaches through the UNCT, and sector working groups (such as the National Cash Working Group, Food Security Sector Coordination Group, UN Logistics Working Group) Stakeholder perceptions on complementarity with strategies of other UN agencies and main donors	<u>Documents:</u> CSP and budget revision documents Uganda UN Sustainable Development Cooperation Framework [UNSDCF]) Annual Country Reports for UN agencies and WFP Uganda <u>Consultations:</u> UN Resident Coordinator Representative of key UN agencies with which WFP collaborates in Uganda Government officials Representatives of donors	Document review using review tool to identify recurrent themes, emerging issues and trends Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data Triangulation across data collection methods and sources, and across lines of inquiry
<b>1.3 To what extent and how is the CSP design internally coherent and based on a clear theory of change with realistic assumptions?</b>				
1.3.1 Internal coherence and logic of CSP design	Extent to which activities outlined in the CSP have been logically connected to contribute to CSP outcomes	Existence of explicit or implicit theory of change that articulates causal pathways between activities and CSP outcomes, and internal and	<u>Documents:</u> CSP and budget revision documents WFP Strategic Plans	Document review using review tool to identify recurrent themes,

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
	and reflect WFP comparative advantage Extent to which changes during CSP implementation have maintained or improved CSP coherence	external assumptions that underpin them Evidence in documentation that the design of CSP outcomes and activities leveraged synergies and interlinkages across SOs Evidence that Budget Revisions considered CSP coherence Extent to which WFP staff express coherent views on CSP pathways and on both existing and envisioned linkages between SOs and related activities Evidence of coherence in WFP delivery/implementation in the same geographic location	CSP activity strategy documents (e.g. school feeding strategy), briefs and factsheets <u>Consultations:</u> WFP CO Staff: CD, DCD, SO managers, Programme, AMEL team	emerging issues and trends Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data Triangulation across data collection methods and sources, and across lines of inquiry
1.3.2 Focus on WFP comparative advantage	Evolution in corporate statements of WFP comparative advantage Clarity and accuracy with which WFP comparative advantage defined in the Uganda context Extent to which CSP intended expansion beyond conventional areas of WFP comparative advantage	Clarity with which CSP design identified WFP comparative advantage, relative to corporate statements Extent to which CSP design (a) justified interventions on the basis of established WFP comparative advantage; (b) explained why the CSP would expand WFP operations in Uganda beyond areas of established comparative advantage Stakeholder perceptions (Ministries, Departments and Agencies [MDAs], donor, UN, NGO) on the extent to which WFP is leveraging its comparative advantage in Uganda	<u>Documents:</u> CSP and budget revision documents WFP Strategic Plans CSP activity strategy documents (e.g. school feeding strategy), briefs and factsheets <u>Consultations:</u> WFP CO Staff: CD, DCD, SO managers, Programme, AMEL team Donors, UNCT and other selected stakeholders	Document review using review tool to identify recurrent themes, emerging issues and trends Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data Triangulation across data collection methods and sources, and across lines of inquiry

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
<b>1.4 To what extent and how did the CSP adapt and respond to evolving needs and priorities in Uganda to ensure continued relevance - for example through budget revisions - without compromising the original focus of the CSP? <sup>6</sup></b>				
1.4.1 Extent to which WFP remained relevant to national context and priorities during CSP period, especially refugee response ( <b>CO Learning Theme</b> )	<p>Changes in context, needs, and priorities (e.g. changes in prevalence of stunting, refugee influx, funding for refugees, government priorities)</p> <p>Extent to which CO adapted programming to reflect changes in Uganda during the CSP (including through BR) (<b>ToC Assumption 8</b>)</p> <p>Evidence of WFP's ability to adapt programming to COVID-19</p> <p>Trade-offs between consistency and adaptations in WFP strategic and operational engagements</p>	<p>Existence of new analyses from WFP or the Government to highlight changing capacities and needs</p> <p>Existence of WFP internal reports that show evidence of analysis of changing contexts and describe the programming response</p> <p>Existence of WFP internal reports and MOU agreements that show WFP responding to emergent requests from Government</p> <p>Stakeholder perceptions on WFP ability to adapt the CSP to changing contexts and emergent requests from Government</p> <p>Existence of analyses related to the pandemic that included implications for new strategic positioning required as a result of the pandemic response</p> <p>Stakeholder perceptions on the ability of WFP to adapt the CSP strategically to respond to the COVID pandemic</p>	<p><u>Documents:</u></p> <p>WFP Annual Country Reports/Standard Project Report</p> <p>Records concerning inter-organizational cooperation</p> <p>Annual Performance Plans</p> <p>CSP budget revision documents</p> <p>WFP Internal Reports, including monitoring reports and VAM Assessments</p> <p><u>Consultations:</u></p> <p>Government officials at both national and subnational levels</p> <p>WFP Stakeholders, including, among others: CD, DCD, SO Managers, Policy &amp; Partnerships, AMEL team</p> <p>Donor Representatives</p>	<p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p>
<b>EQ 2: What difference did the CSP make to food security and nutrition in the country?</b>				

<sup>6</sup> The original sub-EQ in the TOR also had a second question: "How well did WFP balance agility with consistency in its strategic and operational engagements in Uganda?" We have addressed balancing of agility as part of the first question and have integrated it in the lines of inquiry below.



Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
<b>2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and the UNSDCF? What, if any, were unintended, positive or negative, results?<sup>7</sup></b>				
2.1.1. Contributions from Direct Food and Nutrition Assistance to Refugees (CSP Activities 1 and 5)	Changes in access to adequate and nutritious products for vulnerable women, men, girls and boys in refugee-hosting areas Extent to which there are improvements in knowledge and practices in financial literacy and nutrition among men and women in refugee-hosting areas Extent to which there are short term change contributions to relevant intermediate changes	Percentage of relevant planned outputs that have been achieved to date (according to CSP logframe indicators for SO 1 and SO 3) Evidence of plausible contributions of activities and outputs to short-term changes Evidence of progress towards intermediate changes: - Increased self-reliance of women and men in refugee- and host-communities - Reduced incidence of childhood malnutrition - Diversification of sources of income for women and men Examples of how short-term changes contribute to intermediate changes	<u>Documents:</u> CSP and budget revision documents CSP logical frameworks Annual Country Reports (ACRs) PDM reports COMET data on transfers, beneficiaries, and WFP performance Mid-Term Review (MTR) Report, and other existing evaluations M&E reports, briefs Datasets on transfers, beneficiaries, and WFP performance <u>Consultations:</u> WFP Stakeholders, including, among others: SO Managers, Policy & Partnerships, AMEL Government officials at both national and subnational levels CP representatives Sex-disaggregated focus groups with beneficiaries Observation of distribution sites	Document review using review tool to identify recurrent themes, emerging issues and trends Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data Focus group discussions with beneficiaries (sex-disaggregated); systematic coding and analysis of FGD data Triangulation across data collection methods and sources, and across lines of inquiry
2.1.2 Contributions from Direct Food and Nutrition	Changes in access to adequate and nutritious products for vulnerable	Percentage of relevant planned outputs that have been achieved to date (according to CSP logframe	<u>Documents:</u> CSP and budget revision documents CSP logical frameworks	Document review using review tool to identify recurrent themes,

<sup>7</sup> We have slightly simplified the original question, which was “To what extent and how did WFP use its comparative advantage to achieve its CSP coverage and outcome targets and what are its contributions to the expected outcomes of the United Nations Sustainable Development Cooperation Framework (UNSDCF)? Were there any unintended outcomes, positive or negative?” Outcome targets and expected coverage are addressed in the lines of inquiry or indicators. WFP comparative advantage is addressed under EQ 1.3 and EQ 4.3, as a factor affecting performance.

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
Assistance to Crisis-affected and food populations (CSP Activities 2 and 5)	women, men, girls and boys in crisis-affected and food-insecure populations Extent to which there are improvements in knowledge and practices in financial literacy among men and women in crisis-affected and food-insecure populations Extent to which there are improvements in knowledges and practices in nutrition among men and women in crisis-affected and food-insecure populations Extent to which there are short term change contributions to relevant intermediate changes	indicators for SO 1, and SO 3) Evidence of plausible contributions of activities and outputs to short-term changes Evidence of progress towards intermediate changes: - Reduced incidence of childhood malnutrition - Diversification of sources of income for women and men Examples of how short-term changes contribute to intermediate changes	Annual Country Reports (ACRs) PDM reports COMET data on transfers, beneficiaries, and WFP performance Mid-Term Review (MTR) Report, and other existing evaluations M&E reports, briefs Datasets on transfers, beneficiaries, and WFP performance Uganda UN Sustainable Development Cooperation Framework [UNSDCF]) Annual Country Reports for UN agencies and WFP Uganda UNSDCF annual reports, UN INFO <u>Consultations:</u> WFP Stakeholders, including, among others: SO Managers, Policy & Partnerships, AMEL Government officials at both national and subnational levels CP representatives Representatives of other UN agencies UN RCO Sex-disaggregated focus groups with beneficiaries Observation of distribution sites	emerging issues and trends Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data Focus group discussions with beneficiaries (sex-disaggregated); systematic coding and analysis of FGD data Triangulation across data collection methods and sources, and across lines of inquiry
2.1.3 Contributions from Food Systems Focused Technical Assistance to	Extent to which opportunities for enhanced livelihoods, especially among women and youth, has increased	Percentage of relevant planned outputs that have been achieved to date (according to CSP logframe indicators for SOs 1, 2, 3, and 4)	<u>Documents:</u> CSP and budget revision documents CSP logical frameworks Annual Country Reports (ACRs)	Document review using review tool to identify recurrent themes,

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
smallholder farmers (SHF), Micro & Small Enterprises (SMEs), Retailer Groups and Private Sector Actors (activities 1, 3, 4, 5, 6)	<p>Extent to which community assets are use and continually maintained, among men and women</p> <p>Extent to which there is increased access to nutritious, home-grown school meals for girls and boys in Karamoja</p> <p>Changes in knowledge, skills and practices on post-harvest management, productivity, and marketing among men and women smallholder farmers</p> <p>Changes in knowledge, skills and practices among private sector actors on pro-smallholder business models, sustainable agriculture, post-harvest management, and providing employment opportunities for youth and women</p> <p>Extent to there is improved capacity of market retailers for provision of safe and nutritious foods for refugees</p> <p>Extent to which technology for post-harvest management and value-addition in agro-processing has improved</p>	<p>Evidence of plausible contributions of activities and outputs to short-term changes</p> <p>Evidence of progress towards intermediate changes:</p> <ul style="list-style-type: none"> <li>- increased access to, opportunities within, functional target markets for smallholder farmers, MSMEs, retailers and livelihoods groups</li> <li>- improved and diversified sources of income for women and men</li> <li>- reduced incidence of all forms of childhood malnutrition</li> <li>- increased self-reliance of women and men in refugee- and host-communities</li> </ul> <p>Examples of how short-term changes contribute to intermediate changes</p>	<p>PDM reports</p> <p>COMET data on transfers, beneficiaries, and WFP performance</p> <p>Mid-Term Review (MTR) Report, and other existing evaluations</p> <p>M&amp;E reports, briefs</p> <p>Datasets on transfers, beneficiaries, and WFP performance</p> <p>Uganda UN Sustainable Development Cooperation Framework [UNSDCF])</p> <p>Annual Country Reports for UN agencies and WFP Uganda</p> <p>UNSDCF annual reports, UN INFO <u>Consultations</u>:</p> <p>WFP Stakeholders, including, among others: SO Managers, Policy &amp; Partnerships, AMEL</p> <p>Government officials at both national and subnational levels</p> <p>CP representatives</p> <p>Representatives of other UN agencies</p> <p>UN RCO</p> <p>Sex-disaggregated focus groups with beneficiaries</p> <p>Observation of distribution sites</p>	<p>emerging issues and trends</p> <p>Semi-structured interviews with Key Informants;</p> <p>systematic coding and content analysis of interview data</p> <p>Focus group discussions with beneficiaries (sex-disaggregated); systematic coding and analysis of FGD data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
	Extent to which commercial stakeholders are engaged to support WFP programmatic objectives through strategic procurement approaches (ToC Assumption 11)			
2.1.4 Contributions from Institutional capacity strengthening (Activities 3, 4, 5, 6, 8 and 9) (CO Learning theme)	<p>Systems level changes (e.g. changes in relevant government policies; in multi-stakeholder planning and coordination mechanisms; in food and nutrition resourcing)</p> <p>Institutional level changes (e.g. in relevant government processes/'ways of doing' things such as related to information flow, or beneficiary management) both nationally and sub-nationally</p> <p>Individual level changes (e.g. related to relevant national and sub-national government staff/teams' technical capabilities)</p> <p>Extent to which WFP used its comparative advantage to complement government capacity</p>	<p>Evidence / documentation cites changes at systems, institutional, and/or individual levels:</p> <p>Stakeholder perceptions regarding WFP contributions to strengthened Government capacity, at national and sub-national levels</p> <p>Stakeholder perceptions regarding Government capacity for resourcing (financial, staffing) across Activity and SO</p> <p>Stakeholder perceptions of how sustainable WFP-supported systems, services and capacity are likely to be, and why</p> <p>Stakeholder perceptions of WFP complementarity vs crowding out of government capacity</p> <p>Evidence of plausible contributions of activities and outputs to short-term changes</p> <p>Evidence of progress towards intermediate changes:</p> <ul style="list-style-type: none"> <li>- increased access to, opportunities within, functional target markets for</li> </ul>	<p><u>Documents:</u></p> <p>ACRs</p> <p>CSP MTR</p> <p>WFP internal reports on capacity strengthening activities</p> <p>Existing evaluations and assessments (including Outcome Harvesting Pilot Study for WFP Uganda's CCS intervention in Social Protection Systems Strengthening)</p> <p>WFP Country Capacity Strengthening briefs and toolkit</p> <p>CSP activity strategy documents (e.g. school feeding strategy)</p> <p>Progress reporting for CSP activities</p> <p>Data on government budget allocations to relevant thematic areas covered by the CSP, such as towards school feeding and treatment of moderate acute malnutrition</p> <p><u>Consultations:</u></p> <p>Government officials at both national and subnational levels</p>	<p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
		<p>smallholder farmers, MSMEs, retailers and livelihoods groups</p> <ul style="list-style-type: none"> <li>- improved and diversified sources of income for women and men</li> <li>- reduced incidence of all forms of childhood malnutrition</li> <li>- increased self-reliance of women and men in refugee- and host-communities</li> <li>- strengthened government adaptive social protection systems and programmes</li> </ul> <p>Examples of how short-term changes contribute to intermediate changes</p>	WFP Stakeholders, including, among others: CD, DCD, SO Managers, Policy & Partnerships, AMEL Representatives of donors and other UN agencies CP representatives	
2.1.5 Provision of Supply Chain Services and Expertise (Activity 10)	<p>Extent to which there has been improved access to WFP supply chain services among humanitarian actors</p> <p>Extent to which technical capabilities and networks of national and regional actors responsible for humanitarian assistance have been strengthened</p>	<p>Evidence for the effective delivery of emergency response by government and humanitarian actors</p> <p>Review of type and extent of technical supply chain and logistics services provided, and of the results accomplished through services provided</p> <p>Extent to which networks and forums were used by WFP to build synergies with partners</p>	<p><u>Documents:</u></p> <p>ACRs</p> <p>CSP MTR</p> <p>WFP situation reports</p> <p>CO supply chain reports, plus programme &amp; budget pipeline information</p> <p>UN, NGO, and other stakeholder plans and reports specifically for emergency preparedness and response, logistics and supply chain operations and environmental impact</p> <p><u>Consultations:</u></p> <p>Government officials at both national and subnational levels</p>	<p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
			WFP Stakeholders, including, among others: Supply Chain Leads, Logistics Officers Representatives of donors and other UN agencies CP representatives	
2.1.6 Contributions to UNSDCF	<p>Extent to which CSP outputs and contributions to strategic outcomes have contributed to intended UNSDCF outcomes<sup>8</sup></p> <p>Extent to which CSP outputs and contributions to strategic outcomes have contributed to intended UNSDCF outcomes :</p> <ul style="list-style-type: none"> <li>- Human wellbeing and resilience)</li> <li>- Increased productivity, decent employment, and equal rights to resources;</li> <li>- Uganda's natural resources and environment are sustainably managed, protected</li> </ul>	<p>Stakeholder assessments of extent of WFP contribution to each UNSDCF outcome</p> <p>Reported evidence on WFP contributions to UNSDCF outcomes</p> <p>WFP participation in relevant UNSDCF results groups or joint programmes</p>	<p><u>Documents:</u> Mid-Term Review (MTR) Report, and other existing evaluations M&amp;E reports, briefs Uganda UN Sustainable Development Cooperation Framework [UNSDCF]) Annual Country Reports for UN agencies and WFP Uganda UNSDCF annual reports, UN INFO</p> <p><u>Consultations:</u> WFP Stakeholders, including, among others: SO Managers, Policy &amp; Partnerships, AMEL Government officials at both national and subnational levels CP representatives Representatives of other UN agencies UN RCO</p>	<p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Focus group discussions with beneficiaries (sex-disaggregated); systematic coding and analysis of FGD data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p>

<sup>8</sup> UNSDCF outcomes towards which WFP aims to contribute include: Human wellbeing and resilience; Increased productivity, decent employment, and equal rights to resources; Improved equitable access to and utilization of quality basic social and protection services; Uganda's natural resources and environment are sustainably managed, protected; Capacity to mitigate and adapt to climate change and disaster risks.

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
	<ul style="list-style-type: none"> <li>- Improved equitable access to and utilization of quality basic social and protection services;</li> <li>- Capacity to mitigate and adapt to climate change and disaster risks)</li> </ul>			
2.1.6 Unintended results	<p>Unintended positive results of CSP implementation</p> <p>Unintended negative results from CSP implementation</p>	<p>Documented unintended results</p> <p>Stakeholder identification of unintended results and assessment of their significance (men and women)</p>	<p><u>Documents:</u></p> <p>CSP MTR</p> <p>Existing evaluations and assessments</p> <p><u>Consultations:</u></p> <p>Government officials at both national and subnational levels</p> <p>WFP Stakeholders, including, among others: CD, DCD, SO Managers, Policy &amp; Partnerships, AMEL</p> <p>Representatives of donors and other UN agencies</p> <p>CP representatives</p> <p>FGDs with beneficiaries</p>	<p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p>
<b>2.2 To what extent and how did WFP's strategies contribute to achievement of cross-cutting aims (protection, accountability to affected populations, gender, equity and inclusion, environment, climate change) and adhere to humanitarian principles?</b>				
2.2.1 Contributions to improved gender equality and the empowerment of women and youth among WFP beneficiaries	<p>Extent to which interventions benefit women and girls, men and boys based on their differential needs, priorities, capacities, and constraints</p> <p>Extent to which CSP implementation supported</p>	<p>Evidence of gender-responsive and/or gender-responsive results, and plausible contributions of CSP activities</p> <p>Evidence of dedicated budget with a financial benchmark (e.g. minimum 15%) for gender-related activities</p>	<p><u>Documents:</u></p> <p>WFP CSP and consecutive budget revision documents</p> <p>Zero Hunger Review</p> <p>WFP Annual Country Reports/Standard Project Reports</p>	<p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants;</p>



Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
	and contributed to progress on gender responsive results Extent to which CSP evolved to contribute to youth empowerment	Perception of beneficiaries (F/M) on the contributions of WFP interventions in meeting their needs/the needs of youth Stakeholder perceptions of plausible CSP contributions to progress towards gender results  Stakeholder perceptions of plausible CSP contributions to youth empowerment	WFP Gender Policies (2015 – 2020 and 2022) and toolkit PDM reports Progress reports for donors (e.g. Mastercard Foundation) Existing evaluations and assessments IASC Policy on Gender Equality and the empowerment of women and girls in humanitarian action <u>Consultations:</u> WFP Staff: AMEL team, Gender & Protection, stakeholders from humanitarian clusters and working groups. Cooperating partners, implementing partners, CSOs Sex-disaggregated focus groups with vulnerable segments of affected population	systematic coding and content analysis of interview data Focus group discussions with beneficiaries (sex-disaggregated); systematic coding and analysis of FGD data Triangulation across data collection methods and sources, and across lines of inquiry
2.2.2 Extent to which affected populations are able to benefit from WFP activities in a manner that ensures and promotes their safety, dignity and integrity	Appropriateness of approaches, processes and mechanisms through which affected populations can measure the adequacy of interventions and influence decision-making Extent to which WFP ensures meaningful and safe access to assistance and services, without any barriers	Evidence of needs assessments that seek the views of household members (M/F) Evidence of mechanisms used to ensure protection of girls, boys, women and men of all ages, with or without disability, and with diverse backgrounds in all activities Extent to which beneficiaries (M/F) are consulted and participate in the design, implementation and monitoring of interventions	<u>Documents:</u> CSP and consecutive budget revision documents WFP Protection and Accountability Policy ACRs PDM reports CFM Reporting Materials used for reporting back to beneficiaries <u>Consultations:</u>	Document review using review tool to identify recurrent themes, emerging issues and trends Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data Focus group discussions with beneficiaries (sex-

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
	Extent to which Community Feedback Mechanisms (CFM) collect, collate, and lead to concerns of beneficiaries (M/F) being addressed in a timely manner Extent to which affected populations are able to hold WFP and partners to account for meeting their hunger needs in a manner that reflects their views and preferences (ToC Assumption 6)	Perceptions of beneficiaries of safety, dignity, participation and empowerment Evidence of CO coordination and collaboration with community committees for identifying beneficiaries Evidence that information from CSP planned interventions and their delivery is reported back to affected population (M/F) Number and type of complaints (or feedback) in CFM/Hotline disaggregated by sex of complainant Perceptions of beneficiaries that they have timely access to clear and relevant information Evidence of beneficiary satisfaction with opportunities to influence the design and implementation of WFP activities.	WFP Staff: AMEL team, Gender & Protection, stakeholders from humanitarian clusters and working groups. Sex-disaggregated focus groups with beneficiaries, including vulnerable segments of affected population Observation of distribution sites	disaggregated); systematic coding and analysis of FGD data Triangulation across data collection methods and sources, and across lines of inquiry
2.2.3 WFP activities delivered without harming the environment (ToC Assumption 5)	Extent to which WFP activities and outputs contributed to positive environmental outcomes and climate change-related effects such as adaptation/resilience against climate shocks; adoption of climate change mitigating practices; etc.	Evidence of environmental considerations in CSP documents and consecutive budget revisions Existence use of risk analysis and social and environmental screening tools Evidence of measures taken by WFP and partners to reduce environmental impacts	<u>Documents:</u> WFP CSP and consecutive budget revision documents WFP Environmental policy Annual Country Reports (ACRs) PDM reports CFM Reporting Reporting back to beneficiaries Environmental impact assessments and environmental mitigation plans	Document review using review tool to identify recurrent themes, emerging issues and trends Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
	Extent of potentially negative environmental (including climate change) impacts of WFP activities and measures taken by the CO to minimize these Proportion of supply chain activities for which environmental risks have been screened and as required, mitigation actions identified	Evidence of institutional learning regarding environment and climate change by CO and national partners in context of the CSP	<u>Consultations:</u> WFP Staff: AMEL team, Gender & Protection, SO managers and team Sex-disaggregated focus groups with beneficiaries, including vulnerable segments of affected population Direct field observation	Focus group discussions with beneficiaries (sex-disaggregated); systematic coding and analysis of FGD data Triangulation across data collection methods and sources, and across lines of inquiry
2.2.4 WFP activities reduce climate change effects on hunger among targeted populations	Extent to which design of CSP programming considered reduction of climate change impacts on hunger into account  Extent to which programming succeeded in implementing climate change mitigation strategies	Evidence of climate change considerations and/or mitigation strategies in CSP documents and consecutive budget revisions Evidence of positive climate change-related effects Establishment of partnerships to leverage climate change expertise	<u>Documents:</u> WFP CSP and consecutive budget revision documents WFP Environmental and Climate Change-related policies PDM reports CFM Reporting <u>Consultations:</u> WFP Staff: AMEL team, Gender & Protection, SO managers and team Sex-disaggregated focus groups with beneficiaries, including vulnerable segments of affected population Direct observation	Document review using review tool to identify recurrent themes, emerging issues and trends Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data Focus group discussions with beneficiaries (sex-disaggregated); systematic coding and analysis of FGD data Triangulation across data collection methods and sources, and across lines of inquiry

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
2.2.5 WFP approaches demonstrate adherence to humanitarian principles	Extent to which humanitarian principles have been integrated and applied, including in the COVID-19 response Extent to which humanitarian assistance was delivered impartially according to needs	Evidence that delivery meets primary needs of beneficiaries (M/F), prevents erosion of their assets, gives them choice and promotes their dignity Evidence that delivery modalities are based on thorough assessment and analysis Perceptions of affected population (M/F), including the most vulnerable, that the timing of assistance and protection received is adequate and meets their needs Affected population, including the most vulnerable, do not identify negative effects resulting from WFP humanitarian action Evidence of beneficiaries being aware of their rights and entitlements	<u>Documents:</u> WFP CSP and consecutive budget revision documents IASC Policy on Gender Equality and the empowerment of women and girls in humanitarian action Needs assessments PDM reports CFM Reporting <u>Consultations:</u> WFP staff, UN RC, representatives of agencies in clusters and working groups (particularly those that WFP leads) Sex-disaggregated focus groups with beneficiaries, including vulnerable segments of affected population	Document review using review tool to identify recurrent themes, emerging issues and trends Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data Focus group discussions with beneficiaries (sex-disaggregated); systematic coding and analysis of FGD data Triangulation across data collection methods and sources, and across lines of inquiry
<b>2.3 To what extent and how are achievements under the CSP likely to be sustainable beyond WFP's support or facilitation?<sup>9</sup></b>				
2.3.1 Sustainability dimensions ( <b>CO Learning Theme – in relation to national ownership of home-grown</b> )	<u>Institutional sustainability:</u> Extent to which CSP achievements are/are likely to be integrated and reflected in Government policies and programs, UN frameworks,	Evidence in documentation of uptake of CSP initiatives by other actors. Stakeholder perceptions of strategic integration of CSP objectives and activities to future Government, UN, other actor priorities	<u>Documents:</u> CSP and budget revision documents CSP activity strategy documents (e.g. school feeding strategy) ACRs WFP Financial Report and Funding Report	Document review using review tool to identify recurrent themes, emerging issues and trends Semi-structured interviews with Key Informants;

<sup>9</sup> The question in the TOR included: “in particular from a financial, social, institutional and environmental perspective”. These elements have been woven into the dimensions of analysis, lines of inquiry, and indicators.

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
<b>school feeding programme and nutrition approaches)</b>	and the priorities of other actors (ToC Assumption 14) Extent to which non-government actors, including from the private sector, are willing and able to hold government to account for continued progress towards SDGs 2 and 17 Existence of exit strategies or sustainability plans for the different SO components and measures planned to support sustainability of actions <u>Financial sustainability:</u> Extent to which there are alternative sources of finance for the activities (including from government) <u>Environment sustainability:</u> Extent to which WFP activities integrated measures that were environmentally sustainable	Stakeholder perceptions regarding Government ownership and political will to takeover and support activities in the future Evidence in documents of government commitment of financial and human resources for CSP activities moving forward Evidence of non-government actors conducting advocacy around food security and nutrition issues Evidence of exit strategies or sustainability plans for WFP within the CSP and actions taken in line with these plans/strategies Evidence of concrete steps taken by the private sector and/or civil society and other organizations to maintain and build on CSP results and innovations Evidence of non-government actors conducting advocacy around food security and nutrition issues	Progress reporting for CSP activities Existing evaluations and assessments CSP MTR Government Policies and Plans <u>Consultations:</u> WFP Stakeholders, including, among others: CD, DCD, SO Managers, Policy & Partnerships, AMEL team Government officials at both national and subnational levels Donor Representatives Representatives of other UN agencies	systematic coding and content analysis of interview data Triangulation across data collection methods and sources, and across lines of inquiry
<b>2.4 To what extent and how did WFP use the nexus approach to programming to address food insecurity and malnutrition in Uganda?<sup>10</sup></b>				
2.4.1 Nexus approach in WFP support for the	Extent of progress towards enhanced self-reliance as set out in the CSP	Resources allocated to livelihoods vs GFA over time	<u>Documents:</u> CSP and budget revision documents	Document review using review tool to identify recurrent themes,

<sup>10</sup> Sub-question 2.4 in the Terms of Reference ("To what extent and how did WFP facilitate and support strategic linkages between humanitarian action and development cooperation to foster social cohesion in refugee-hosting areas of Uganda and enhance self-reliance for refugees and other vulnerable populations?" has been integrated into this sub-question, which seemed to provide a broader framing of the same issues. The WFP nexus approach in the refugee operations is explored as a separate line of inquiry.

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
refugee response <b>(CO Learning Theme)</b>	Whether WFP support fostered social cohesion among refugees and between refugees and host populations	Type and coverage of livelihoods and other programming Evidence of enhanced prospects of sustainable livelihoods for men and women Evidence of programming and operational decisions (e.g. types of partnerships, modalities) that reflect a nexus approach Degree of synergies or convergence between WFP and other humanitarian and development actors <b>(ToC Assumption 3)</b> Evidence on social cohesion in settlement areas Stakeholder perceptions on evolution of social cohesion Approaches to social cohesion between refugees and host communities Approaches to social cohesion among refugees	CSP activity strategy documents (e.g. roll-out of the self-reliance model, targeting and prioritization exercise) ACRs WFP Financial Report and Funding Report Progress reporting for CSP activities Existing evaluations and assessments CSP MTR Government Policies and Plans <u>Consultations:</u> WFP Stakeholders, including, among others: CD, DCD, SO Managers, Policy & Partnerships, AMEL team Government officials at both national and subnational levels Donor Representatives Representatives of other UN agencies FGDs with beneficiaries	emerging issues and trends Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data Focus group discussions with beneficiaries (sex-disaggregated); systematic coding and analysis of FGD data Triangulation across data collection methods and sources, and across lines of inquiry
2.4.2 Nexus approach in other aspects of WFP programming	Intentional and coherent design of the CSP in support of a nexus approach  Technical and operational linkages between CSP humanitarian and developmental activities during CSP implementation <b>(ToC Assumption 2)</b>	Evidence of linkages between development and humanitarian operations (changing lives and saving lives) in the CSP, BR, related funding proposals, and technical documents Evidence of programming and operational decisions (e.g. types of partnerships, modalities) that reflect a nexus approach	<u>Documents:</u> CSP and budget revision documents WFP Annual Country Reports/Standard Project Reports CSP MTR Annual UN Reports for Uganda Existing evaluations, assessments and audit reports <u>Consultations:</u>	Document review using review tool to identify recurrent themes, emerging issues and trends Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
	Extent of progress towards enhanced self-reliance	Stakeholder perspectives on WFP support for a nexus approach Evidence of layering or sequencing of interventions for men and women at beneficiary level Degree of synergies or convergence between WFP and other humanitarian and development actors (ToC Assumption 3)	Government officials at both national and subnational levels WFP Stakeholders, including, among others: CD, DCD, SO Managers, Policy & Partnerships, AMEL team Representatives of other UN agencies Donor Representatives CP representatives	Triangulation across data collection methods and sources, and across lines of inquiry
<b>2.5 To what extent and how did WFP contribute to thought leadership in food security and nutrition in Uganda?<sup>11</sup></b>				
2.5.1 Thought leadership on food insecurity and malnutrition	Clearly defined areas of thought leadership for WFP in Uganda Use of evidence to inform policy and programmatic solutions Promotion of innovation	Evidence of WFP using thought leadership in proposals and presentations WFP use of communications channels to share expertise, evidence, solutions Stakeholder perceptions of expertise of WFP (Peer perspective) Stakeholder feedback on “innovative “ WFP approaches Evidence of uptake of evidence, programmatic solutions, and knowledge products	<u>Documents:</u> CSP and budget revision documents CSP activity strategy documents (e.g. roll-out of the self-reliance model, targeting and prioritization exercise) WFP Annual Country Reports CSP MTR Annual UN Reports for Uganda WFP Uganda communications and knowledge products (e.g. learning briefs, public-facing analytical outputs) CO communications strategy Existing evaluations, assessments and audit reports <u>Consultations:</u>	Document review using review tool to identify recurrent themes, emerging issues and trends Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data Triangulation across data collection methods and sources, and across lines of inquiry

<sup>11</sup> The question in the TOR also included a second part: “Specifically, the extent to which WFP used its comparative advantage to inform policy and programmatic solutions to root causes of food insecurity and malnutrition in Uganda.” We have covered some of these aspects in the line of inquiry and indicators for this EQ. We cover comparative advantage in other EQ and cross-reference to those in the report.



Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
			Government officials at both national and subnational levels WFP Stakeholders, including, among others: CD, DCD, SO Managers, Policy & Partnerships, resource mobilization unit, AMEL team Representatives of other UN agencies Donor Representatives	
<b>EQ 3: To what extent has WFP used its resources efficiently?</b>				
<b>3.1 To what extent and how were the CSP outputs and related budget delivered within the intended timeframe?</b>				
3.1.1 Timeliness of delivery of activities and effects on outputs	Extent to which activities were delivered within the intended time frame Extent to which on-demand services were delivered on time Factors (internal and external) contributing to or impeding timely delivery of WFP interventions Main consequences of delays (if any) on outputs from affected population perspective	Evidence in WFP reporting on delivery time of goods, services, activities compared to intended timeframes (including the on-demand services) Stakeholder perceptions on timeliness of WFP delivery of goods, services and activities (including on-demand services) Evidence that budgetary resources were made available on time, and of level of utilization of assigned budget by budget line. Extent to which allocated funding was disbursed within intended timeframes Extent to which factors (COVID pandemic, Ebola crisis, reductions in donor support; changes in WFP	<u>Documents:</u> Annual Performance Plans Annual Country Reports (ACRs) Mid-Term Review (MTR) Report CSP documents; budget reports; monitoring reports and data on timing of delivery to beneficiaries over time; supply chain data; pipeline reports; complaints and feedback data Country-level guidance on assistance to respond to emergencies (e.g. in relation to process, duration and amount of assistance) <u>Consultations:</u> WFP Staff: Budget and financing, Supply-chain, AMEL team, Emergency Coordinator, Area Office managers	Document review using review tool to identify recurrent themes, emerging issues and trends Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data Focus group discussions with beneficiaries (sex-disaggregated); systematic coding and analysis of FGD data Triangulation across data collection methods and sources, and across lines of inquiry Systematic coding of

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
		systems) affected WFP's ability to deliver activities in a timely manner	Government officials at national and subnational levels CP representatives Donor representatives FGDs with beneficiaries	interview data
<b>3.2 To what extent and how did WFP reprioritize its interventions and use vulnerability-based targeting in operational planning and implementation to optimize limited resources?</b>				
3.2.1 Prioritization of general food assistance in the refugee response	Extent to which shift from status-based to vulnerability-based targeting led to efficiency gains Extent to which the introduction of different phases of prioritization optimized <sup>12</sup> limited resources Factors affecting optimization of resources (effects of refugee influx; inclusion and exclusion errors )	Numbers of beneficiaries reached over the CSP period Overall costs of refugee operation over time Evidence of vulnerability-based targeting based on up-to-date and comprehensive mapping and gender-sensitive needs assessments Number and type of factors that contributed to and/or impeded optimization Evidence of inclusion and exclusion errors Stakeholder views regarding the appropriateness of WFP reprioritization strategy in light of available options Comparative evidence from other WFP refugee operations that illustrate benefits of vulnerability-based targeting	<u>Documents:</u> CSP and budget revision documents COMET data ACRs CFM Reports Reports generated by AMEL team, including needs assessments, market situation analyses, profiling reports PDM reports <u>Consultations:</u> WFP Staff, including: AMEL team, Gender & Protection, AAP, Supply Chain Cash working group Financial service providers Government officials at national and subnational levels CP representatives and other stakeholders Donor representatives FGDs with beneficiaries	Document review using review tool to identify recurrent themes, emerging issues and trends Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data Focus group discussions with beneficiaries (sex-disaggregated); systematic coding and analysis of FGD data Triangulation across data collection methods and sources, and across lines of inquiry Analysis of resource allocations and modalities Vulnerability and needs analysis

<sup>12</sup> According to WFP Uganda's definition, optimization means that most vulnerable households get the highest possible ration while the least vulnerable households are weaned off GFA.

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
3.2.2 Other WFP re-prioritization efforts to optimize limited resources	Evidence of other prioritization of activities to generate efficiency gains	Evidence that the choice of modalities (cash, vouchers, in-kind) were appropriate and evidence-informed Evidence of vulnerability-based targeting based on up-to-date and comprehensive mapping and gender-sensitive needs assessments	<u>Documents:</u> CSP and budget revision documents COMET data ACRs Reports generated by AMEL team, including needs assessments, market situation analyses, profiling reports <u>Consultations:</u> WFP Staff, including: AMEL team, Gender & Protection, AAP, Supply Chain Cash working group Financial service providers Government officials at national and subnational levels CP representatives and other stakeholders Donor representatives	Document review using review tool to identify recurrent themes, emerging issues and trends Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data Focus group discussions with beneficiaries (sex-disaggregated); systematic coding and analysis of FGD data Triangulation across data collection methods and sources, and across lines of inquiry Analysis of resource allocations and modalities Vulnerability and needs analysis
<b>3.3 To what extent and how were WFP's activities delivered in a cost-efficient manner?</b>				
3.3.1 Cost-efficient delivery of activities	Main cost drivers for the different activities and for the CO as a whole Type, extent and effects of measures taken by CO to reduce costs in program and	Cost per activity Costs of delivering cash versus in-kind Cost comparisons: local versus international procurement of nutritious foods	<u>Documents:</u> PDM Reports ACRs Budget reports LESS reports WFP CSP and budget revision documents	Document review using review tool to identify recurrent themes, emerging issues and trends Semi-structured interviews with Key Informants;

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
	supply chain, and overall operations	<p>Values of post-delivery losses and recoveries, transit losses and recoveries, and of expired food</p> <p>Efficiency gains in choice of partners and partnership arrangements (annual vs multi-year FLA)</p> <p>Documented or perceived factors that explain cost changes over time</p> <p>Evidence of other cost saving strategies adopted by the CO and of their effectiveness and sustainability</p> <p>Evidence from analysis of selected supply chain / logistics, and programme unit costs per operation, activity, recipient / standard ration or per kilocalorie delivered</p> <p>Evidence of efficiency gains due to CO innovative approaches and operations</p> <p>Evidence for costs-savings in non-fiscal terms, e.g. time</p> <p>Changes in underlying cost drivers, e.g., landslide transport, storage and handling (LTSH) costs, use of Global Commodity Management Facility (GCMF)</p>	<p>Mid-Term Review (MTR)</p> <p>Supply chain guidelines, strategy, RBN reports</p> <p>GCMF, pipeline, and other supply chain data</p> <p>Miscellaneous reports (available through the CO or online) on cost efficiency of operations</p> <p><u>Consultations:</u></p> <p>WFP Staff: Head of Programme, Heads of Unit, Budget and financing, CO &amp; RBN Supply-chain, human resources, AMEL team, Cooperating Partners: Private sector, Innovation Village, local suppliers and manufacturers</p> <p>Donors: ECHO, BHA etc.</p>	<p>systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry. In particular comparing trends and data from quantitative and qualitative data, and comparing results from secondary and primary data</p>
<b>EQ 4: What are the critical factors, internal and external to WFP, explaining performance and results?</b>				
<b>4.1 To what extent and how has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?</b>				

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
4.1.1 WFP ability to mobilize resources to finance the CSP (CO Learning Theme) (ToC Assumption 9 and 13)	<p>Extent to which there were adequate resources to meet CSP forecast financing needs</p> <p>Extent to which CSP resourcing was predictable and timely</p> <p>Extent to which CSP resourcing was flexible</p> <p>Extent to which CO had resource mobilization strategies during the CSP period</p>	<p>Comparison of needs-based plan, implementation plan, and allocated resources per year, 2018-2023</p> <p>Evidence of country office mobilizing resources, including within WFP and from other partners</p> <p>Evidence of funding shortfalls and their consequences for CSP implementation</p> <p>Alignment of dates when resources available for country office use and dates when required for effective implementation of relevant operations</p> <p>Trends in multi-year funding and implications for predictability</p> <p>Level in CSP line of sight to which funding agencies assign CSP resources</p> <p>Trends in flexible and earmarked funding and their implications for CSP implementation</p> <p>Degree to which any form or level of earmarking and conditionality affected CSP implementation</p> <p>Evidence of actions taken to adapt to changes in resource mobilization context throughout the CSP period for resource mobilization</p>	<p><u>Documents:</u></p> <p>CSP and budget revision documents</p> <p>MTR</p> <p>WFP Annual Country Reports/Standard Project Reports</p> <p>WFP Funding and resource situation reports</p> <p>Partnership Action Plan</p> <p>Proposals to donors</p> <p>Other documents related to financial reporting and donor relations at CO</p> <p><u>Consultations:</u></p> <p>WFP Stakeholders, including, among others: CD, DCD, Head of Programme, SO managers, Finance, resource mobilization unit</p> <p>Donor representatives</p>	<p>Document review using review tool to identify recurrent themes, emerging issues and trends, in particular, ET will analyze trends in CSP resourcing</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
<b>4.2 How well did WFP establish and leverage strategic and operational partnerships with government actors, other UN agencies, NGOs, and the private sector to maximize efficiency, effectiveness, and sustainability of interventions to address root causes of malnutrition and food insecurity in Uganda?</b>				
4.2.1 Influence of partnerships on performance (ToC Assumption 10)	<p>Extent to which WFP has sought and utilized partnerships to deliver on the CSP</p> <p>Extent to which WFP CO partnership practices enabled/limited engagement with Cooperating Partners, Private Sector, Government, and other actors in line with WFP aspirations and commitments (e.g. in CSP, localization agenda of the Grand Bargain, etc)</p> <p>Extent to which partnerships reflected WFP partnership principles (needs based, ensure transparency and accountability, ensure risk management, explore innovative engagement models)</p>	<p>Changes in number and purpose of partnerships during the review period</p> <p>Evidence of CO engaging in strategic partnerships with government and other actors in implementing the CSP</p> <p>Evidence of shifts in partnerships and partnership practices to adapt to changing context (length of FLAs, partners implementing multiple activities)</p> <p>Evidence of differentiated level of cooperation and coordination with partners that are based on common recognition WFP's comparative advantage</p> <p>Perception of government, UN entities, CPs, the private sector, and other national actors on WFP partnership practices</p>	<p><u>Documents:</u></p> <p>CSP and consecutive budget revisions</p> <p>ACRs</p> <p>Partnership Action Plan</p> <p>MoU, FLAs and partnership agreements</p> <p>Proposals to donors</p> <p><u>Consultations:</u></p> <p>WFP CO staff: Heads of Unit, Budget and financing, AMEL team, SO and Activity Managers, Partnerships Unit</p>	<p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p>
<b>4.3 What role, if any, have the following factors played in the implementation of the CSP ?</b> <ul style="list-style-type: none"> <li>- Programme integration at design stage and during implementation.</li> <li>- Adequacy of human resources.</li> </ul>				

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
<p>- Innovation in the CSP design and implementation leading to greater efficiency and effectiveness.</p> <p>- Adequate availability and use of monitoring data to track progress and inform decision making.</p> <p>- Other internal or external factors</p>				
4.3.1 Programme structure and characteristics <b>(CO Learning Theme)</b>	<p>Extent of integration within the programme and between programme and supply chain (ToC Assumptions 2 and 4)</p> <p>Extent of CO innovation in CSP implementation</p>	<p>Evidence of integration of different programme components in the design of the CSP</p> <p>Evidence of integration of different programme components during implementation</p> <p>Evidence of integration of supply chain and programme activities</p> <p>Stakeholder perceptions of programmatic integration in the CO</p> <p>Evidence of development and implementation of innovative approaches and operations for greater effectiveness</p> <p>Evidence of efficiency gains due to CO innovative approaches and operations</p>	<p><u>Documents:</u></p> <p>Mid-Term Review (MTR) Report</p> <p>CSP documents; budget reports; monitoring reports and data; supply chain data</p> <p>CO organigrammes</p> <p>ACRs</p> <p><u>Consultations:</u></p> <p>WFP CO staff, Human Resources, Finance</p>	<p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p>
4.3.2 Human resources <b>(ToC Assumption 9)</b>	Extent to which human resources are sufficient and have the required competencies to deliver CSP interventions and to ensure synergies among these	<p>Degree of effectiveness of allocation of human resources to SOs</p> <p>Evidence of matching position levels and contract types with planned interventions</p> <p>Degree of CO success in retaining staff, minimizing turnover, recruiting staff members with requisite skills and experience (e.g.</p>	<p><u>Documents:</u></p> <p>CO staff statistics</p> <p>CO organigrammes</p> <p>Documents related to CO organizational realignment</p> <p>ACRs</p> <p>Internal reports on training conducted at SO</p>	



Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
		<p>via length of time taken to fill positions at CO; proportion of vacant positions at CO)</p> <p>Levels of staffing by duty station (CO, Area Office, sub-office, and field office)</p> <p>Number and type/level of positions held by women/men</p>	<p><u>Consultations:</u></p> <p>WFP CO staff, Human Resources, Finance</p>	
4.3.3 Monitoring and assessment function in the WFP CO ( <b>CO Learning theme</b> )	<p>Extent to which M&amp;E systems are set up to monitor progress against outputs and outcomes of the CSP</p> <p>Extent to which M&amp;E and assessment data is analyzed and used for evidence-based programming and accountability (ToC Assumption 8)</p> <p>Factors that affect evidence generation, reliability and use for program improvements, reporting, and accountability</p>	<p>Percentage of output and outcome indicators that have been monitored over time</p> <p>Evidence that M&amp;E and assessment data (including sex- and age-disaggregated) is timely informing strategic and operational decision-making in the CO</p> <p>Evidence of risk-informed approach to monitoring function</p> <p>Stakeholder perceptions on utility of M&amp;E and assessment data</p> <p>Evidence of access to, and use of, relevant assessment and M&amp;E data by government, CPs, UN agencies and other actors</p> <p>Internal and external factors that affect collection, analysis and use of data for decision-making</p>	<p><u>Documents:</u></p> <p>Logical framework and indicators</p> <p>Monitoring data in COMET</p> <p>ACRs and SPRs</p> <p>Annual Performance Plans, and other annual performance planning documents</p> <p>CSP MTR</p> <p>M&amp;E reports</p> <p>Existing evaluations and assessments</p> <p>Reports to donors</p> <p><u>Consultations:</u></p> <p>WFP CO staff: SO and Activity Managers, AMEL team</p> <p>Donor representatives</p>	<p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection and analysis techniques <sup>1</sup>
4.3.4 Other factors affecting WFP's performance	Other factors that have facilitated or limited the strategic and programmatic shifts <sup>13</sup> envisioned by the CSP (ToC Assumptions 7, 12, 16, 17)	<p>Evidence in documentation related to factors affecting results</p> <p>Stakeholder perceptions on internal and external factors that affected WFP performance</p> <p>Clarity with which WFP comparative advantage in Uganda is defined</p> <p>Extent to which WFP justified interventions based on comparative advantage</p>	<p><u>Documents:</u></p> <p>Internal and external situation reports</p> <p>WFP operational briefs</p> <p>Existing evaluations and assessments</p> <p><u>Consultations:</u></p> <p>WFP Staff, government stakeholders, implementing and cooperating partners, UN Resident Humanitarian Coordinator, UNCT and other relevant actors along the HDP nexus</p>	<p>Document review using review tool to identify recurrent themes, emerging issues and trends</p> <p>Semi-structured interviews with Key Informants; systematic coding and content analysis of interview data</p> <p>Triangulation across data collection methods and sources, and across lines of inquiry</p>

<sup>13</sup> Key shifts intended under the 2018-2025 CSP, included: (i) transition to national ownership of the country's fight against hunger through sharing of analyses and evidence, and provision of technical assistance; (ii) promotion of transition from provision of food assistance to supporting self-reliance in refugee-hosting areas; (iii) use of cash transfers where markets are functional; (iv) introduction of nutrition, HIV, and gender transformation-sensitive programming; and (v) engagement with private sector organizations to address root causes of malnutrition

# Annex IV. Reconstructed Theory of Change

This annex presents a reconstructed Theory of Change (ToC) for the WFP Uganda CSP.

**The development of this ToC was informed** by a review of key documents, including the original CSP (including its log frame and line of sight), subsequent Budget Revisions, the Mid-Term Review of the CSP, and Annual Country Reports. The evaluation team also reviewed WFP's corporate theory of change for the Strategic Plan 2022-2026 and the recently developed CO theories of change for Karamoja and for refugee-hosting districts. The reconstructed ToC is based on the objectives and programmatic focus as outlined in the original CSP. It also reflects inputs from CO staff during inception phase briefings and a ToC validation workshop, which led to several revisions in the clustering of activities compared to the original CSP, informed the types of changes anticipated, and the assumptions underlying the pathways of change.<sup>14</sup> Additional written feedback provided by CO staff after the inception mission, has been incorporated in the ToC and its assumptions, to the extent possible.

**The reconstructed ToC is not a visual representation of the CSP's logframe or line of sight** but, rather, an illustration of the anticipated change mechanisms (drivers of change), change pathways and underlying assumptions. The ToC, as shown in [Figure 2](#) below, is structured along the following dimensions:

- **Actions to Drive Change:** The CSP activities and outputs are framed as several actions to drive change, which comprise more than one CSP Activity.<sup>15</sup> This "clustering" aims to reflect the intended interconnectedness of interventions in the CSP, especially in food systems-focused technical assistance and institutional capacity strengthening.
- **Short-Term Changes** are intended immediate effects anticipated for different actors (men and women, refugee and host communities, girls and boys in schools in Karamoja, government staff, etc). These effects emerge from the work in several programmatic and service areas.
- **Intermediate Changes** highlight the integration of different pathways to change stemming from the Short-term Changes towards higher-level results. In short, the intermediate changes illustrate the intended integrated medium-term effects of the CSP.
- **Long-term Changes and Goals** are included in the reconstructed ToC to illustrate the long-term orientation of WFP's engagement in Uganda.

Additionally, **Table 2** presents a draft list of **assumptions** that (implicitly) underlie the ToC. In this context, 'assumptions' refer to the fundamental beliefs and hypotheses about how change will occur as a result of WFP interventions and support. The assumptions are structured according to which elements of the ToC they logically connect (i.e. they help explain the transition from Actions to Drive Change to Short-Term Changes, from Short-Term to Intermediate Changes, and from Intermediate to Longer-Term Changes).

**The evaluation team used the reconstructed ToC** as an overarching framework for the evaluation to facilitate data collection and analysis in relation to the evaluation questions. In responding to EQ2, focused on the difference that the CSP made to food and nutrition security in Uganda, used the ToC to identify plausible WFP contributions to intended changes along the depicted pathways of change and the degree to which observed changes can be linked to WFP interventions and/or other factors. In particular, elements under EQ 2.1 have been organized to ensure that the ToC is factored in, with its dimensions of analysis reflecting WFP's contributions through its Actions to Drive

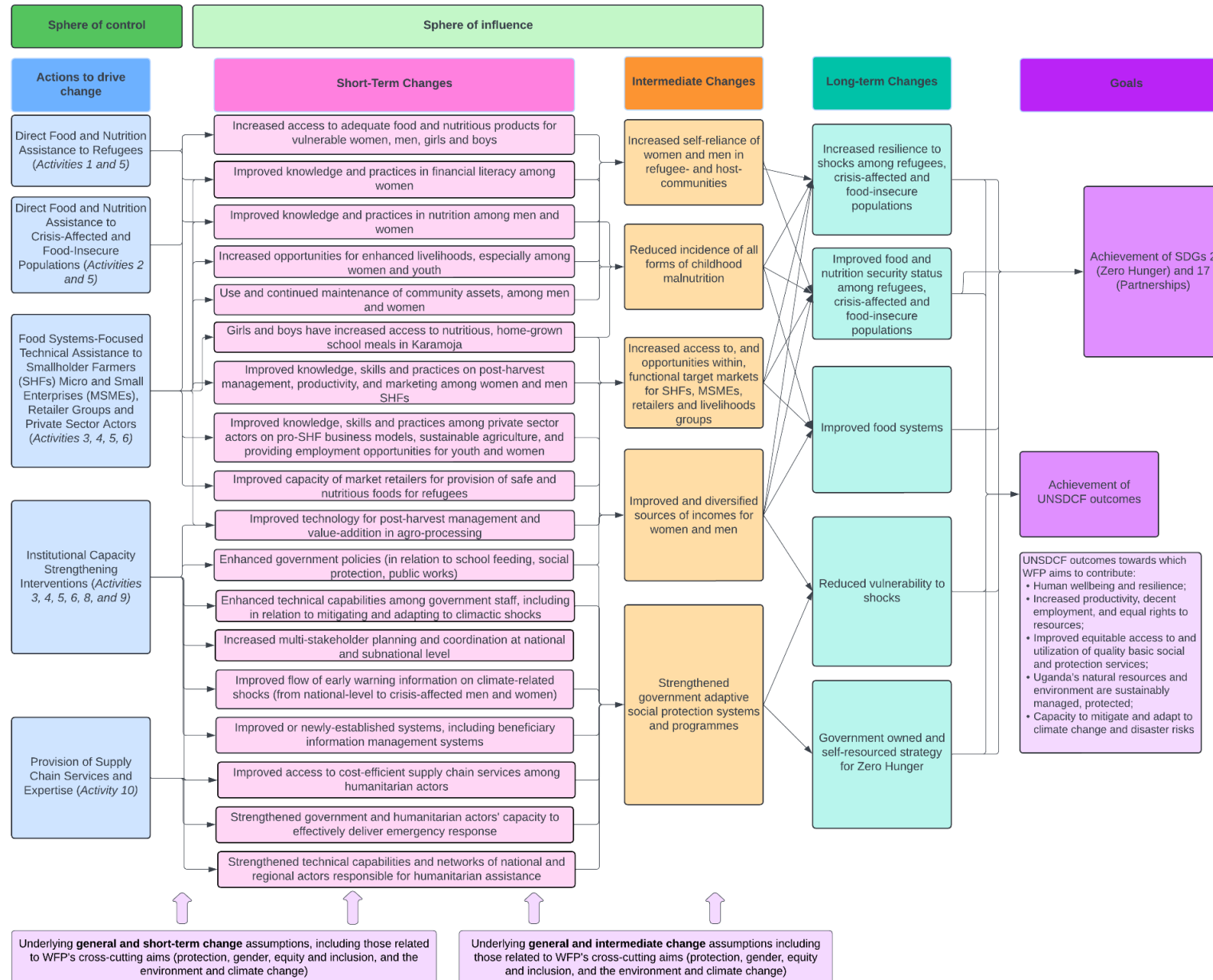
<sup>14</sup> For example, the work on financial literacy with women and focus on youth is now reflected more clearly in the short-term changes. Cross-cutting areas are explicit in the "changes" or in the assumptions underlying the changes.

<sup>15</sup> CSP activity numbers are, however, referenced where relevant, to illustrate where they 'fit' within the ToC.

Change, as reflected in the reconstructed TOC. EQ 4, which focuses on factors affecting CSP performance and results, identifies some of the ToC assumptions that underpin the main mechanisms for, and pathways to, change.

Furthermore, during the evaluation process, the evaluation team tested validity of the noted assumptions (i.e. assess, based on the available evidence, the extent to which they held true during the review period). Mentions of specific ToC assumptions (by their number) have been included in relevant dimensions of analysis and lines of inquiry, within the evaluation matrix, to note how, and in response to which evaluation questions, the evaluation will test the validity of assumptions. The validity of the list of assumptions was tested during the evaluation process based on emerging evidence.

**Figure 2: Reconstructed Theory of Change**



**Table 2: List of Assumptions**

Assumptions and Elements of the Theory of Change that the Assumptions Connect	Extent to which issue is within WFP control <sup>16</sup>	Validity of assumptions during CSP
<b>Assumptions 1-12: Explaining how Actions to Drive Change contribute to Short-Term Changes</b>		
Government and other partners are actively engaged in and supportive of capacity development activities		Holds true
CSP activities create synergies as they are "layered" in targeted geographic areas		Does not hold true
There is effective coordination among development partners to foster synergies and avoid duplication of efforts.		Partially holds true
WFP maximizes supply chain and logistics capacity to support on-demand services, direct assistance preparedness, and agile responses in times of crisis.		Holds true
All activities take into account environmental risks and are not deleterious for the environment		Partially holds true
Men and women are able to hold WFP and their partners to account through a CFM mechanism that builds trust and incentivizes effective delivery of activities		Partially holds true
WFP culture, policies, systems, and processes enable WFP to fulfill direct assistance (delivery), capacity strengthening, servicing, and influencing roles.		Partially holds true
WFP programs use evidence to adapt to changing circumstances and stakeholder feedback.		Holds true
WFP CO has the necessary resources (financial, human, technical) available and can efficiently allocate them to support the actions designed to drive change		Partially holds true
WFP cooperating partners have the capacity to deliver according to expectations; localization enables the delivery of the CSP.		Partially holds true
Commercial stakeholders are engaged to support WFP programmatic objectives related to food systems and agricultural development through strategic procurement approaches for GFA, CBT, HGSF, & AMS, etc.		Partially holds true

<sup>16</sup> Colour coding key: Green = entirely within WFP control; Yellow = somewhat within WFP control (e.g. through advocacy, mitigation measures); and Red = not within WFP control

Assumptions and Elements of the Theory of Change that the Assumptions Connect	Extent to which issue is within WFP control <sup>16</sup>	Validity of assumptions during CSP
Political and security conditions are conducive to building capacities at national and subnational levels		Partially holds true
Men and women (especially girls and marginalized groups within communities) participate in the design and implementation of CSP activities.		Holds true
<b>Assumptions 14-16: Explaining how Short-Term Changes contribute to Intermediate Changes</b>		
Development partners provide financial resources to complement government investment and sustain gains of CSP interventions.		Partially holds true
Achieved changes in knowledge, skills, and/or awareness lead to lasting changes in behaviors and practices among the target groups		Partially holds true
Affected populations/ communities have access to well-established markets where they can purchase safe and nutritious food items at affordable prices.		Partially holds true
<b>Assumptions 17-18: Explaining how Intermediate Changes contribute to Long-term Changes</b>		
The Government is committed to support the implementation of key policies for building the resilience of vulnerable households to shocks and strengthening national systems to improve future emergency responses.		Holds true
There is continuity in government policy on refugee integration.		Holds true

# Annex V. Evaluation methodology

The evaluation used a mixed-methods, theory-based approach, using both primary and secondary, as well as qualitative and quantitative data.

## DATA COLLECTION METHODS

### *Desk Review*

A review of relevant literature was carried out as part of the inception, data collection, and analysis phases of the evaluation (see bibliography in Annex 14). Document review contributed to the design of data collection, including to define the sampling approach and field visit sites. Quantitative data analysed throughout the evaluation included performance data, expenditures, and fund allocations. Key documents reviewed included the CSP, budget revisions, the CSP MTR, WFP strategies and plans, annual country reports, and other evaluations. The desk review also included documents relevant to the future strategic orientation and internal organization of the CO.

### *Key Informant Interviews*

Interview guides for KIIs were developed for the CSP stakeholders both at national and sub-national levels, including WFP, UN, donors, cooperating partners, and government. The KII's lasted for about one hour. Overall, the evaluation team interviewed a total of 223 individuals (136 men, 87 women). See table below for numbers of interviewees by stakeholder category.

**Table 3: KIIs by Stakeholder Category**

Stakeholder Category	No. of Interviewees
<b>Cooperating Partners - International</b>	<b>34</b>
F	10
M	24
<b>Cooperating Partners - Local</b>	<b>10</b>
F	4
M	6
<b>Donors</b>	<b>5</b>
F	2
M	3
<b>National Government</b>	<b>14</b>
F	2
M	12
<b>Private Sector</b>	<b>1</b>
M	1
<b>Sub-National Government</b>	<b>64</b>
F	21
M	43
<b>UN Agencies</b>	<b>20</b>



Stakeholder Category	No. of Interviewees
F	6
M	14
<b>WFP</b>	<b>75</b>
F	42
M	34
<b>Grand Total</b>	<b>224</b>
<b>Total male</b>	<b>137</b>
<b>Total female</b>	<b>87</b>

Some interviews were conducted in groups (2-3 respondents). This was done for stakeholders from the same stakeholder group (e.g., same WFP unit/department, or same government Ministry). Groupings were based on recommendations from the CO during the data collection phase. The types of questions generally asked to various broad stakeholder groups are identified in [Annex 6: Data Collection Tools](#).

#### *FGDs with Affected Populations*

FGDs lasted about 1.5 hours each. Local interpreters were used in each of the regions. In the refugee settlements the team had interpreters for different local languages.

The evaluation team conducted FGDs with a total of 478 individuals (156 men, 322 women). See [Table 4](#) below for numbers of FGD participants by location.

**Table 4: Number of FGD Participants by Location**

Location	No. of females	No. of males	Total
<b>Karamoja</b>	<b>108</b>	<b>72</b>	<b>180</b>
Kaabong	58	22	80
Napak	50	50	100
<b>South West</b>	<b>51</b>	<b>32</b>	<b>83</b>
Isingiro	51	32	83
<b>West Nile</b>	<b>163</b>	<b>52</b>	<b>215</b>
Koboko	75	32	107
Yumbe	88	20	108
<b>Total</b>	<b>322</b>	<b>156</b>	<b>478</b>

#### *Observation*

The team conducted transect walks wherever possible to observe dynamics in the community, see the assets and gardens, and look at storerooms, silos and kitchens, and look at grains stored by farmers. The team also visited the warehouse facility in Gulu.

## SAMPLING CRITERIA

### Project Site Selection

Each project site visit included FGDs with beneficiaries, KIIs with WFP field teams, local authorities and cooperating partners as well as direct observations of project assets.

The evaluation team selected three sub-regions of Uganda where WFP carries out CSP activities for such site visits: West Nile, Southwest, and Karamoja (alongside KIIs at the WFP CO in Kampala). The selection of sites was based on the following criteria:

- Variation of programmatic activities (different types of interventions across SOs during the CSP period)
- Variation in context (e.g., environmental factors that affect food security, local and refugee populations, etc.)

The final selection excluded districts that had been visited by the Decentralized Evaluation carried out in 2023 and purposefully included more remote locations such as Kaabong district in Karamoja. The evaluation team visited approximately 20 different project sites related to different CSP programming areas.

### KII Sampling Criteria

The following four criteria were used to select stakeholders at national and sub-national levels:

- Information richness (are the respondents sufficiently familiar with the role of WFP and its activities to provide insights?)
- Accessibility inclusion (can the stakeholders be accessed by the evaluation team?)
- Gender (does the mix of stakeholders represent gender diversity?)
- Diversity (does the mix of stakeholders represent a diversity of perspectives from national and sub-national stakeholders?)

Selection sought to ensure, as feasible, that women, persons with disabilities, and other under-represented groups were included among the respondents. The final selection of stakeholders (groups and entities) was made in consultation with WFP personnel, based on the evaluation team's initial stakeholder mapping. The actual persons invited depended on consultation with the CO and local partners.

### FGD Participant Selection Criteria

The WFP CO and their partners selected the persons invited to each FGD. Gender and, to a more limited extent, other inclusion considerations (such as persons with disabilities) were considered in the selection of participants. The evaluation carried out separate FGDs with women and men. The final selection of participants depended on maximizing the four criteria also considered for CSP level stakeholder KIIs (mentioned above) and was made in consultation with WFP personnel.

**Table 5: FGD Participant Selection Criteria**

Sub-region	District	WFP interventions (2018-2024)					
		SO1	SO2	SO3	SO4	SO5	SO6
West Nile	West Nile (All Districts and Settlements/Sub-Counties)	✓			✓	✓	
	Yumbe	✓				✓	
	Koboko	✓			✓	✓	
Karamoja	Karamoja (All Districts and Settlements/Sub-Counties)		✓	✓	✓	✓	
	Kaabong		✓	✓	✓	✓	
	Napak						
Southwest	Southwest (All Districts and Settlements/Sub-Counties)	✓	✓		✓		
	Isingoro	✓	✓		✓		

## DATA ANALYSIS

The evaluation's overarching approach to data analysis for the CSPE was based on theory-based contribution analysis – which encompasses descriptive, quantitative and qualitative data analysis. The evaluation team employed several analytical techniques including descriptive analysis, qualitative data analysis, quantitative analysis and descriptive statistics, and gender analysis. The reconstructed Theory of Change is presented in Annex 4.

### *Coding of Qualitative Data*

Dedoose software was used to code all of the KIIs and FGDs into themes and to identify overarching patterns. Dedoose was structured according to coding trees (one for KIIs and one for FGDs), each based on the evaluation matrix. Dedoose was also used to classify demographic data (e.g., gender, stakeholder group, location) to identify patterns. Evaluation team members met regularly throughout data analysis to exchange, ask questions, and discuss whether any adjustments were needed.

### *Triangulation*

Triangulation was used to ensure the reliability of information and to increase the quality, integrity and credibility of the evaluation findings and conclusions. The evaluation team attempted – to the greatest extent possible – to base individual findings on several lines of inquiry and data sources. The evaluation report explicitly indicates cases where triangulation has not been possible. The evaluation team also gathered regularly during data collection and analysis to discuss and cross-reference emerging results for evaluation sub-questions, identify patterns and outliers, and start drafting emerging findings in response to the evaluation questions. Data analysis was also enriched by feedback provided by stakeholders during the preliminary findings debrief.

## LIMITATIONS

The evaluation's overall methodological approach did not change from what was set out in the Inception Report, although some adjustments were made during the field work to accommodate the context and stakeholder availabilities. The main limitations of the evaluation and efforts to mitigate them are noted below:

Monitoring data on results indicators: As noted in the evaluability assessment during inception phase, there were limitations to the validity and scope of indicators and type of information available on Country Capacity Strengthening, food systems strengthening, and to some extent the cross-cutting areas. The ET drew on other CO studies, such as the one on Outcome Harvesting, and primary data collection in these areas. In some cases, such as the cross-cutting area of the environment, there was limited secondary data available.

Delayed receipt of data: Large amounts of updated CSP monitoring data (on beneficiaries, finances, funding, transfers, partnerships, and post-distribution monitoring) were provided to the evaluation team less than two weeks prior to the Draft 0 evaluation report submission date. The short timeline limited the time available for analysis of this updated data. Nevertheless, the evaluation drew upon the new data to the extent possible, building on analysis that had already been conducted with data previously provided (which mostly did not include values from 2024).

Delayed receipt of documents: Similarly, it took time to gather relevant documents and, even in the drafting stage, the team was missing a few documents (e.g. on the new approach to nutrition programming) to corroborate information from interviews. Because documents were slow in coming or were not available, the team conducted additional interviews with technical staff to try to fill in gaps in information.

Scope of the evaluation: Several of the learning themes related to 'organizational' dimensions of the WFP CO. Given time available for data collection, travel time and distance, and emphasis on gathering feedback from affected populations, the team was not able to an in-depth diagnostic on some of the organizational issues.

Stakeholder availability: A few of the key stakeholders at the CO were not available for an interview during the evaluation process, despite various attempts to schedule an appointment. This did not affect the

evaluation team's ability to address the evaluation questions, as a wide range of other stakeholders were consulted, although the insights of these key stakeholders would have been beneficial.

Depth of FGD coverage: Although there is a good level of feedback from affected populations, the evaluation team, in consultation with key WFP stakeholders, prioritized breadth of coverage over depth, to cover various activities. Thus, while there were many beneficiaries consulted through FGDs, there is not a large sample of FGDs focused on any one activity. For example, of the 315 schools in the school feeding programme in Karamoja, the evaluation team conducted FGDs with 7 of them.

## **GEWE CONSIDERATIONS**

In accordance with UNEG Guidance on Integrating Gender Equality and Human Rights in Evaluation,<sup>17</sup> gender equality and human rights considerations were integrated in the adaptation of questions and indicators, data collection and analysis methods, and in report findings, conclusions, and recommendations. It also sought to identify whether WFP CSP implementation, under the different activity areas, had different effects on women and men. The overall approach and sampling considered vulnerabilities from an intersectional perspective and ensured that voices of marginalized groups, including people with disabilities, were heard as part of the evaluation process.

## **ETHICAL CONSIDERATIONS AND RISKS**

This evaluation conforms to the 2020 United Nations Evaluation Group (UNEG) Ethical Guidelines.<sup>18</sup> All members of the evaluation team signed an ethical commitment and confidentiality agreement. Data collection was conducted in accordance with “do no harm” principles in a manner sensitive and appropriate to geographic and cultural contexts and prevailing socio-cultural and gender norms. The evaluation team reports an absence of conflicts of interest and ensured that the evaluation was conducted without undue influence. The evaluation was also guided by the desire to process information transparently, in a fair and balanced way that takes into account different points of view.

All data provided by WFP OEV was saved and shared by them on shared Microsoft Teams channel and only downloaded by the evaluation team to Universalialia's internal secure server when necessary for data analysis. Data collected by the evaluation team was also archived on Universalialia's internal secure server. The Government of Canada has granted our server a secret level security clearance and access is limited to a limited number of company employees. The server has a double backup system so that information can be recovered in case of loss or accidental deletion.

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<sup>17</sup> UNEG. (2014). *Integrating Human Rights and Gender Equality in Evaluations*.

<sup>18</sup> UNEG. (2020). *Ethical Guidelines for Evaluation*.

# Annex VI. Data collection tools

This annex outlines KII Topics and Interview Questions posed in KIIs for each evaluation sub-question and their respective dimensions of analysis, and to which categories of stakeholders these questions will be posed. This tool was developed to collect qualitative information from the key stakeholders of the evaluation. It is semi-structured and was tailored for each KII to be appropriate to different audiences and to focus on issues where the stakeholders being consulted could add the most value.

## KII Topics and Interview Questions

**Table 6: KII Topics and Interview Questions**

Interview topics (Dimensions of Analysis)	Interview questions	WFP Staff	Government	UN agencies	Donors	Cooperating Partners
<b>EQ 1: To what extent is the CSP evidence-based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity?</b>						
<b>1.1 To what extent was the CSP informed by credible evidence on the hunger challenges, the food security and nutrition issues prevailing in Uganda to ensure its relevance at design?</b>						
1.1.1 Evidence-based definition of strategy and programming approaches	<p>How was available evidence used to inform the approaches of the CSP?</p> <p>Does WFP continue to support evidence generation to inform changes in projects/program design, including budget revisions? In which way?</p> <p>Did WFP use vulnerability assessments and analysis (including gender and disability) to inform programming approaches? In which way?</p>	x				
1.1.2 Evidence-based and realistic targeting	<p>How was available evidence used to inform CSP targeting?</p> <p>Were targeting approaches realistic based on available resources?</p> <p>Does WFP continue to support evidence generation to inform changes in targeting approaches? In what way?</p> <p>Did WFP consider coverage by other humanitarian and development actors in their targeting? In what way?</p> <p>Was WFP's approach to targeting aligned with Government policies, frameworks and systems related to vulnerable</p>	x	x	X		

Interview topics (Dimensions of Analysis)	Interview questions	WFP Staff	Government	UN agencies	Donors	Cooperating Partners
	<p>populations and priorities? In what way?</p> <p>Did WFP use vulnerability assessments and analysis (including gender and disability) to inform targeting? In what way?</p> <p>Did targeting approaches enable the CSP to reach and to meet the needs of the most vulnerable women, men, boys, and girls?</p>					
<b>1.2 To what extent and how was the CSP designed and implemented to 'enable' the Government of Uganda to achieve national priorities (Vision 2040, NDP II&amp;III, RRF, HPEF), as well as to support the UN cooperation framework and the SDGs?</b>						
1.2.1 Degree of alignment with national policies, strategies, plans and systems	<p>How well aligned is WFP's CSP to national, sub-national, and sectoral development policies, strategies and plans?</p> <p>To what extent were key country actors, such as the government (national and sub-national), able to input into the CSP design and revisions? Please provide examples.</p> <p>To what extent does WFP use existing government systems (including financial systems, beneficiary information management systems, complaints and grievance management systems, among others) in the implementation of the CSP?</p>	x	x	x	x	

Interview topics (Dimensions of Analysis)	Interview questions	WFP Staff	Government	UN agencies	Donors	Cooperating Partners
1.2.2 Designed and implemented to enable a shift to an enabling role	<p>To what extent did CSP design and implementation explicitly (or implicitly) intend to strengthen national capacity (in terms of enabling environment and organizational and individual domains)?</p> <p>To what extent did capacity strengthening efforts across SOs target evidenced capacity needs and gaps? Please provide examples.</p> <p>To what extent does WFP's service provision role support the transition from "doing" to "enabling"?</p> <p>Does WFP mainly support and strengthen, or substitute the role of the government in certain areas of service provision?</p>	x	x	x		
1.2.3 Coherence and compatibility of WFP objectives and programming with UN system and other development partners in Uganda	<p>Was the CSP aligned with the UNSCDF at the time of design and currently? In what way?</p> <p>Is there synergy between the CSP and strategies of other UN agencies, development partners, and the government? In what way?</p>	x	x	x	x	
1.3 To what extent and how is the CSP design internally coherent and based on a clear theory of change with realistic assumptions?						



Interview topics (Dimensions of Analysis)	Interview questions	WFP Staff	Government	UN agencies	Donors	Cooperating Partners
1.3.1 Internal coherence and logic of CSP design	<p>Can you provide examples of linkages across WFP activities during implementation? Do these linkages contribute to achieving the CSP's expected outcomes?</p> <p>How did WFP ensure coherence between CSP SOs and Activities? Did the extent of coherence change during implementation (i.e., was coherence maintained, or did it improve or deteriorate overtime)?</p> <p>Was the CSP built and implemented based on WFP's comparative advantage? How so?</p>	x				
1.3.2 Focus on WFP comparative advantage	<p>What do you see as WFP's comparative advantage in Uganda?</p> <p>To what extent has WFP's comparative advantage in Uganda evolved or expanded during the CSP period?</p>	x	x	x	x	x
1.4 To what extent and how did the CSP adapt and respond to evolving needs and priorities in Uganda to ensure continued relevance - for example through budget revisions - without compromising the original focus of the CSP?						

Interview topics (Dimensions of Analysis)	Interview questions	WFP Staff	Government	UN agencies	Donors	Cooperating Partners
1.4.1 Extent to which WFP remained relevant to national context and priorities during CSP period, especially refugee response	<p>In what ways did the CSP adapt and remain relevant to changes in the priorities and context in the country (e.g., refugee influx, funding for refugees, government priorities, etc.)? Please provide examples.</p> <p>In what ways did the CSP adapt and respond to external shocks, including COVID-19? Please provide examples.</p> <p>To what extent has WFP maintained a focus on reaching the most vulnerable, despite adjustments being made to programming in light of the changing context?</p> <p>In which areas could WFP's alignment to the country context have been improved?</p>	x	x		x	
<b>EQ 2: What difference did the CSP make to food security and nutrition in the country?</b>						
<b>2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and the UNSDCF? What, if any, were unintended, positive or negative, results?</b>						
2.1.1. Contributions from direct Food and Nutrition Assistance to Refugees (CSP Activities 1 and 5) 2.1.2 Contributions from Direct Food and Nutrition Assistance to Crisis-affected and food populations (CSP Activities 2 and 5) 2.1.3 Contributions from Food Systems	<p>Some examples of WFP's areas of intervention include refugee assistance, lean season response, asset creation and livelihoods, school feeding, agriculture and market support, social protection and shock-responsive social protection systems strengthening, and emergency preparedness and response.</p> <p>To what extent has WFP achieved its plans in relation to these different areas of interventions? Can you provide examples of what you consider to be the most important results of WFP programming in its different areas of intervention?</p>	x	x	x	x	x

Interview topics (Dimensions of Analysis)	Interview questions	WFP Staff	Government	UN agencies	Donors	Cooperating Partners
Focused Technical Assistance to smallholder farmers (SHF), Micro & Small Enterprises (SMEs), Retailer Groups and Private Sector Actors (activities 1, 3, 4, 5, 6)	<p>What enabled or hindered the achievement of planned activities, outputs, and outcomes?</p> <p>To what extent did WFP play a significant role in bringing about the results that you have mentioned? To what extent did other actors or factors play a significant role?</p> <p>On the other hand, what challenges persist in WFP's areas of interventions? Or to what extent have you observed stagnation or deterioration in these thematic areas, during the 2018-2024 period?</p> <p><i>Note: questions for 2.1.1, 2.1.2, and 2.1.3 in particular will be tailored specifically in relation to the activities that stakeholders have been involved in (e.g., school meals, refugee assistance, etc.)</i></p>					
2.1.4 Capacity strengthening (CO Learning theme)	<p>Some examples of WFP's areas of capacity strengthening interventions include asset creation and livelihoods, school feeding, agriculture and market support, social protection and shock-responsive social protection systems strengthening, and emergency preparedness and response.</p> <p>To what extent has WFP achieved its capacity strengthening objectives at the national and sub-national levels? such as in relation to:</p> <ul style="list-style-type: none"> <li>- Systems-level: changes in relevant government policies; in multi-stakeholder planning and coordination mechanisms; in food and nutrition resourcing</li> <li>- Institutional-level: changes in government processes/'ways of doing' things such as related to information flow, or beneficiary management) both nationally and sub-nationally</li> <li>- Individual-level: changes in technical capabilities of relevant national and sub-national government staff/teams</li> </ul>	x	x	x	x	x

Interview topics (Dimensions of Analysis)	Interview questions	WFP Staff	Government	UN agencies	Donors	Cooperating Partners
	<p>How were improvements in capacity strengthening objectives achieved? What were the key contributors to their achievement?</p> <p>What is the extent of government capacity for resourcing (i.e. in terms of both financial resourcing and staff resourcing)?</p> <p>To what extent has WFP's support and services complemented government capacity? Or to what extent has WFP's work had the effect of crowding out government capacity?</p>					
2.1.5 Provision of Supply Chain Services and Expertise (Activity 10)	<p>To your knowledge, what types of supply chain and logistics services were provided by WFP during the 2018-2024 period? What are some examples of results that have been achieved through the provision of these services?</p> <p>To what extent the technical capabilities of national and regional actors responsible for humanitarian assistance in Uganda been strengthened? What has been the role of WFP's provision of supply chain and logistics services in bringing this about, if at all?</p> <p>To what extent have the networks of national and regional actors responsible for humanitarian assistance been strengthened? What has been the role of WFP's provision of supply chain and logistics services in bringing this about, if at all?</p>	x	x	x	x	X

Interview topics (Dimensions of Analysis)	Interview questions	WFP Staff	Government	UN agencies	Donors	Cooperating Partners
2.1.6 Unintended results	<p>Have there been any unintended positive or negative results of CSP implementation? Please provide examples.</p> <p>How significant were these unintended results in terms of achieving the strategic objectives of the CSP?</p>	x	x	x	x	
<b>2.2 To what extent and how did WFP's strategies contribute to achievement of cross-cutting aims (protection, accountability to affected populations, gender, equity and inclusion, environment, climate change) and adhere to humanitarian principles?</b>						
2.2.1 Contributions to improved gender equality and the empowerment of women and youth among WFP beneficiaries	<p>Do you think WFP adequately integrated gender equality and the empowerment of women and youth in CSP design and implementation? If not, in which areas were more actions required?</p> <p>Did WFP's cooperating partners apply GEWE principles and standards in their work with WFP? Please provide examples.</p> <p>Did WFP interventions benefit women and girls, men and boys, based on their differential needs, priorities, capacities, and constraints? Can you provide examples of good practice? And examples where this has been more challenging and why?</p> <p>Did CSP implementation support and contribute to progress on gender responsive results?</p> <p>Did the CSP evolve to contribute to youth empowerment? In which ways?</p>	x				x

Interview topics (Dimensions of Analysis)	Interview questions	WFP Staff	Government	UN agencies	Donors	Cooperating Partners
2.2.2 Extent to which affected populations are able to benefit from WFP activities in a manner that ensures and promotes their safety, dignity and integrity	<p>Do you think WFP adequately integrated accountability to affected populations in CSP design and implementation? If not, in which areas were more actions required?</p> <p>To what extent did WFP ensure meaningful and safe access to its assistance and services, without any barriers?</p> <p>What were the key approaches, processes, and mechanisms used by WFP through which affected populations could measure the adequacy of interventions and influence decision making?</p> <p>To what extent were Community Feedback Mechanisms used by beneficiaries to voice their concerns, and by WFP to collect, collate and respond to concerns? What were the key contributing factors of CFM use?</p>	x				x
2.2.3 WFP activities delivered without harming the environment	<p>Do you think WFP adequately integrated environmental impacts in CSP design and implementation? If not, in which areas were more actions required?</p> <p>Did WFP activities during the CSP period have any positive or negative environmental impacts? For negative environmental impacts, what measures were taken by the CO to minimize these?</p> <p>Did WFP screen potential environmental risks within the supply chain, and take actions to mitigate them?</p>	x				x

Interview topics (Dimensions of Analysis)	Interview questions	WFP Staff	Government	UN agencies	Donors	Cooperating Partners
2.2.4 WFP activities reduce climate change effects on hunger among targeted populations	<p>Do you think WFP adequately integrated climate change in CSP design and implementation? If not, in which areas were more actions required?</p> <p>To what extent did WFP consider the reduction of climate change impacts on hunger into account?</p> <p>To what extent did the CSP successfully implement any climate change mitigation strategies?</p>	x				x
2.2.5 WFP approaches demonstrate adherence to humanitarian principles	<p>Did WFP approaches demonstrate adherence to humanitarian principles, including in the COVID-19 response? In which way?</p> <p>Do you believe that WFP humanitarian assistance was delivered impartially, according to needs?</p> <p>Was the timing of assistance and protection you received adequate to meet your needs?</p> <p>Were there any negative effects resulting from WFP humanitarian action?</p>	x				x
2.3 To what extent and how are achievements under the CSP likely to be sustainable beyond WFP's support or facilitation?						

Interview topics (Dimensions of Analysis)	Interview questions	WFP Staff	Government	UN agencies	Donors	Cooperating Partners
2.3.1 Sustainability dimensions	<p>To what extent are CSP achievements likely to be integrated and reflected in Government policies and programs, UN frameworks, and the priorities of other actors?</p> <p>Have any handover and transition arrangements been agreed upon with the government. Why or why not? If so, please provide examples.</p> <p>To what extent are there alternative sources of finance for the CSP activities (including from government)? Do handover/exit strategies include financial considerations?</p> <p>To what extent is the government able to meet the costs of continuing and expanding support it has developed with WFP through the CSP?</p> <p>To what extent did WFP activities integrate measures that were environmentally sustainable? Please provide examples.</p>	x	x	x	x	
<b>2.4 To what extent and how did WFP use the nexus approach to programming to address food insecurity and malnutrition in Uganda?</b>						
2.4.1 Nexus approach in WFP support for the refugee response (CO Learning Theme)	<p>To what extent have the prospects of sustainable livelihoods and self-reliance for men and women been enhanced through WFP programming?</p> <p>To what extent has social cohesion in refugee-hosting settlements improved since the CSP, as a result of WFP activities (in terms of among refugees, and between refugees and host communities)?</p>	x	x	x	x	x



Interview topics (Dimensions of Analysis)	Interview questions	WFP Staff	Government	UN agencies	Donors	Cooperating Partners
2.4.2 Nexus approach in other aspects of WFP programming	<p>To what extent has the CSP been designed and implemented in support of a nexus approach?</p> <p>To what extent were there technical and operational linkages between CSP humanitarian and development activities during CSP implementation?</p> <p>Is there evidence of progress towards self-reliance? Please provide examples.</p>	x	x	x	x	x
<b>2.5 To what extent and how did WFP contribute to thought leadership in food security and nutrition in Uganda?</b>						
2.5.1 Thought leadership on food insecurity and malnutrition	<p>What do you see as WFP's specific areas of innovation, thought leadership, and expertise in Uganda?</p> <p>Can you provide examples of uptake of programmatic solutions, knowledge products, and other evidence produced by WFP in Uganda?</p>	x	x	x	x	x
<b>EQ 3: To what extent has WFP used its resources efficiently?</b>						
<b>3.1 To what extent and how were the CSP outputs and related budget delivered within the intended timeframe?</b>						
3.1.1 Timeliness of delivery of activities and effects on outputs	<p>Were activities delivered on time? Were there any delays? What was the causes and consequences of delays?</p> <p>Were there any mitigating activities put in place to resolve delays and did these improve the timeliness of performance and achievement of output targets?</p>	x	x		x	x
<b>3.2 To what extent and how did WFP reprioritize its interventions and use vulnerability-based targeting in operational planning and implementation to optimize limited resources?</b>						

Interview topics (Dimensions of Analysis)	Interview questions	WFP Staff	Government	UN agencies	Donors	Cooperating Partners
3.2.1 Prioritization of general food assistance in the refugee response	<p>What were the effects of the shift from status-based to vulnerability-based targeting? Did it increase or decrease efficiency, and why?</p> <p>Did different phases of prioritization further optimize the use of limited resources? Why or why not?</p> <p>What factors have affected the optimization of resources (e.g., refugee influx, inclusion and exclusion errors)?</p>	x	x		x	x
3.2.2 Other WFP re-prioritization efforts to optimize limited resources	<p>Can you provide examples of other prioritization activities that have or have not generated efficiency gains?</p> <p>How were the choice of modalities (cash, vouchers, in-kind) decided? Based on what evidence?</p>	x	x		x	
<b>3.3 To what extent and how were WFP's activities delivered in a cost-efficient manner?</b>						
3.3.1 Cost-efficient delivery of activities	<p>To what extent did WFP incur any unplanned costs? By what amount/percentage?</p> <p>To what extent did WFP supply chain and logistics expertise help to maximise efficiency?</p> <p>Can you give any examples of specific cases where choices were made regarding supply sources and implementation modalities in order to increase cost efficiency?</p> <p>Have there been any efficiency gains made through partnerships and partnership arrangements? Please provide examples.</p> <p>What were some of the key cost-saving strategies of the CO?</p>	x			x	x

Interview topics (Dimensions of Analysis)	Interview questions	WFP Staff	Government	UN agencies	Donors	Cooperating Partners
<b>EQ 4: What are the critical factors, internal and external to WFP, explaining performance and results?</b>						
<b>4.1 To what extent and how has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?</b>						
4.1.1 WFP ability to mobilize resources to finance the CSP	<p>To what extent did WFP develop a resource mobilisation strategy based on contextual evidence and analysis? Was it implemented?</p> <p>To what extent was CSP resourcing predictable and timely?</p> <p>To what extent were there adequate resources to meet CSP financing needs? Were there any funding gaps, and if so, how big?</p> <p>Are there any opportunities to either improve the quality of funding or to work within the constraints of existing funding? Please provide examples.</p> <p>What are the trends in regard to earmarking and conditionality by donors, and how has this affected CSP implementation?</p>	x			x	
<b>4.2 How well did WFP establish and leverage strategic and operational partnerships with government actors, other UN agencies, NGOs, and the private sector to maximize efficiency, effectiveness, and sustainability of interventions to address root causes of malnutrition and food insecurity in Uganda?</b>						

Interview topics (Dimensions of Analysis)	Interview questions	WFP Staff	Government	UN agencies	Donors	Cooperating Partners
4.2.1 Influence of partnerships on performance	<p>In what ways has WFP been able to mobilize partnerships in support of CSP activities and strategic objectives? What about towards the broader CSP localization agenda and the Grand Bargain?</p> <p>Have there been any shifts in partnerships and partnership practices during the CSP period to adapt to changing context?</p> <p>To what extent do partnerships leverage both WFP's and partner's comparative advantages?</p> <p>To what extent have partnerships reflected WFP partnership principles (needs based, ensure transparency and accountability, ensure risk management, explore innovative engagement models, etc.)</p>	x				
<b>4.3 What role, if any, have the following factors played in the implementation of the CSP ?</b> <ul style="list-style-type: none"> <li>- Programme integration at design stage and during implementation.</li> <li>- Adequacy of human resources.</li> <li>- Innovation in the CSP design and implementation leading to greater efficiency and effectiveness.</li> <li>- Adequate availability and use of monitoring data to track progress and inform decision making.</li> <li>- Other internal or external factors</li> </ul>						
4.3.1 Programme structure and characteristics (CO Learning Theme)	<p>Was there integration within the programme and between programme and supply chain? Please provide examples.</p> <p>Did the CO develop and implement any innovative approaches and operations to improve efficiency and effectiveness? Is there evidence of efficiency gains stemming from these innovative approaches and operations? Please provide examples.</p>	x				

Interview topics (Dimensions of Analysis)	Interview questions	WFP Staff	Government	UN agencies	Donors	Cooperating Partners
4.3.2 Human resources	<p>Do you think WFP CO has the right structure in terms of positions to implement the CSP?</p> <p>Is the number of staff sufficient, and do positions and contract types match with planned interventions?</p> <p>Has the CO been effective in its allocation of human resources to SOs?</p> <p>Is CO staffing balanced from a gender point of view (women/men)?</p> <p>Has the CO been successful at retaining staff, minimizing turnover, recruiting staff members with requisite skills and experience, etc.?</p>	x				
4.3.3 Monitoring and assessment function in the WFP CO (CO Learning theme)	<p>Are the CO's M&amp;E systems set up to monitor progress against outputs and outcomes of the CSP?</p> <p>To what extent has the CO used M&amp;E and assessment data for evidence-based programming and accountability?</p> <p>What are the key factors that have affected collection, analysis, and use of data for decision-making during the CSP period?</p> <p>Is the CO's approach to the monitoring function risk informed?</p>	x			x	
4.3.4 Other factors affecting WFP's performance	<p>Are there any other internal or external factors that have affected CSP performance, not mentioned thus far?</p> <p>What do you see as WFP's comparative advantage in Uganda? Do you think there is clarity on this among various stakeholder groups?</p>	x	x	x	x	x

# Annex VII. KII Stakeholders consulted

ORGANIZATION	FEMALE	MALE
Action Against Hunger (ACF), Koboko, Lobule Settlement	1	1
Action Against Hunger (ACF), Moroto Office		1
Action Against Hunger (ACF), Yumbe Office	1	
Alliance Forum for Development (AFOD)		5
Andre Foods International (AFI)	2	4
Associazione Centro Aiuti Volontari (ACAV)		4
Cesvi Overseas	1	1
ECHO		1
FAO	1	1
Farm Uganda		2
FCDO	1	
For Africa	1	
German Embassy	1	
Hunger Fighters Uganda		1
IGAD Climate Predictions and Applications Centre		1
ILO	1	1
Innovation Village	3	1
Isingiro DLG	1	4
Kaabong DLG	3	8
Koboko DLG		4
Medical Teams International		2
Ministry of Agriculture	1	1
Ministry of Education		3
Ministry of Gender, Labour and Social Development		2
Ministry of Health	1	1
Moroto DLG		1
Moroto Regional Referral Hospital	8	10
Nabwal Health Centre II	1	
Napak DLG	7	7

ORGANIZATION	FEMALE	MALE
Omia Agribusiness		1
OPM		7
Pijoke Health Centre III		1
Post Bank		1
Ripple Effect	1	1
SAA-SAFE		1
Save the Children	1	2
UN RCO	1	1
UN Women	1	2
UNFPA		1
UNHCR	1	6
UNICEF	1	2
USAID Bureau for Humanitarian Assistance (BHA)		2
WFP Country Office	35	25
WFP Sub-Offices - Karamoja	1	2
WFP Sub-Offices - Southwest	3	2
WFP Sub-Offices - West Nile	3	5
World Vision International	3	2
Yangani Health Centre	1	
Yumbe DLG		6
Total (F/M)	87	137
Grand Total	224	

# Annex VIII. Field mission calendar

This annex provides an overview of the schedule of the field mission that took place from 20 May to 7 June 2024.

**Table 7: Summary outline of field mission schedule**

DATES	DATA COLLECTION ACTIVITY	LOCATION	DESCRIPTION OF STAKEHOLDERS TO BE CONSULTED	ET MEMBERS INVOLVED <sup>19</sup>
20 – 21 May	KIIs with national-level stakeholders	Kampala	WFP CO National-level government Donor and IFI representatives UN agency representatives Cooperating partners Private sector representatives	KR, JL, MA, ZS
22 May	Travel to West Nile from Kampala		n/a	KR, ZS, JL, MA
23 – 27 May	Sub-national KIIs and FGDs with beneficiaries in the West Nile sub-region	West Nile 1 day in Arua for KIIs Sub-team 1: <sup>20</sup> 2 districts and settlements Sub-team 2: 2 districts and settlements	Refugee and host community beneficiaries Cooperating partners Relevant sub-national government representatives	KR, ZS, JL, MA, interpreters
28 May	Travel from West Nile to Karamoja		n/a	KR, ZS, JL, MA
29 May – 1 June	Sub-national KIIs and FGDs with beneficiaries in the Karamoja sub-region  GF conducts national-level KIIs	Karamoja 1 day in Moroto for KIIs Sub-team 1: 2 districts Sub-team 2: 2 districts  GF in Kampala	Community-level beneficiaries Relevant sub-national government representatives, WFP personnel and CP representatives  National-level KIIs: WFP CO National-level government Donor and IFI representatives UN agency representatives Cooperating partners	KR, ZS, JL, MA, interpreters  GF conducts National-level KIIs in Kampala

<sup>19</sup> KR = Katrina Rojas, GF = George Fenton, ZS = Zachariah Su, MA= Musiho Abdala, JL= Jennifer Luande

<sup>20</sup> Each sub-team includes a national evaluator and is gender balanced.



DATES	DATA COLLECTION ACTIVITY	LOCATION	DESCRIPTION OF STAKEHOLDERS TO BE CONSULTED	ET MEMBERS INVOLVED <sup>19</sup>
			Private sector representatives	
2 June	Travel from Karamoja to Kampala		n/a	KR, ZS, JL, MA
3-5 June	Sub-team 1: KIIs with national-level stakeholders  Sub-team 2: Sub-national KIIs and FGDs with beneficiaries in the Southwest sub-region	Sub-team 1: Kampala  Sub-team 2: 1 district and settlement in Southwest sub-region	Sub-team 1: WFP CO National-level government Donor and IFI representatives UN agency representatives Cooperating partners Private sector representatives  Sub-team 2: Refugee and host community beneficiaries Cooperating partners Relevant sub-national government representatives	Sub-team 1: GF and KR  Sub-team 2: ZS, JL, MA, interpreters
6 June	KIIs with national-level stakeholders in the morning  Team debrief session	Both sub-teams in Kampala	WFP CO National-level government Donor and IFI representatives UN agency representatives Cooperating partners Private sector representatives	GF, ZS, JL, MA
7 June	Exit debrief with CO			

# Annex IX. Timeline of the evaluation

This annex provides an overview of the timeline of the evaluation.

**Table 8: Timeline of the Evaluation**

PHASES OF THE EVALUATION	DATES
Inception mission	25-29 March 2024
Submit draft 0 Inception Report (IR)	22 April 2024
Final Draft IR	May 20
In country evaluation mission, data collection and exit debriefing	20 May – June 7 2024 <sup>21</sup>
Preliminary Findings Debrief (ppt) to CO/IRG/OEV	9 July 2024
Submission of draft 0 evaluation report (ER)	4 August 2024
Submission of Draft 1 evaluation report (ER)	9 September (TBD)
Submission of Draft 2 evaluation report to CO	16 September
OEV and CO review of D2 ER	16 September – 27 September
Stakeholder workshop	26 and 27 September 2024
Submission of draft 3 evaluation report (ER)	11 October 2024
Further review process by WFP	4-5 weeks period
Submission of Final evaluation report	8 November 2024
Summary evaluation report validated by Team Leader	15 November 2024
Management response and Executive Board preparation	15 January 2025
Wider dissemination	March 2025

<sup>21</sup> Team Leader (TL) would need to depart from Kampala on June 7. After the Team Leader's departure on June 6, the rest of the ET will complete remaining data collection activities in Uganda.

# Annex X. CSP alignment with national priorities

**Table 9: CSP alignment with national development strategies and plans**

NATIONAL DEVELOPMENT POLICIES/PLANS	CSP ALIGNMENT
NDP II and III	WFP interventions under SO1, are aligned with government priorities set in NDP II, dedicated to the refugee response, and with NDP III which identifies refugee inflows as a major issue affecting development outcomes in Uganda. <sup>22</sup> SOs 2 and 4, designed with a view toward improving agricultural productivity, foster market linkages, and promote livelihoods for smallholder farmers, are aligned with the agro-industrialisation strategy set out in NDPs II and III.
Inter-Agency Uganda Country Refugee Response Plan (UCRRP 2022-2025) Comprehensive Refugee Response Framework (CRRF)	WFP interventions under SO1 are aligned with government priorities set out in the CRRF and the UCRRP 2022-2025 which aims to improve access to public services, foster co-existence between host and refugee communities, and promote refugee self-reliance. WFP participates in inter-agency efforts within the CRRF Steering Group, co-led by the government, which ensures coordination and harmonization of refugee interventions between national ministries and various UN agencies, including WFP.
2016 Refugee and Host Population Empowerment framework (ReHoPE)	WFP's livelihood interventions targeting refugee populations complement the Ugandan government's self-reliance agenda: a model underpinned by the CRRF, the 2016 Refugee and Host Population Empowerment (ReHoPE) strategic framework, and other national policy frameworks aimed at promoting refugee self-reliance.  Refugee self-reliance is referenced in original CSP programme design. <sup>23</sup> However, WFP Uganda's refugee self-reliance model was only recently finalized in early 2024. The model draws explicitly on national government policies and priorities, and are expected to inform WFP Uganda's programming moving forward. <sup>24</sup>
Uganda Nutrition Action Plan II (UNAPII)	WFP nutrition programming is guided by the UNAPII which is coordinated by the Office of the Prime Minister. WFP nutrition and school feeding interventions under SO2 (Activity 4) and SO3 (Activity 5) are perfectly aligned with the three main strategic objectives of the UNAPII which focuses on improving nutrition outcomes for women, lactating mothers, and young children. <sup>25</sup>

<sup>22</sup> National Planning Authority - Republic of Uganda. 2020. Third National Development Plan 2020/21 – 2024/25.

<sup>23</sup> WFP. CSP, p. 8

<sup>24</sup> WFP. 2024. WFP Uganda's refugee self-reliance model: moving from relief to self-reliance.

<sup>25</sup> These objectives include: (1) To increase access to and utilization of nutrition- specific services by children under five years of age, school-age children, adolescents, pregnant and lactating women and other vulnerable groups ; (2) To increase access to and utilization of nutrition-sensitive services by children under five years, school-age children, adolescents, pregnant and lactating women and other vulnerable groups ; (3) To strengthen the enabling environment for scaling up nutrition-specific and nutrition-sensitive services. See Government of Uganda. 2020. Uganda Nutrition Action Plan II 2020-2025 (UNAPII).

NATIONAL DEVELOPMENT POLICIES/PLANS	CSP ALIGNMENT
2015 National Social Protection Policy	The cross-cutting objectives of Uganda's National Social Protection Policy, which mentions the role of reinforcing social protection systems and developing public works programmes toward addressing food insecurity, are coherent with WFP programming in Uganda, notably WFP's ACL and LIPW interventions under SO 2 Activity 3, and social protection capacity strengthening interventions in SO 5 Activity 8. <sup>26</sup>
Subnational and district-level development plans, including the Karamoja Integrated Development Plan 3 (KIDP 3 – 2021/22 to 2025/26)	WFP's CCS interventions, implemented across strategic outcome areas, have focussed on strengthening sub-national or district level government capacity, including enhancing sub-national capacity for planning for ACL, social protection, and disaster preparedness interventions. DLG representatives interviewed across West Nile, Southwest and Karamoja regions noted alignment of WFP interventions with their respective district development plans (DDPs). The design of the WFP/AFI Karamoja-Turkana Cross-Border Resilience and Climate Adaptation Project was aligned with the Karamoja Integrated Development Plan 3 (KIDP 3 – 2021/22 to 2025/26).
Emergency response	WFP crisis response interventions under SO 1 (Activity 2), SO 5 (Activity 9) and SO 6 (Activity 10) have been well aligned with government demands expressed during crisis situations, notably during the COVID and Ebola pandemics. WFP core humanitarian interventions in Uganda include support during the lean season and other climate-related incidents. Activity 10 also includes capacity strengthening activities intended to reinforce the capacity of national and international humanitarian partners to respond to shocks and deliver life-saving assistance.

<sup>26</sup> Ministry of Gender, Labour and Social Development. 2015. The National Social Protection Policy: Income security and dignified lives for all. On public works programmes and social protection, see pp. 20-21.

# Annex XI. Overview of targeting approaches in the CSP

**Table 10: Overview of Targeting Approaches**

STRATEGIC OUTCOME AND ACTIVITY	ACTIVITY / KEY COMPONENT	TARGETING APPROACH
SO1, Activity 1	Refugee General Food Assistance	<p>Over the course of the CSP, WFP Uganda engaged in several phases of targeting for general food assistance:</p> <p>After testing needs-based targeting effort based primarily on beneficiaries' date of arrival in Uganda in addition to asset and expenditure data, in 2017, WFP returned to universal and uniform food and cash assistance across all refugee settlements from 2018-2020. At the same time, the CO prepared for improved targeting approaches by harnessing UNHCR ProGres data and conducting a Vulnerability and Essential Needs Assessment (2019).</p> <p>To optimize the available resources, a prioritization model was introduced in 2021, developed jointly by WFP, UNHCR, and Uganda's Office of the Prime Minister.</p> <p>In 2021, WFP-UNHCR-OPM rolled out Phase 1 of a redesigned prioritization system, based on <b>geographic targeting</b>. WFP provided services across 12 of Uganda's main refugee settlements: the South-West and West Nile regions. Geographic prioritization was based on the Integrated Food Security Phase Classification (IPC), and the Food Security and Nutritional Assessment (FSNA), implemented in 2021, in addition to the need to levels of assistance. New arrivals continue to receive full standard rations, while the most vulnerable refugees are prioritized for the highest ration -- between 60%-70% of the standard rations.</p> <p>Phase 2 began in 2022 and shifted towards <b>vulnerability-based targeting</b> based on data collected through the VENA, FSNA and IPC, in addition to a complementary Individual Profiling Exercise (IPE). These measures assessed vulnerability through an <b>index-based ranking system</b> that comprised both socio-demographic and protection criteria.</p> <p>The most recent implementation, phase 3, rolled out in 2023, builds on phase 2 criteria through the input of the government, affected persons and communities, the updated proGres registration data, and potential for self-reliance within a household.</p> <p>Phase 3 <b>combines both an index-based approach to vulnerability assessments and categorical criteria</b> that emphasize protection status. Refugees in Phase 3 fall into 4 potential groups: New arrivals, receiving 100% of standard rations for a fixed period; Category 1: highly/most vulnerable (14% of the refugee population), who receive the highest ration level possible (60-70%; Category 2: moderately vulnerable refugees who</p>

STRATEGIC OUTCOME AND ACTIVITY	ACTIVITY / KEY COMPONENT	TARGETING APPROACH
		<p>represent 82% of refugees and who receive 30% of food rations. ; Category 3: refugees judged to be 'self-reliant' and no longer needing rations (making up 4% of refugees). The indicators for the Phase 3 model defined vulnerability based on both statistical associations and community input in order to maximize effectiveness and satisfaction.</p> <p>Under SO 1, WFP Uganda progressively increased cash-based transfers relative to food-based transfers for refugees throughout the CSP period, reaching an equal distribution of 50/50 between cash and food transfers by 2020. Additionally, both food and cash unconditional transfers to refugees gradually decreased over time, as refugees transition through a phased process to WFP livelihood self-reliance programs, including asset creation activities and AMS under Activities 3 and 6, respectively (SO 2).</p>
	Provision of nutritious commodities	In addition to GFA, WFP identified certain populations with specific vulnerability needs, and implemented programming targeted towards them, such as the Maternal and Child Health and Nutrition program and the Targeted Supplementary Feeding Programme, which both target pregnant and lactating mothers and their young children, particularly those suffering from malnutrition.
SO 1, Activity 2	Lean Season Response	<p>WFP employed primarily <b>geographic targeting</b> for this activity, and then within sub-regions, prioritized PLWGs and children. Targeting for this activity was based on GAM rates within geographic areas from the FSNA results.<sup>27</sup> Examples of implementation/modification of the general approach:</p> <p><b>2019:</b> districts of Karamoja were prioritized due to further deterioration of acute malnutrition, as the FSNA indicated GAM rates had exceeded the emergency threshold of 15 percent. PLWG and children aged 6-59 months in these districts required immediate nutrition support and assistance.</p> <p><b>2022:</b> Regional prioritization also considered the most suitable modality of transfer for a given area based on the VAM market multifunctional feasibility assessment. Kaabong and Kacheri were prioritized for food distribution (cereals and vegetable oil) only. In contrast, Moroto, Kotido (excluding Kacheri sub-county), Amudat, Nabilatuk, and Napak received cash transfers equivalent to the value of pulses and salt (UGX 5,000 per month) at a 50% ration, in addition to an in-kind food distribution also at a 50% ration.</p> <p><b>2023:</b> Kaabong and Kotido districts were chosen as target areas due to their exceptionally high GAM rates of 23.5% and 19.9%, respectively, as reported in the IPC report published on June 15, 2023. WFP's 2023 Karamoja LSR focused on households with children under five (CU5) and Pregnant and Breastfeeding Women and Girls (PBWG) affected by malnutrition in these districts.</p>

<sup>27</sup> WFP. Karamoja Lean Season Response Reports 2022-2023.

STRATEGIC OUTCOME AND ACTIVITY	ACTIVITY / KEY COMPONENT	TARGETING APPROACH
SO 2, Activity 3	ACL programming	<p>Prioritization and targeting efforts for asset creation, livelihood and resilience buildings was not a central focus of WFP's redesign of its targeting approach in 2021, which emphasized targeting of GFA and supplementary nutrition programs. WFP and the Joint WFP-UNHCR Hub have indicated significant interest in expanding prioritization efforts to these activities, but so far, targeting of these initiatives is still in its early stages, and pilot programs are often <b>targeted geographically</b> based on feasibility and regional characteristics, such as frequently of climate shocks, degrading environment and large refugee populations. To the extent that beneficiaries were targeted, WFP used pre-existing data on <b>categorical criteria</b> such as household composition and earnings.</p> <p>Geographic targeting</p> <ul style="list-style-type: none"> <li>• <b>Asset Creation and Livelihood Project in Isingiro District:</b> Five sub-counties were selected for the pilot phase in 2020 based on their vulnerability to frequent climate shocks, such as drought, which cause crop failure, food insecurity, and deforestation. This selection aligned with hazard analysis maps from the Office of the Prime Minister (OPM) and the results of the 2019 Integrated Phase Classification, which identified these districts as hotspots for drought, food insecurity, and environmental degradation, particularly deforestation.<sup>28</sup></li> <li>• <b>Karamoja-Turkana Cross-Border Resilience and Climate Adaptation Project:</b> Identification of target districts: Four districts including Kaabong, Kotido, Moroto and Amudat were selected because they share a border with Kenya and so provide an opportunity for the cross-border programming. In all the selected districts, sub counties at the Uganda - Kenya border were selected. The selected sub counties include Kamion Sub-County (Kaabong district), Losidok Sub-County (Amudat district), Nakapelimoru &amp; Panyangara Sub-Counties (Kotido district) and Katiekile Sub-County (Moroto district).<sup>29</sup></li> <li>• <b>Excel Hort Consult Agribusiness Incubator (EHCAI):</b> the project targeted the refugee settlements of Kyaka and Kywangwali, host to over 125,000 Congolese refugees. The Kyaka II F3A Model Hub was established in Bwiriza Parish, Kyegegwa, to support Kyaka II-Bwirike refugees in starting, managing, and sustaining their businesses.</li> </ul> <p><b>Beneficiary targeting</b></p> <ul style="list-style-type: none"> <li>• <b>Asset Creation and Livelihood Project in Isingiro District:</b> Drew on <b>community-based targeting</b> guided by the government's DRDIP approach which ensured inclusion of the most vulnerable participants (focus on Extremely Vulnerable Households and female-headed households, households with no</li> </ul>

<sup>28</sup> WFP, Revised Isingiro Concept note- Asset Creation Phase 2 2021 Final, p. 4

<sup>29</sup> Ibid, p.3

STRATEGIC OUTCOME AND ACTIVITY	ACTIVITY / KEY COMPONENT	TARGETING APPROACH
		<p>income earner, households with children suffering from malnutrition, etc) with labour capacity.<sup>30</sup></p> <ul style="list-style-type: none"> <li>• <b>Karamoja-Turkana Cross-Border Resilience and Climate Adaptation Project:</b> Beneficiary targeting and selection: vulnerable households from the targeted sub counties were selected using predetermined vulnerability criteria. The selection was led by the Community Development Offices (CDOs) of the respective sub counties.<sup>31</sup> The most vulnerable communities were identified through active case finding for cases with acute malnutrition.<sup>32</sup></li> <li>• <b>EHCAI:</b> The F3A model implementation team selected enterprises based on their potential to enhance food availability, accessibility, and affordability for target households. The team consulted various stakeholders and reviewed relevant documents to identify key value chains for each site. These included district development plan priorities, ecosystem mapping report findings, needs assessments, market potential, and environmental factors. The selection criteria for small businesses, group formation, and recruitment of business incubation managers included: Market availability, Value addition potential, Gestation period, Environmental friendliness, Stakeholder support, Gender sensitivity, Age, Personal interest and choice of enterprise. Managers were selected based on their leadership and business experience, and their proximity to the hubs.</li> </ul>
SO2, Activity 4	School feeding	<p>The WFP School feeding program was <b>uniformly targeted</b> to all students in 315 schools across all nine districts of Karamoja and levels of education (from primary through vocational). These schools were selected based on the area and students served, concentrating on those schools with high levels of poverty and malnutrition, and low rates of student enrollment and retention, specifically looking at the attendance rates of girls. Targeting for HGSF was done through pilot projects, through which schools with the best possible likelihood of success were selected.</p>
SO3, Activity 5	Malnutrition Prevention	No information available in documents reviewed.
SO4, Activity 6	Agriculture Market Support (AMS)	<p>Targeting for AMS programming adopted a <b>geographic and assessment-based approach</b>, drawing on national stakeholder consultations during a Value Chain Analysis and a price transmission study.<sup>33</sup></p> <p>Two baseline surveys were also conducted in 2019 and 2024. These surveys allowed for the incorporation of beneficiary feedback in the targeting process. The surveys encompassed evaluation of agricultural</p>

<sup>30</sup> WFP, Revised Isingiro Concept note- Asset Creation Phase 2 2021 Final, p. 4

<sup>31</sup> WFP (n.d.), A CONCEPT NOTE FOR IMPLEMENTATION OF THE KENYA-UGANDA (TURKANA –KARAMOJA) CROSS - BORDER RESILIENCE BUILDING AND CLIMATE ADAPTATION PROJECT, p. 4.

<sup>32</sup> Ibid, p.3

<sup>33</sup> WFP. 2023. 2023 Bi-Annual Report: Strengthening food systems to promote increased value chain employment opportunities for youth in Uganda, p. 4



STRATEGIC OUTCOME AND ACTIVITY	ACTIVITY / KEY COMPONENT	TARGETING APPROACH
		techniques, market accessibility, demographic profiling, post-harvest management, and assessment of farmers' organisations. The results from the baseline surveys were intended to guide programming and targeting. <sup>34</sup>
SO5, Activity 8	NutriCash	<p>The NutriCash program employed <b>multiple layers of targeting</b>, including geographic (sub-region focus points), categorical targeting of pregnant women and those enrolled in public work programs (LIPW) and, community-based targeting in order to identify the poorest households within the target area (wealth-ranking criteria). NutriCash beneficiaries were pre-selected based on DRDIP LIPW household beneficiaries in refugee and host communities, especially in the West Nile: Arua, Moyo, Yumbe, Madi Okollo, Obongi, Adjumani and Koboko.</p> <p>The NutriCash programme was <b>aligned with DRDIP's proportional targeting</b>, which allocates 70% of resources to host communities and 30% to refugee communities. It also incorporated an additional stage of categorical targeting. Beneficiaries of the LIPW program were selected based on four criteria: geographical, categorical, household, and individual.</p> <ul style="list-style-type: none"> <li>• Geographical: Refugee-hosting districts in West Nile and DRDIP implementing watersheds.</li> <li>• All DRDIP LIPW subprojects.</li> <li>• LIPW households, including both able-bodied and non-able-bodied individuals, with pregnant, breastfeeding, and child mothers.</li> <li>• Pregnant women were specifically identified and registered for the programme.</li> </ul>

Note: SO 5, Activity 9, and SO 6, Activity 10 are not included in this table because they did not entail the direct provision of support to affected populations, and as such did not have targeting approaches.

<sup>34</sup> WFP (2022), Baseline Survey Report: AMS programming; WFP (May 2024), Baseline Survey Report AMS programming.

# Annex XII. Additional information and analysis for EQ 2

## 1.1 Direct assistance – refugees

**Table 11: Direct assistance to refugees: WFP activities at-a-glance**

CSP SO and Activity		Main activities
SO 1 Activity 1	General Food Assistance (GFA)	<ul style="list-style-type: none"> <li>• 2018 – 2020: unconditional food assistance to refugees</li> <li>• 2018 – 2024: unconditional hot meals to all newly-arrived refugees (for periods of 3 months between 2018-2021 and 6 months from 2021 – 2024)</li> <li>• 2021 – 2024: gradual prioritization of GFA to the most vulnerable refugees</li> <li>• GFA consists of both food and cash transfers. Type of transfer is determined for each refugee settlement</li> </ul>
	Treatment of MAM	<ul style="list-style-type: none"> <li>• 2018 - 2024: Specialized nutritious foods to children aged 6- 59 months and to pregnant and lactating women and girls diagnosed with MAM</li> <li>• Specialized foods include Super Cereal plus (also known as corn soya blend plus plus [CSB++]) and ready-to-use supplementary food (RUSF)</li> </ul>

## Ration sizes over time

**Table 12: Ration sizes over time**

	GFA DURING 2018-2019 PERIOD	RATION CUTS IN 2020 AND 2021	PRIORITIZATION		
			PHASE I (OCTOBER/NOVEMBER 2021)	PHASE II (2022)	PHASE III (JULY 2023)
<b>Description of change in ration size</b>	N/A	Rations for all refugees reduced to 70% in April 2020, and to 60% in February 2021	Refugee settlements categorized into three groups based on vulnerability. Group 1 settlements (most vulnerable) received 70% food rations; Group 2 settlements 60%; and Group 3 settlements (least vulnerable) 40%	The 25% most vulnerable refugees within Group 3 settlements had rations increased from 40 to 60%	Categorization of refugees into three categories Category 1 (most vulnerable): 60% rations [14% of population] Category 2: 30% rations [82% of population] Category 3: No cash or food assistance provided [4% of population]
<b>Ration size – cash transfer value</b>	31,000 UGX	April 2020: 22,000 UGX <sup>35</sup>  February 2021: 19,000 UGX	Group 1: 23,000 UGX Group 2: 21,000 UGX Group 3: 13,000 UGX		Category 1: • 28,000 UGX (West Nile region) • 24,000 UGX (South West region) Category 2: • 14,000 UGX (West Nile region) • 12,000 UGX (South West region)
<b>Ration size – in-kind<sup>36</sup></b>	Cereals 12.6kg, Pulses 3kg, Oil 0.9L, Salt 0.15kg	April 2020: Cereals 8.84kg, Pulses 2.1kg, Oil 0.63L, Salt 0.15kg  February 2021: Cereals 7.56kg, Pulses 1.8kg, Oil 0.54L, Salt 0.15kg	Group 1: Cereals 8.84kg, Pulses 2.1kg, Oil 0.63L, Salt 0.15kg Group 2: Cereals 7.56kg, Pulses 2.1kg, Oil 0.54L, Salt 0.15kg Group 3: Cereals 5.04kg, Pulses 1.2kg, Oil 0.36L, Salt 0.1kg		Category 1: • Cereals 7.6kg, Pulses 1.8kg, Oil 0.5L, Salt 0.1kg Category 2: • Cereals 3.78kg, Pulses 0.9kg, Oil 0.27L, Salt 0.1kg

<sup>35</sup> Ration size for cash and in-kind following April 2020 ration cuts taken from WFP (2020). *Market Monitor – Refugee Hosting Areas, Refugee Settlement Price and Market Functionality Snapshot, 1-31 December 2020*.

<sup>36</sup> WFP's full monthly in-kind food basket for refugees consists of maize grain (12.6 kg/person), beans (3.0 kg/person), fortified oil (0.9kg/person), and salt (0.15kg/person). Source: WFP. (2023). *Decision Memorandum on Pipeline Prioritization*.

## Additional analysis: food consumption and livelihoods

Figure 3 Consumption-Based Coping Strategy Index (Percentage of households with rCSI, West Nile)

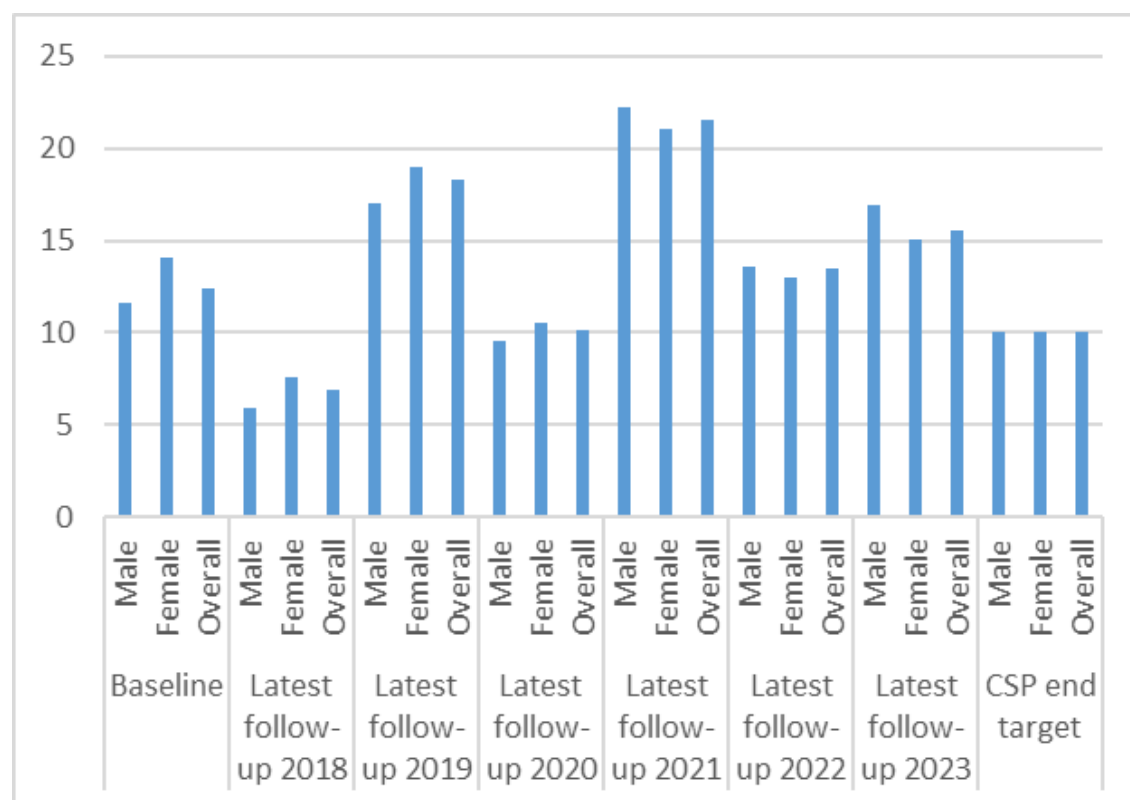
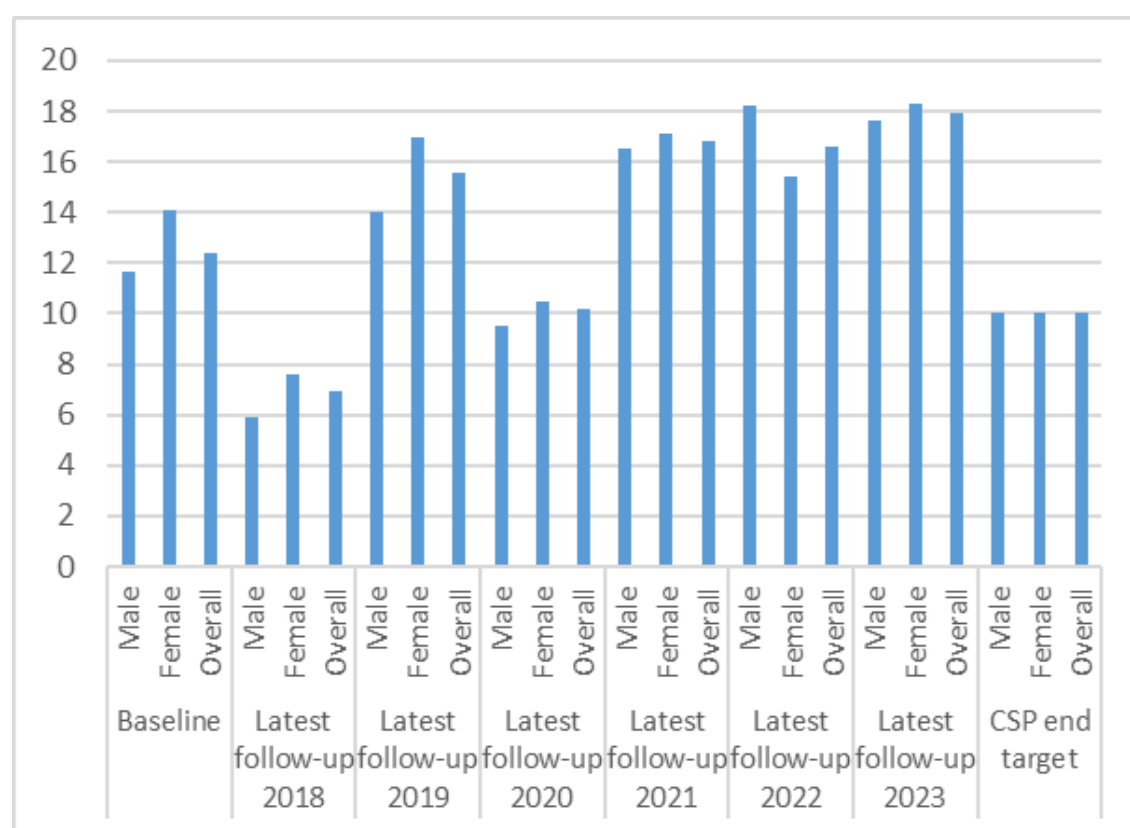
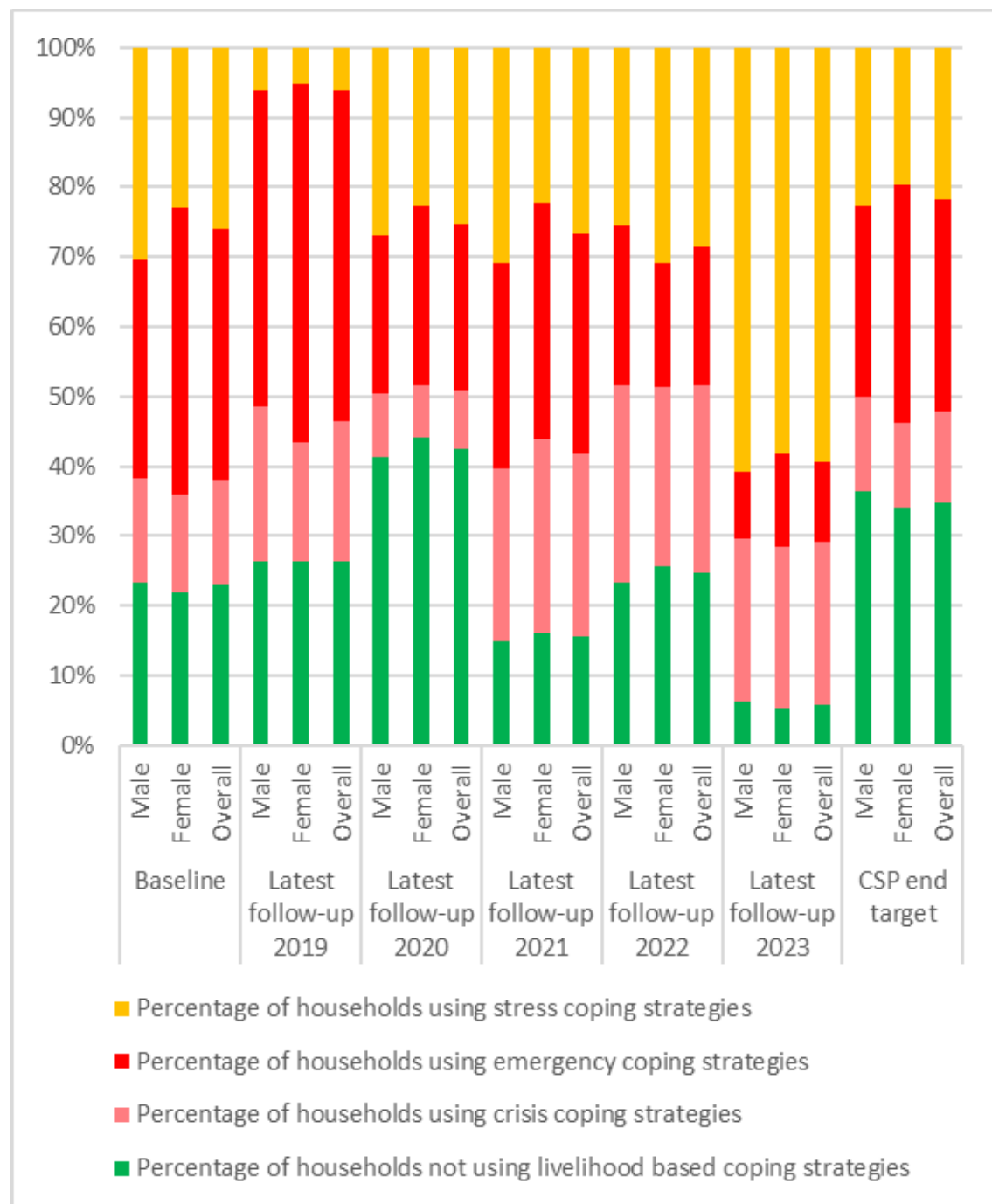


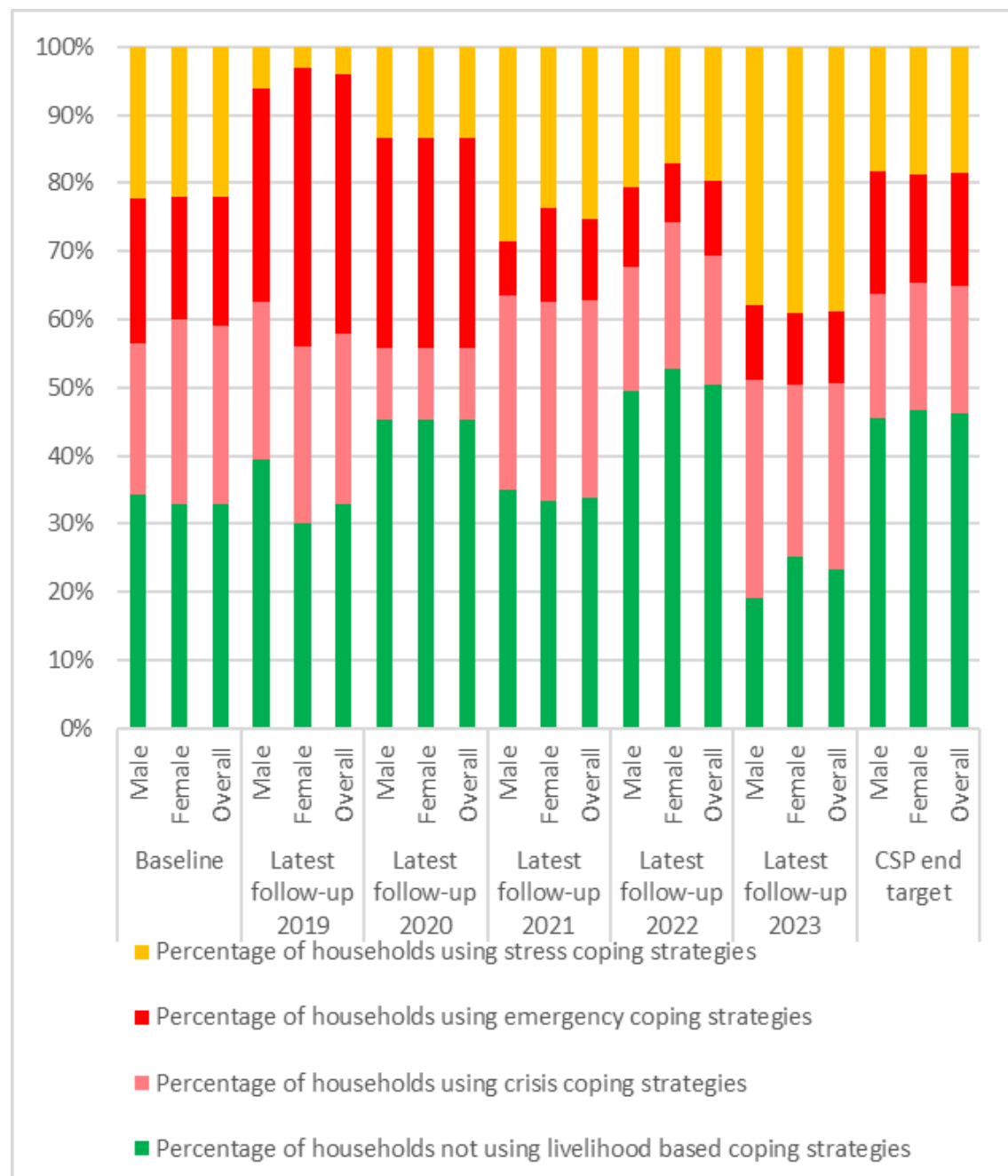
Figure 4 Consumption-Based Coping Strategy Index (Percentage of households with rCSI, Southwest)



**Figure 5 Livelihoods and Coping Strategy, Southwest**

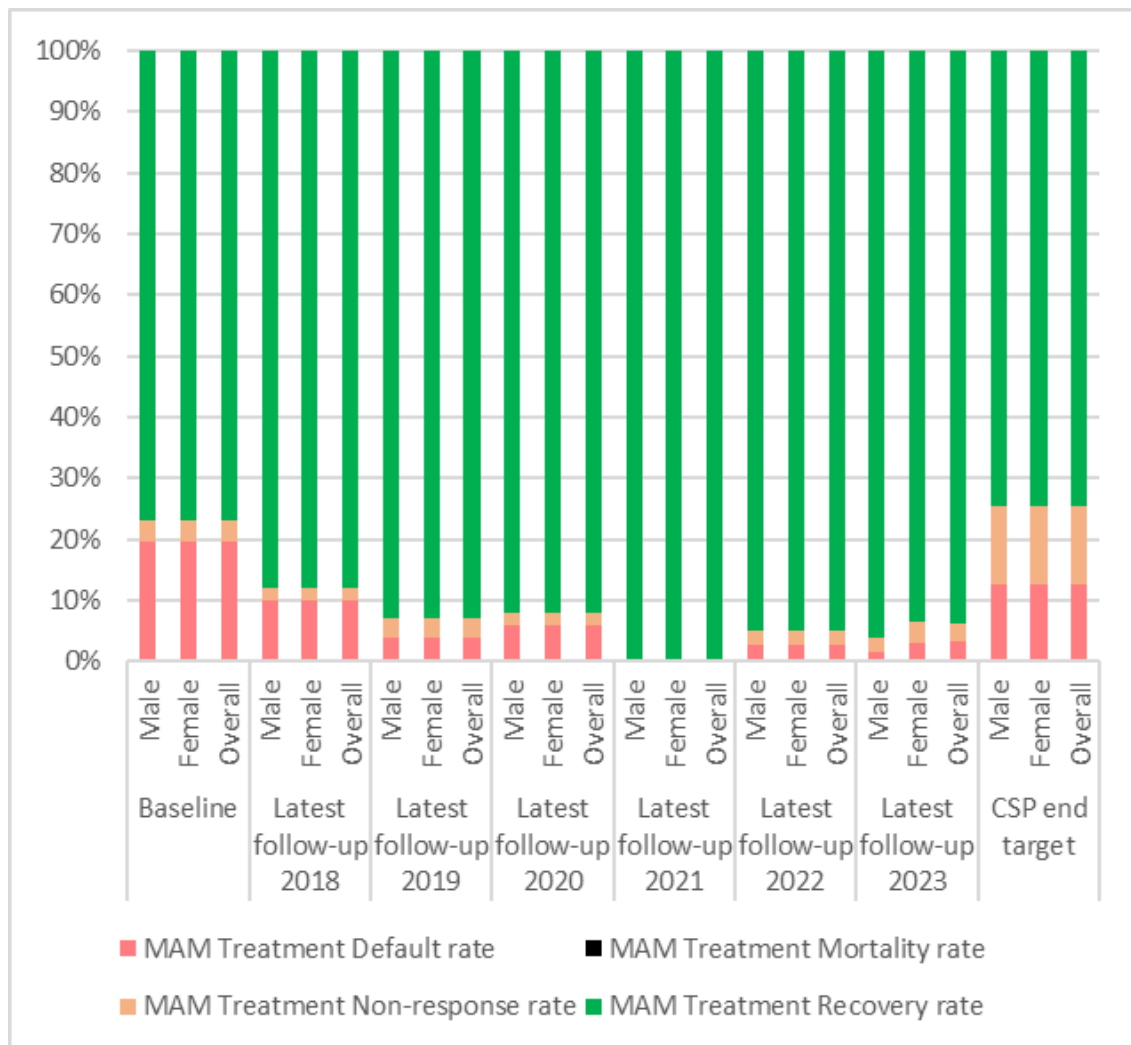


**Figure 6 Livelihoods and Coping Strategy, West Nile**

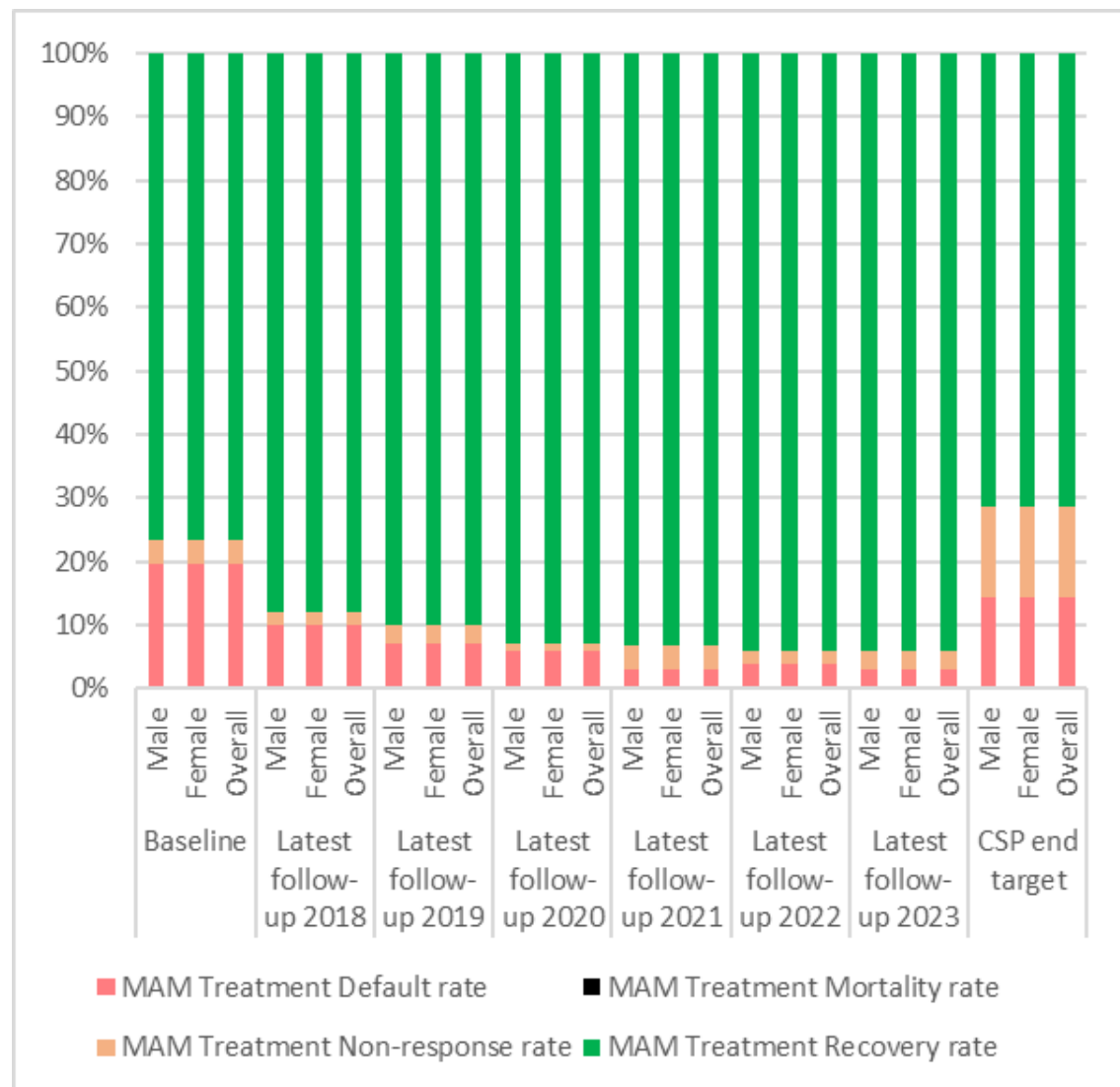


### Additional analysis: MAM treatment in refugee settlements

Figure 7 MAM Treatment Performance (Recovery, non-response, default, and mortality rates), West Nile



**Figure 8 MAM Treatment Performance (Recovery, non-response, default, and mortality rates), Southwest**





## 1.2 Direct Assistance - Crisis Response in Karamoja

**Table 13: Direct Assistance for Crisis Response in Karamoja: WFP activities at-a-glance**

CSP SO and Activity		Main activities
SO1 Activity 2	Lean Season Response in Karamoja	<ul style="list-style-type: none"> <li>2019: In-kind food distribution to drought-affected persons. No cash distribution due to price volatility.</li> <li>2021-2024: LSR provided to targeted districts. Specialized nutritious food distributed to PLWGs and children. Food and cash provided to households enrolled in nutrition treatment programme.</li> <li>Early actions: provision of recurring and one-off cash transfers for the purchase of food and seeds and blanket supplementary feeding(i.e., distribution of CSB++ for PLWGs and children under five in Kaabong, Amudat, Kotido and Moroto)</li> </ul>
	Other Emergency Responses	<ul style="list-style-type: none"> <li>2019-2020: In-kind food distribution in Kaabong</li> <li>2020: Food distribution for six months starting in November distributed to PLWG and children aged 6-59 months in Moroto and Napak.</li> <li>2022: Support for government response to Ebola virus outbreak through the provision of 30 metric tonnes of assorted food commodities as one-off rations for affected individuals and households, and healthcare workers and support staff.</li> </ul>
SO3 Activity 5	MAM treatment in Karamoja	<ul style="list-style-type: none"> <li>July 2023-2024: Community Based Supplementary Feeding Program (CBSFP) and MCHN for children aged 6-59 months and PLWGs</li> <li>Other nutrition-specific activities: follow-up visits for households that received MAM treatment, community mobilization and sensitization on CBSFP activities, case finding and referrals by VHTs, and enrolment of new MAM cases.</li> </ul>

## 1.3 Nutrition-sensitive interventions

**Table 14: Nutrition-sensitive interventions: WFP activities at-a-glance**

CSP SO and Activity		Main activities
SO 1 Activity 1	MCHN programme in the West Nile and Southwest; nutrition-sensitive activities	<ul style="list-style-type: none"> <li>2021: Through BR06, financial literacy training, SBCC interventions and support for community gardens to refugees across all settlements were introduced.</li> <li>MCHN programme: a preventive nutrition intervention by WFP in refugee settlements, targeting beneficiaries who receive antenatal care (ANC) and postnatal care (PNC) services.</li> </ul>
SO 2 Activity 4	Nutrition-sensitive programming in HGSP	<ul style="list-style-type: none"> <li>Promoting school gardens and dissemination of communications on topics related to health and nutrition, utilizing existing school clubs, committees, and messaging.</li> </ul>
SO3 Activity 5	CBSFP and the MCHN programme in Karamoja	<ul style="list-style-type: none"> <li>Provision of on-site nutrition and health education and promotion of and training on METU</li> </ul>
SO 2 Activity 3 during 2021-2022; moved to SO 5 Activity 8 from 2023 onwards	Nutricash in West Nile region	<ul style="list-style-type: none"> <li>Provision of (i) unconditional cash transfers to PLWGs and parents of children under the age of two in the first 1,000 days (including mandatory saving of 30 percent. intended to be reinvested in livelihoods activities; (ii) SBCC messaging at individual, community and household levels; (iii) support for case finding, linkages and referral.</li> </ul>

## 1.4 School Feeding

**Table 15: School Feeding: WFP activities at-a-glance**

CSP SO and Activity		Main activities
SO 2 Activity 4	WFP HGSF	<ul style="list-style-type: none"> <li>WFP has provided school meals in the Karamoja for more than 40 years.</li> <li>2015-2020: Phase 1 of Karamoja Feeds Karamoja Initiative (provision of school meals to primary and secondary schools, and tertiary education institutions)</li> <li>2021-2024: Phase 2 of Karamoja Feeds Karamoja Initiative</li> <li>2020: Provision of take-home rations for school-aged girls after the outbreak of COVID-19. Two rounds were delivered that year, in July/August during the lean season, and in November/December.</li> <li>2019: Transition towards the use of a HGSF model, comprised of: <ul style="list-style-type: none"> <li>Provision of a basket of commodities to schools for preparation of school meals purchased within Karamoja, especially from smallholder farmers</li> <li>Introduction of, and provision of support for maintenance of, school gardens aimed at providing food sources to enhance dietary diversity in school meals.</li> <li>2023: provision of orange-fleshed sweet potato (OFSP) vines, and on-site education to learners on how to grow OFSP.</li> <li>Climate and energy-related activities such as tree planting and providing energy-saving stoves</li> <li>Support to school management committees through training on food commodity storage and management, and monitoring of stocks; as well as through provision of tablets for real-time monitoring of food stocks.</li> <li>Provision of equipment to store food commodities, such as siloes.</li> </ul> </li> </ul>

## 1.5 Asset Creation and Livelihoods

**Table 16: Asset Creation and Livelihoods: WFP activities at-a-glance**

CSP SO and Activity		Main activities
SO2 Activity 3	Asset Creation and Livelihood project in Isingiro, Southwest region	<ul style="list-style-type: none"> <li>2020-2021: The project targeted refugee and host communities in Masha, Rushasha and Rugaga sub-counties.</li> <li>Outputs included: (i) building community assets; (ii) creating and maintaining household assets aimed at strengthening households' livelihoods and resilience; (iii) providing conditional cash transfers to project beneficiaries following their completion of a certain level of work, to meet their food consumption gap; (iv) strengthening of DLGs to design and implement ACL interventions under the Development Response to Displacement Project (DRDIP).</li> <li>Specific community and household asset creation activities under the project included planting and watering of tree seedlings, gap-filling of woodlots, weed management, construction of water catchments, and expansion of soil and water conservation.</li> </ul>
	Excel Hort Agribusiness Incubator (ECHAI) project in the Southwest region	<ul style="list-style-type: none"> <li>2022: Launch of the ECHAI pilot project (an expansion of the ACL project), to establish business incubation hubs for refugees and host communities in two districts in the Southwest (Kyegegwa and Kikuube)</li> <li>2023: continuation of ECHAI, including new elements such as capacity strengthening to manage household and community assets created; provision of technical backstopping at ACL sites, and the integration of climate sensitive and conservation activities.</li> </ul>
	Karamoja-Turkana Cross-Border Resilience and Climate Adaptation Project	<ul style="list-style-type: none"> <li>Partnership with Andre Foods International (AFI) to implement ACL interventions targeting vulnerable communities in Karamoja districts situated close to the Kenya-Uganda border, contributing to the existing Joint Kenya-Uganda cross-border programme for sustainable peace and development, launched in 2019 by the governments of Uganda and Kenya.</li> <li>Interventions included support in establishing household fish farms, vegetable gardens (including OFSP) and beehives, and development OFSP multiplication centres and production gardens</li> </ul>

## 1.6 Agricultural and Market Support

**Table 17: Agriculture and Market Support : WFP activities at-a-glance**

CSP SO and Activity		Main activities
SO 4 Activity 6	AMS Programme	<ul style="list-style-type: none"> <li>Aim of AMS interventions: strengthen “the resilience capacities of households, groups, businesses, communities, institutions and systems against future shocks and stresses.”</li> <li>Key focus areas: <ul style="list-style-type: none"> <li>Improving smallholder farmers’ capacity in agri-business practices and group savings and loans; post-harvest management; collective marketing; buyer mapping; and record-keeping, price setting, negotiation and contracting.</li> <li>Improving capacity among MSMEs on food safety and quality through provision of training and mentorship in food value-addition, quality control and storage, and food hygiene in aggregation and processing</li> <li>Increase application of pro-smallholder local food procurement, through actioning procurement contracting modalities, in line with WFP’s Local and Regional Food Procurement Policy (LRFPF)</li> </ul> </li> </ul>
	Strengthening Food Systems to Promote Increased Value Chain Employment Opportunities for the Youth Project	<ul style="list-style-type: none"> <li>A partnership between WFP and the MasterCard Foundation</li> <li>Aims to foster youth employment in agriculture in Uganda, with special emphasis on young women.</li> <li>Leverages WFP’s AMS programme through the expansion of its outreach to youth, by introducing new entry points that are tailored to providing support for youth employment.</li> </ul>

## 1.7 Institutional Capacity Strengthening

**Table 18: Institutional Capacity Strengthening: WFP activities at-a-glance**

CSP SO and Activity		Main activities
SO 5 Activity 8	Child-Sensitive Social Protection (CSSP) programme	<ul style="list-style-type: none"> <li>2019-2024 joint programme between WFP and UNICEF: aims to strengthen household resilience amongst refugees and host populations in West Nile. Two-fold focus: (i) social protection and health systems (led by WFP); and (ii) MCHN (led by UNICEF)</li> <li>Key national and subnational partners: Ministry of Health, MoGLSD, OPM, Ministry of Local Government, and the Uganda Parliamentary Forum for Social Protection (UPFSP), and eight DLGs in West Nile</li> </ul>
SO 5 Activity 9	Pro-Resilience Action Project (PRO-ACT)	<ul style="list-style-type: none"> <li>Joint Programme between WFP and FAO: aims to to increase resilience to food shocks in Karamoja by strengthening early warning systems and the capacities of national and local actors to predict, reduce and respond to shocks.</li> <li>Key government partners: OPM and DLGs in Karamoja</li> </ul>
SO 2 Activity 3	ACL, 3PA, LIPW	<ul style="list-style-type: none"> <li>Three-Pronged Approach (3PA): aims to enhance capacity among DLGs in Karamoja and the Southwest in conducting Seasonal Livelihood Programming (SLP) and Community-Based Participatory Planning (CBPP) processes in their design and planning for district-led ACL projects.</li> </ul>
SO 2 Activity 2	School feeding HGSP transition	<ul style="list-style-type: none"> <li>Under the second phase of the Karamoja Feeds Karamoja initiative, WFP aims to transition to national ownership of HGSP. Key areas of interventions include: (i) strategic guidance technical assistance to the Ministry of Education at the policy-level, particularly in supporting the development of the national school feeding policy; (ii) support for the participation of the government of Uganda in cross-national platforms on school feeding; (iii) support for multi-sector coordination of school feeding in Uganda; (iv) tools for monitoring &amp; evaluation (M&amp;E) of education programmes.</li> </ul>

## 1.8 Humanitarian Principles

**Table 19: Humanitarian Principles – Uganda Observations**

PRINCIPLE	LITERATURE SUGGESTS THAT CHALLENGES FOR ADHERENCE ARISE WHEN:	OBSERVATIONS FROM UGANDA
Impartiality: to carry out humanitarian action without discrimination, to relieve suffering, giving priority to the most urgent cases of distress	<p>Relying on community-based targeting can perpetuate political or social biases and inequities<sup>37,38</sup></p> <p>However, community engagement, feedback and input is a critical aspect of adherence to impartiality and humanity, since refugees are those best informed to communicate their needs to aid workers. Without contextual knowledge from the community, aid provisions may not be suitable or appropriate for beneficiaries.<sup>39</sup></p> <p>Incorporating cultural and socially appropriate aid, mechanisms and ensuring accessibility are critical components of impartial aid.</p>	<p>Positives:</p> <ul style="list-style-type: none"> <li>-CO interventions that target Ugandan and refugee women such as NutriCash and MAM treatment</li> <li>- Programming that seeks positive spillover effects to local economy and benefits host and refugee community</li> <li>-Support for vulnerable populations in hard-to-reach locations (Kamion sub-country, Kaabong District)</li> </ul> <p>Challenges:</p> <ul style="list-style-type: none"> <li>- FGD and other data reference inclusion or exclusion errors due to community leaders (in the context of NutriCash, for example)<sup>40</sup></li> </ul>
Humanity: to carry out humanitarian action without discrimination, to relieve suffering, giving priority to the most urgent cases of distress	<p>Vulnerability-based targeting can violate the humanity principle, by not addressing suffering in all cases. Since aid is not being provided universally due to resource challenges, vulnerability and need are assessed against available resources and accessibility. Often, many of those in dire circumstances do not get what they need.<sup>41</sup></p>	<p>Positives: WFP efforts to focus on the most vulnerable receive assistance, even though it does not meet their needs</p> <p>Challenges: In 2022, WFP was able to provide, on average, only 52% of the minimum daily kilocalories needed.<sup>42</sup></p>
Independence – to remain independent from political,	Humanitarian objectives are often heavily intertwined with political and economic	No challenges identified by the evaluation team; however,

<sup>37</sup> McCord 2017. *Community-based Targeting in the Social Protection Sector*.

<sup>38</sup> Maunder. N., et al. (2018). *Somalia: An Evaluation of WFP's Portfolio (2012-2017)*.

<sup>39</sup> ICRC. *Applying the Humanitarian Principles: Reflecting on the Experience of the International Committee of the Red Cross*.

<sup>40</sup> Other resources include: the Republic of Uganda Ministry of Gender, Labour and Social Development and UNICEF (2023). *Social Assistance Targeting in Uganda, Implications for Social Cohesion in communities*.

<sup>41</sup> Broussard et al., 2019. *Challenges to Ethical Obligations and Humanitarian Principles in Conflict Settings: A Systematic Review*

<sup>42</sup> WFP (2023). *Impacts of the Cost of Inaction on WFP Food Assistance in Uganda*

PRINCIPLE	LITERATURE SUGGESTS THAT CHALLENGES FOR ADHERENCE ARISE WHEN:	OBSERVATIONS FROM UGANDA
economic, military, or other non-humanitarian objectives	<p>realities within host countries. Programmatic initiatives aimed towards women and girls, people with disabilities and the LGBTQ population may conflict with political independence.</p> <p>Moreover, aid organisations are heavily dependent on donors, which can compromise their humanitarian mission by compromising their objectives due to donor pressures<sup>4344</sup></p>	there is a risk that LGBTQ are excluded from receiving assistance, given recent government policy
Neutrality: to abstain from taking sides in hostilities. To refrain from engagement in political, religious, racial or ideological debates and controversies.	Potential for “conditional humanitarianism” that is linked to host-country government preferences or donor stipulations which inhibit neutral and impartial aid. Example from Afghanistan, where female-specific activities are heavily curtailed by Taliban. <sup>45</sup>	No challenges identified by the evaluation team.

<sup>43</sup> United Kingdom Humanitarian Innovation Hub. 2023. *Navigating Ethical Dilemmas for Humanitarian Action in Afghanistan*.

<sup>44</sup> Broussard et al., 2019. *Challenges to Ethical Obligations and Humanitarian Principles in Conflict Settings: A Systematic Review*

<sup>45</sup> IAHE 2024. *Afghanistan IAHE Full Report*.

# Annex XIII. Geographic coverage of CSP activities by region

## LEGEND

	All districts/settlements covered, for all years of the CSP
	Majority of districts/settlements covered for 3 or more years during CSP period
	Few districts/settlements covered and/or 2 or fewer years of CSP period covered

Table 20: Geographic coverage of CSP Activities

CSP SOS AND ACTIVITIES	WEST NILE	SOUTHWEST	KARAMOJA
<b>Overall assessment of layering of CSP activities</b>	<b>Limited</b> WFP support largely limited to refugee GFA and AMS support. Some overlap of support from NutriCash for refugees in targeted watershed districts. Limited overlap with ACL interventions.	<b>Limited</b> WFP support largely limited to refugee GFA and AMS support. Limited overlap of ACL interventions due to small scale.	<b>Moderate</b> Several districts targeted for multiple CSP activities, including LSR, school feeding, malnutrition treatment and prevention, AMS, and disaster preparedness. Overlap with ACL interventions is focused on sub-counties in the Karamoja-Turkana border region, and was only recently introduced.
SO 1 Activity 1	✓ GFA covers all refugee settlements in the West Nile and Southwest regions, and was active throughout the CSP period		Activity 1 does not cover Karamoja
SO 1 Activity 2	Activity 2 does not target refugee populations or refugee-hosting areas		✓ LSRs delivered in Karamoja to subsets of districts based on assessments of GAM levels in 2019 and 2023; 2022 LSR covered all districts
SO 2 Activity 3	Activity 3 does not target schools outside of Karamoja		✓ 315 schools in Karamoja covered by HGSP programme, throughout the CSP period
SO 2 Activity 4	✓ ACL interventions only covered 2019-2020 period in two districts (Adjumani and Lamwo)	✓ ACL interventions covered 2020-2023 period in three districts (Isingiro, Kyegegwa and Kikuube), through two different projects covering different districts: Asset Creation and Livelihood project in	✓ Karamoja-Turkana Cross-Border Resilience and Climate Adaptation Project began in February 2023, covering seven districts in Karamoja (Karenga, Kaabong, Kotido, Abim, Moroto, Nakapiripirit, and Amudat)

CSP SOS AND ACTIVITIES	WEST NILE	SOUTHWEST	KARAMOJA
		Isingiro and the Excel Hort Agribusiness Incubator (ECHA) project	
SO 3 Activity 5	Activity 5 does not target the West Nile or Southwest regions		✓ CBSFP and MCHN programme covered all districts in Karamoja
SO 4 Activity 6	✓ AMS interventions covered the 2018-2023 period in five districts (Adjumani, Kiryandongo, Koboko, Terego and Obongi)	✓ AMS interventions covered the 2018-2023 period in four districts (Isingiro, Kyegegwa, Kikuube, Kyenjojo)	✓ AMS interventions covered the 2018-2023 period in seven districts Napak, Nakipiripirit, Nabilatuk, Abim & Karenga ; Kotido, Kaboong
SO 5 Activity 8	✓ NutriCash covered watershed area <sup>46</sup> s in seven districts beginning in 2021 CSSP institutional capacity strengthening activities targets DLGs in West Nile, and national-level MDAs	NutriCash did not target Southwest or Karamoja during the evaluation period; its scale-up to the Southwest region is still ongoing.	
SO 5 Activity 9	PRO-ACT did not cover West Nile or Southwest regions		✓ PRO-ACT covered all districts in Karamoja PRO-ACT institutional capacity strengthening activities targets DLGs in Karamoja only

<sup>46</sup> This term is not defined in documents reviewed. According to KII, it refers to zones that are gazetted by the government as particularly vulnerable because of their proximity to water, which leads to enhanced chance of soil erosion.



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# Annex XV. Definitions

TERMS	DEFINITIONS
<b>Self-Reliance</b>	<p>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 (WFP UNHCR Joint Strategy for Enhancing Self-Reliance in Food Security and Nutrition in Protracted Refugee Situations, 2020)</p> <p>Self-reliance refers to the ability of refugees to independently meet their basic needs, pursue livelihood opportunities, and contribute to their own well-being and that of their host communities. It involves acquiring the skills, knowledge, and resources necessary to generate income, access essential services, and participate actively in economic and social activities. A self-reliant refugee is one who has reduced dependence on external aid and is capable of supporting themselves through various means, including employment, entrepreneurship, and other sustainable livelihood strategies. (WFP Uganda CO definition, no date)</p>
<b>Resilience</b>	<p>Resilience in the context of refugees refers to their capacity to effectively cope with and adapt to the challenges, shocks, and uncertainties associated with displacement. Resilient refugees can maintain their overall well-being and sense of identity even in the face of adversity. This includes their ability to withstand and recover from crises, whether they are economic, social, or environmental. Resilience also involves the cultivation of psychological strength, social support networks, and the capacity to learn from and bounce back after setbacks. A resilient refugee is able to navigate the complexities of their situation and emerge stronger and more resourceful. The capacity to ensure that shocks and stressors do not have long-lasting adverse development consequences (WFP Resilience Policy 2015)</p>
<b>Food Consumption Score (FCS) indicator</b>	<p>A composite score based on households' dietary diversity, food consumption frequency, and relative nutritional value of different food groups. The FCS aggregates household-level food consumption data, in terms of frequency over the previous seven days and weights the data according to the relative nutritional value of the consumed food groups. The FCS is a proxy indicator of households' food intake or caloric consumption" (WFP (2024). <i>WFP Indicator Compendium (2022-2025) – Version 2.3</i>, June 2024)</p>
<b>Food Expenditure Share (FES) indicator</b>	<p>Used to measure households' economic vulnerability. It determines the economic vulnerability without the need of having reference to a poverty line or minimum expenditure basket.</p>
<b>Consumption-based Strategy Index (rCSI)</b>	<p>"The Consumption-based Coping Strategy Index (CSI) (alternatively referred to as reduced Consumption-based Strategy Index (rCSI)) is used to assess the level of stress faced by a household due to food shortages. It is measured by combining the frequency and severity of the reduced strategies that households engaged in to cope with lack of food or money to buy food. It is calculated using the five standard strategies using a 7-day recall period: 1. Rely on less preferred and less expensive food; 2. Borrow food or rely on help from relative(s) or friend(s); 3. Limit portion size at meals; 4. Restrict</p>

TERMS	DEFINITIONS
	consumption by adults to allow small children to eat; Reduce number of meals eaten in a day.” (WFP (2024. <i>WFP Indicator Compendium (2022-2025)</i> – Version 2.3, June 2024)
<b>Livelihood Coping Strategies for Food Security (LCS-FS)</b>	Used to measure the extent of livelihood coping mechanisms that households needed to utilise as a response to a lack of food or money to purchase food during the 30-day period prior to the survey. Households relying on livelihood coping strategies due to a lack of food are classified based on the severity associated with the strategies applied. The higher the category, the more severe and longer-term the negative consequences are for households” (WFP (2024. <i>WFP Indicator Compendium (2022-2025)</i> – Version 2.3, June 2024)
<b>Economic Capacity to Meet Essential Needs (ECMEN)</b>	measures households’ economic capacity to meet all their essential needs by aggregating expenditures and comparing them with the Minimum Expenditure Basket (MEB).
<b>Minimum Expenditure Basket (MEB)</b>	The average of what a household (assumed to consist of 5 persons) requires to meet basic needs, on a regular or seasonal basis, that could be covered entirely or partly through markets. Price monitoring of the items in the MEB helps to understand how changing market conditions affect the ability of households to meet their needs. The food MEB is the average of households requirements to meet basic food needs. WFP and UNHCR (2019). <i>Minimum Expenditure Basket Harmonization Guidance</i> .

# Annex XVI. Findings- conclusions-recommendations mapping

RECOMMENDATIONS	CONCLUSION	FINDING NUMBER
Recommendation 1	Conclusion 1 and 2	Findings 3, 4, 5, 13, and 36
Recommendation 2	Conclusion 2 and 3	Findings 3, 6, 14, 15, 32
Recommendation 3	Conclusions 3 and 4	Findings 32, 33, 34
Recommendation 4	Conclusion 2 and 3	Findings 12 and 24
Recommendation 5	Conclusion 5	Findings 17, 18, 19, 20, 21
Recommendation 6	Conclusion 4	Findings 6, 13, 30

# Annex XVII. Findings-learning themes mapping

LEARNING THEMES	FINDING NUMBER
1: Appropriateness and effectiveness of strategies including the combination of programme activities and resources to deliver CSP outcomes	Findings 32, 36
2: Transition to national ownership of the home-grown feeding programme and nutrition approaches	Findings 15, 16, 23
3: WFP's role and positioning in collective and collaborative refugee response	Findings 6, 7, 8, 25, 33, 34. 35
4: Strengths and limitations of approaches to institutional capacity strengthening of national and subnational actors, as well as farmers' organizations and groups	Findings 13, 14, 15, 16, 23, 24, 33, 34
5: Strengths and limitations of CO monitoring function	Finding 37
6: Extent to which the CO overall structure and staffing was fit to achieve aspirations of the CSP, in particular to support the role played by the supply chain unit in delivering the CSP's objectives	Finding 36



# Annex XVIII. Acronyms and abbreviations

<b>ACL</b>	Asset Creation and Livelihood activities
<b>ACR</b>	Annual Country Report
<b>AMS</b>	Agriculture and Market Support
<b>ANC</b>	Antenatal care
<b>AO</b>	Area Office
<b>BR</b>	Budget Revision
<b>CBPP</b>	Community-Based Participatory Planning
<b>CBSFP</b>	Community Based Supplementary Feeding Programme
<b>CBT</b>	Cash-based transfer
<b>CFM</b>	Community feedback mechanism
<b>CO</b>	Country Office
<b>CP</b>	Cooperating Partner
<b>CRRF</b>	Comprehensive Refugee Response Framework
<b>CSP</b>	Country Strategic Plan
<b>CSPE</b>	Country Strategic Plan Evaluations
<b>CSSP</b>	Child-Sensitive Social Protection programme
<b>DDMC</b>	District Disaster Management Committee
<b>DLG</b>	District local government
<b>DRC</b>	Democratic Republic of the Congo
<b>DRDIP</b>	Development Response to Displacement Impacts Project
<b>EB</b>	Executive Board
<b>FES</b>	Food Expenditure Share
<b>FGD</b>	Focus Group Discussion
<b>FO</b>	Field Office
<b>FSNA</b>	Food Security and Nutrition Assessment
<b>GDP</b>	Gross Domestic Product

<b>GFA</b>	General Food Assistance
<b>HGSF</b>	Home-Grown School Feeding Programme
<b>IFI</b>	International Financial Institution
<b>IPC</b>	Integrated Food Security Phase Classification
<b>IR</b>	Inception Report
<b>LIPW</b>	Labor-intensive public works
<b>LNOB</b>	Leaving No One Behind
<b>LRFPF</b>	Local and Regional Food Procurement Policy
<b>LSR</b>	Lean Season Response
<b>MAM</b>	Moderate acute malnutrition
<b>MCHN</b>	Maternal Child Health and Nutrition
<b>MEB</b>	Minimum Expenditure Basket
<b>MoES</b>	Ministry of Education and Sport
<b>MoGLSD</b>	Ministry of Gender Labour and Social Development
<b>MSME</b>	Micro, small and medium enterprises
<b>NBP</b>	Needs-based plan
<b>ND-GAIN</b>	Notre Dame-Global Adaptation Index
<b>NDP</b>	National Development Plan
<b>NECOC</b>	National Emergency Coordination and Operations Centre
<b>ODS</b>	On-demand services
<b>OEV</b>	Office of Evaluation
<b>OFSP</b>	Orange-fleshed sweet potato
<b>OPM</b>	Office of the Prime Minister
<b>PDM</b>	Post Distribution Monitoring
<b>PLWG</b>	Pregnant and lactating women and girls
<b>PNC</b>	Postnatal care
<b>PRO-ACT</b>	Pro-Resilience Action Project
<b>RBN</b>	Regional Bureau of Eastern Africa, Nairobi
<b>rCSI</b>	reduced Consumption-based Strategy Index
<b>RUSF</b>	Ready to use supplementary food

<b>SAGE</b>	Social Assistance Grants for Empowerment
<b>SBCC</b>	Social and behaviour change communication
<b>SHF</b>	Smallholder farmers
<b>SLP</b>	Seasonal Livelihood Programming
<b>SO</b>	Strategic Outcome
<b>ToC</b>	Theory of Change
<b>TOR</b>	Terms of Reference
<b>TSFP</b>	Targeted Supplementary Food Programme
<b>UCRRP</b>	Uganda Country Refugee Response Plan
<b>UN</b>	United Nations
<b>UNEG</b>	United Nations Evaluation Group
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>VHT</b>	Village health teams
<b>VSLA</b>	Village savings and loan association
<b>WEE</b>	Women's economic empowerment

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