

Management Response from WFP Uganda Country Office to the recommendations of the Decentralized Evaluation of promoting self-reliance with livelihood, asset creation and resilience interventions in Uganda 2020 – 2023

DE/UGCO/2023/023 >



This document, finalized in March 2025, presents the management response to the recommendations of the evaluation **of promoting self-reliance with livelihood, asset creation and resilience interventions in Uganda 2020 – 2023.**

1. The evaluation, which was commissioned by the Uganda Country Office covers the **extent to which four types of interventions i.e. AMS; ACL and small livelihoods; Financial inclusion, and PRO-ACT) contributed to self-reliance/resilience.**]. The evaluation serves the dual purpose of accountability and learning and informs the following objectives:
 - a. Provide robust evidence on what has worked well, what may need adjustment to ensure quality programming including suggestions on how resilience and livelihood interventions will be implemented in the forthcoming CSP (2026-2030) to best serve beneficiaries strengthening their capacity to build resilience to the shocks i.e., inform the self-reliance and livelihood strategy.
 - b. Understand the key results and key lessons learned to make evidence base programming choices for maximum benefits to our clients as WFP UG CO seeks to expand and or intensify the livelihood and resilience related interventions.
 - c. Provide an evidence base to better understand the emerging results of the interventions, which will inform decision-making regarding design, programming, implementation, fund-raising, and advocacy.

- d.** Derive recommendations for consideration on lessons, what works, and points of synergies for inclusion in the WFP CO Livelihood strategy.
- e.** Identify lessons and areas of synergy with previous and existing government services, such as the Parish Development Model and Youth Livelihood programs, that aim to improve the incomes and welfare of all Ugandans at the household level.

The Decentralised Evaluation additionally, took into consideration and documented pertinent issues that ensure alignment to human rights and gender considerations and related policies. The evaluation also enabled identification and documentation of lessons in relation to alignment, as much as possible to the ongoing government led programs for resilience and self- reliance.

The evaluation made seven (7) key recommendations with 55 actions. The matrix sets out whether WFP agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the taken and planned actions to-date as included in the Annual Planning and Performance, considerations in the 2nd generation Uganda Country Office strategic plan 2026-2030, including responsibilities and timelines as follows;

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Priority: High Recommendation 1: (co-) Develop a common self-reliance approach for Uganda December 2026	Food systems and Livelihood Strategic Outcome (SO) lead.	Agreed	1. Continue the implementation of the designed SRM model, documenting lessons in coordination with partners and government and refinement as may be required.	Program unit	December 2026
	Head of Research, Assessment and Monitoring Unit (RAM)		2. Coordinate, provide technical backstopping and financial support to government to develop a self-reliance measurement index, validated by partners.	RAM unit	December 2026
Sub-recommendation 1. Consultation with relevant stakeholders for consensus-building on operational definitions of self-reliance and resilience (WFP internally). June 2025	Food systems and Livelihood SO lead Head of RAM	Agreed	3. Co-lead with government to develop and operationalise the self-reliance measurement framework for refugees and host communities.	Program unit	December 2025

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			4. Coordinate and provide technical backstopping and financial support, to the government for the adoption the of the self-reliance definition and measurement index	RAM	December 2026
<u>Sub-recommendation 1.2:</u> Outline self-reliance/ resilience strategy for Uganda (WFP internally).	- Food systems and Livelihood SO lead - Head of Program	Agreed	5. Self-reliance and resilience approach is well stipulated in the CSP 2026-2030 and detailed in the UG CO SRM & resilience strategy.	- Program unit. - RAM	Completed
Sub-recommendation 1.3&1.4: Consultation with relevant stakeholders f o r consensus-building on operational definitions of self-reliance and resilience (externally).	Food systems and Livelihood SO lead Head of RAM	Agreed	6. Coordinate and provide technical backstopping and financial support to government to develop a self-reliance working group for adoption of an operational definition for self-reliance and development of a measurement index. Validated and agreed upon by partners.	Program unit	December 2025
Sub-recommendation 1.5: Confirm results framework and implementation approach for self-reliance / resilience, that	Head of RAM	Agreed	7. Finalise and validate the SRM/resilience results framework and implementation approach/manual with the technical	RAM Unit	December 2025

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align with national definitions of these thematic areas.			working group and internally within WFP. ¹		
Priority: High Recommendation 2: Develop clear strategies for both refugees and non-refugees	Food systems and Livelihood SO lead Head of Program	Agreed	8. The self-reliance model is already completed which describe our approach with refugees. 9. The resilience approach for Karamoja will be drafted based on the current programming in the Karamoja region.	Program	Completed December 2025
Review, and update/ confirm WFP's mandate or main objective for both refugees and non-refugees' interventions.	Food systems and Livelihood SO lead. Head of Program Deputy Country Director	Agreed	10. Document in the 2026-2030 line of Sight of the new CSP, WFP's continued support of refugees and host community as per the resource envelope.	Program Deputy Country Director	Completed

¹ Develop broader framework that has all the indicators aligned to national definitions as much as possible, and we will have an internal WFP framework that includes additional indicators such as those on accountability and protection and others that are corporately required for all interventions and are not necessarily required by government and partners.

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Elaborate the transition strategy , focusing on self-reliance by complementing it with a) Capacity (to engage in LHs) b) classification of LHs. c) beneficiary LH interests' assessment.	Food systems and Livelihood SO lead. Head of Program Deputy Country Director Food system and Resilience team	Agreed	11. Document clearly in the self-reliance strategy/manual and CSP 2026-2030, strategies for capacity strengthening and classification of livelihood activities.	Program Deputy Country Director	December 2025
			12. Review of the SRM program and adaptation of learnings to improve program quality, beneficiary interest and feedback.		December 2025
<u>Sub-recommendation 2.3:</u> For non-refugees: develop a strategy focused on resilience-building linked to climate shocks, mirroring the PRO-ACT set-up.	Food systems and Livelihood SO lead Head of Program Deputy Country Director	Agreed	13. SRM strategy is completed and include a clear exist strategy 14. Finalize a resilience approach that integrates Climate shocks, PRO-ACT, nutrition sensitive, regenerative agriculture, AMS with an exit strategy	Program Deputy Country Director	SRM completed
Sub-recommendation 2.4: Design an exit- or handover	Food systems and Livelihood SO lead.	Agreed		Program	December 2026 ???

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strategy for both refugees and non-refugees.	Head of Program Deputy Country Director			Deputy Country Director	
Sub-recommendation 2.5: Explore how WFP can link to ongoing GoU and (UN) partner efforts or if new partnerships can be established for both strategies.	Head of Program SO and Activity leads	Agreed	15. Identify opportunities of linkage with other UN agencies during the design process of the new Cooperation Framework and those identified will be included in the Joint CF workplans as well as the WFP new strategic Plan -2026 to 2030.	Program	December 2026
	Head of Program SO and Activity leads	Agreed	16. Identify opportunities for deliberate partnership with government programs such as the Parish Development Model and strategies included in the strategy design of the	Program	December 2026

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			new UG CO WFP strategic plan 2026-2030		
Sub-recommendation 2.6: Explore alternative and longer-term multi-year funding modalities such as the Green Climate Fund, to better match the timeframe of self-reliance/resilience objectives.	Head of Partnerships and Donor relations	Agreed	Alternative and longer-term multi-year funding modalities shall continue to be explored for inclusion in the Resource Mobilization plan to implement current and next CSP 2026-2030, to better match the timeframe of self-reliance/resilience objectives.	Head Program Head of Partnerships and Donor relations	December 2025
Priority: Medium Recommendation 3: Reinforce WFP's (political) representation June 2028	Country Director Deputy Country Director Head of Partnerships and Donor relations	Agree	17. Continue the co-chairing with government as part of the self-reliance working group enabling the finalization of the self-reliance measurement index.	Office of the Country and Deputy Country Director.	June 2029
Sub-recommendation 3.1: Reinforce WFP's high-level	Country Director	Agree	18. Regularized engagements with government either as	Office of the Country and	June 2029

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political representation to enhance the visibility of and political support for its interventions	Deputy Country Director Head of Partnerships and Donor relations		WFP or as part of partner initiatives for regular updates, consultation and sharing progress, sharing lessons and engagement for resource mobilisation among others.	Deputy Country Director.	
Sub-recommendation 3.2: Clarify mandate-related challenges (e.g. refugees; agriculture) with UN partners and GoU.	Head of Program	Agree	19. This specific theme to be clarified in the CSP line of sight	Program	Completed
Sub-recommendation 3.3: Find practical solutions (e.g. co-mandate; technical vs. implementation role; IP modality) to overcome mandate-related challenges.	Head of Program Head of Partnerships	partially agreed as our mandate is dual so we do not fully understand what is meant by the “mandate challenges”	20. Our mandate is saving lives and Changing lives so as we expand on the changing lives. WFP UGCO will be both technical support and implementer, working with the government as expressed in the new CSP 2026-2030 and	Program	December 2025

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			will be well articulated as well in the SRM strategy/manual.		
Priority: Medium Recommendation 4: Reinforce and formalise relationships with key partners such as GoU, UNHCR, WB, FAO and ILO	Head of Program Deputy Country Director's Office	Agree	Have MOU on our new CSP; Merge the food security and the livelihood working group and co-lead it with UNHCR; and other UN Agencies.	Program Office of the DCD.	
Sub-recommendation 4.1: Strengthen and formalise relationship with relevant GoU counterparts, such as OPM and NARO.	Strategic Outcome Managers	Agree	21. Re-establish and or formalise relationships with government MDA's within government policies and guidelines.	Program	December 2026
Sub-recommendation 4.2: Strengthen and formalise relationship with UNHCR for the transition strategy.	Head of Program Food System and Resilience	Agree	22. WFP and UNHCR have entered in partnership with the Intpa grant where we collaborate in the same settlement on self-reliance. 23. Self-reliance measurement framework is integrated in the	Program	Completed

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			Livelihood working group lead by UNHCR		
Sub-recommendation 4.3: Strengthen and formalize relationship with WB for DRIP and joint data collection and analysis.	Head of Program Head of RAM Head of Food Systems and Livelihoods.	Partially agreed As this depends on the extent to which synergies can be identified and formalized, which progress has not been realistically made over the years.	24. Re-engage with and formalize areas of collaboration with OPM and WB, post lifting of the WB funding freeze to Uganda, including on evidence generation. 25. Explore the possibility of implementing this recommendation and update the risk and recommendation tracker as appropriate.	Program RAM	December 2029
<u>Sub-recommendation 4.4:</u> Strengthen and formalize relationship with FAO (and IFAD) for technical cooperation on agricultural and climate-change issues.	SO and Activity Managers	Agreed As this depends on the extent to which synergies can be identified and formalized, which progress has not been	26. Formalize and or strengthen relationship with FAO, ILO and related partners through signing of MOUS as may be required and as per the needs of the people WFP serves and as stipulated in the strategic	Program Partnership unit	December, 2026

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			design of the CSP, and the requirements of respective partners.		
<u>Sub-recommendation 4.5:</u> Establish relationships with ILO to explore off-farm and non-agricultural LHs as part of the transition strategy.	SO and Activity Managers Head of Partnerships and donor relations	Agree	27. Establish relationships with ILO to explore off-farm and non-agricultural LHs as part of the transition strategy.	Program Partnerships and Donor Relations	December 2026
Priority: High Recommendation 1: Divide the ACL activities. December 2026	SO and Activity Managers	Agree	28. Align resilience activities with social protection initiatives, in line with needs of the people, and government policies in the design of our 2026-2030 CSP.	Program	December 2025
<u>Sub-recommendation 5.1:</u> Link CFW-style activities, like LIPWs, to the social protection strategy, unless specifically linked to 3PA CBPPs.					

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<u>Sub-recommendation 5.2:</u> Ensure that the CO assets' creation strategy focuses on enhancing or facilitating LHs or agricultural production at HH (e.g. OFSP, mushrooms) or community level (e.g. irrigation)	SO and Activity Managers	Agree	29. Document in the new CSP, WFP approach, that will focus on livelihood development and integration i.e. merge our ACL and AMS portfolio to ensure layering of activities and a continuous support to livelihood from farm to fork in our CSP 2026-2030	Program	December 2025
<u>Sub-recommendation 5.3:</u> Ensure clear layering of the asset creation and AMS (e.g. marketing fresh produce) or the transition strategy (e.g. LH improvement) linked to overall resilience or self-reliance objectives <u>Sub-recommendation 5.4:</u> Explore off-farm and non-farm LHs as part of the LH component. Priority: Medium	Head of RAM				
	Deputy County Director PPO – Gender				

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Recommendation 6: Reinforce gender mainstreaming in the interventions December 2026 <u>Sub-recommendation 6.1:</u> Reinforce the gender department beyond an advisory role, e.g. budget allocation for gender objectives, official approval of gender approach of WFP programme units and CPs	Deputy County Director	Agree	30. Document in the strategy design of the new CSP and will be monitored referencing the GPI Accountability for Results framework	Deputy Country Director	December 2026
<u>Sub-recommendation 6.2:</u> Conduct regional gender assessments and ensure recommendations are followed up.	Gender Focal Person - PPO Gender Head of Program Head of RAM	Partially agree Reservations are on ensuring recommendations are implemented as this may have budget implications and may be dependent on budget commitment by respective activity managers	31. Including measurement of GPI Accountability for Results and included in measurement opportunities such as FSNA and PDMs as much as possible.	RAM Program	June 2029

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<u>Sub-recommendation 6.3:</u> In cooperation with the gender unit, design gender-sensitive or gender-transformative interventions, which take into consideration specific gender needs and preferences as well as structural barriers that may hamper the achievements.	DCD Gender Focal Person - PPO Gender Head of Program	Partially agree – reservations are on ensuring recommendations are implemented as this may have budget implications and may be dependent on budget commitment by respective activity managers	32. Implement the GPI as per corporate guidance specifically in the Gen. 2.0 CSP 2026-2030.	Program Office of the DCD	December 2025
<u>Sub-recommendation 6.4:</u> As done for financial literacy or agriculture, WFP may explore gender-specific collaborations with e.g. Oxfam or the Institute of Social Transformation, to complement its interventions with external expertise and facilitate the move towards gender-transformative approaches.	Head of Program Head of Food Systems and Livelihoods	Partially Agree <i>Largely depends on availability of funds and CO office priorities for the next CSP</i>	33. Explore possibility for this collaboration will be explored as far as funding permits and CO priorities.	Program	June 2029

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Priority: High Recommendation 7: (co-) Reinforce activity specific outcome monitoring and overall self-reliance/ resilience evidence gathering December 2026	Head of RAM	Partially agreed Reason: <i>Inclusion in WFP global standard reporting is not within CO mandate)</i> <i>Corporate guidelines were developed in June 2024.</i>	34. Self-reliance measurement will be included in WFP CO monitoring indicator. Feedback will be provided to HQ, experience and lessons shared regarding the measurement of SRM and resilience following the finalization of the government led SRM measurement framework	RAM	December 2025
<u>Sub-recommendation 7.1:</u> Mainstream self-reliance/ resilience indicator monitoring in WFP global standard reporting to reflect the “changing lives” agenda.					
<u>Sub-recommendation 7.2:</u> Strengthen/ increase VAM capacity for e.g. outcome monitoring, and qualitative data	Head of RAM	Agreed	35. Implement and ensure well-structured orientation for the revised RAM organogram as part of the organisation alignment of 2024.	RAM	June 2025

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collection to increase the evidence base.			36. Ensure alignment of VAM data collection exercises reaching assisted and non-assisted beneficiaries, such as FSNA, Targeting, prioritization, etc., with the minimum monitoring requirements and guidance in the Corporate Results Framework, especially for all the mandatory indicators.	RAM	December 2026

Recommendations and related Sub-recommendations (Deadline) <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division ((possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	Action Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Action Deadline <i>[Month and year – not to exceed related (sub-) recommendation deadline.]</i>
<u>Sub-recommendation 7.3:</u> Strengthen/ increase M&E field capacity for GEWE monitoring; tracking of potential differential impacts of self-reliance / resilience activities on women's and on men's lives, and gender-disaggregated monitoring and reporting.	Head of RAM	Agreed	37. Ensure JPO core responsibilities include qualitative and reporting tasks and triangulation (VAM, CFM & M&E) in collaboration with AO M&E officers, integrate a Gender, Protection and inclusion-sensitive analysis, with a specific focus on self-reliance, resilience and livelihood activities.	RAM Program	
			38. Conduct a Food Security and Nutrition Vulnerability assessment (FSNA) including GPI selected indicators as baseline for the new CSP.	RAM	June 2025

Recommendations and related Sub-recommendations (Deadline) <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division ((possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.)]</i>	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	Action Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Action Deadline <i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i>
<u>Sub-recommendation 7.4:</u> Strengthen/ increase M&E field capacity for outcome/ impact monitoring; CP monitoring and support, and qualitative data collection.	Head of RAM	Agreed	39. Implement the revised organogram with increased/improved capacity at CO, AO and FO.	RAM	March 2025
			40. Conduct a skills mapping for the M&E team and prepare a capacity building plan for the targeted staff.	RAM	December 2026
			41. Ensure a robust onboarding process and at least bi-annual capacity strengthening for the Monitoring and Evaluation team, including thematic areas of outcome/ impact monitoring.	RAM	June 2025
<u>Sub-recommendation 7.5:</u> Explore ways to enhance self-reliance/ resilience evidence collection beyond monitoring, e.g. longitudinal surveys; beneficiary	RAM	Agreed	42. Explore possibilities for evaluating the WFP UG CO self-reliance interventions as a thematic area of an	RAM Program RBN& HQ	July 2030

Recommendations and related Sub-recommendations (Deadline) <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division ((possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.)]</i>	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	Action Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Action Deadline <i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i>
tracking; impact assessments, case studies.			Evaluation or as a stand-alone Evaluation with key evaluation questions and presentation of results and effects on men, women, Households, and individuals, among other aspects and disaggregation's.		
<u>Sub-recommendation 7.6:</u> Design a knowledge capitalisation strategy and system, e.g. database	Head of RAM	Agreed	43. Finalize the knowledge management plan and RAM SoPS that will detail information on knowledge management.	RAM IDM TECH	December 2025