

EXECUTIVE SUMMARY

This report synthesizes the findings of an independent evaluation of WFP's Development and Recovery Portfolio in Uganda comprised of Country Programme 10019.0, the recovery component of Protracted Relief and Recovery Programme 10121.0 and Development Project 10139.0 in support of families affected by HIV/AIDS, all implemented between 1999 and 2005. The evaluation was commissioned by the Office of Evaluation and fielded in September 2004.

The evaluation team found that the design of the Development and Recovery Portfolio in Uganda is a good example for implementation of WFP's policies; it is also relevant to the Government's national development framework. However, only 31 percent of the distribution target tonnage for the Development and Recovery Portfolio was met during the period under review

The low implementation rate is partly explained by low levels of funding for the development activities – 54 percent of the country programme and 48 percent of the development project – and partly by the fact that fewer internally displaced people than planned returned home so recovery activities could not be implemented. The number of internally displaced people in camps increased threefold over the two years and resources were shifted from recovery to relief in order to assist people in camps. The revised distribution target of 93 percent was achieved. The country office should be commended for an efficient change of strategy to accommodate the evolving humanitarian situation.

The activities implemented were generally found to be efficient and effective. The effects of rations per beneficiary were in many cases reduced, however, because beneficiary numbers were higher than planned. There are corporate lessons to be learned from the effort to stimulate local production by procuring directly from small-scale farmers. To increase production, farmers need increased access to agricultural inputs; WFP needs to strengthen partnership with organizations that can provide them. More attention should be given to identifying procurement procedures that take into account the conditions of small farmers while complying with WFP standards. In general, the low level of support costs available for the development activities – direct support costs and other support costs – affected the quality of activities, especially food-for-assets, the sustainability of interventions in general and the development of exit strategies in particular.

Lack of baselines and systematically collected data based on outcome indicators makes it difficult to show results beyond output.