

Emergency Food Assistance to New Arrivals under the Uganda Refugee Response

Key results:

- Refugees are supported financially to meet their food needs.
- Emergency food assistance provided to 77 880 newly arrived refugees through the cash modality for a period of 3 months.

Justification for support:

This grant is fully aligned with the new Danish Development Cooperation Strategy's focus on response to conflict, forced displacement and irregular migration. The grant was allocated as part of a broader global mitigation package in light of USAID cuts. In Uganda additional support was also allocated to Uganda Refugee Resilience Initiative and Partnerships for Accountability, Civic Engagement and Rights.

It will focus on new arrivals in light of the massive and continued influx of new arrivals to Uganda, which continues to seriously drain the refugee response. In the context of a humanitarian funding crisis following in reduction US funding, this population remains at the highest risk. The women, men and children have often endured long and arduous journeys, arriving in a state of extreme need. Providing cash assistance during the first three months is crucial as it enables refugees to build a fresh start, setting the foundation for a more stable and self-sufficient future.

Major risks and challenges:

The major risks to the project objective:

- Pipeline breaks result in decreased assistance, beneficiaries suffer from reduced access to food.
 - With a decreased nutritional intake, refugees struggle to access other livelihood opportunities.
 - Refugees are not aware of the benefits of diversifying their diets and/or are not financially literate and not able to use mobile money.
 - Mobile telephone network and connectivity problems.
- Acceptable mitigation measures are in place.

File No.	25-1609				
Country	Uganda				
Responsible Unit	2730 Kampala				
Sector					
Partner	World Food Programme Uganda (WFP)				
DKK million	2025				Total
Commitment	15				15
Projected disbursement	15				15
Duration	1 year				
Previous grants	2020-24160				
Finance Act code	06.32.01.12				
Head of unit	Signe Winding Albjerg				
Desk officer	Maja Halleen Graae				
Reviewed by CFO	YES: Victor Høst-Madsen				

Relevant SDGs

 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals	

Strategic objectives:

The project will contribute to Uganda Strategic Framework's objective 2: Promote sustainable and durable solutions for refugees and support Uganda's stabilizing role in the region.

Environment and climate targeting - Principal objective (100%); Significant objective (50%)

	Climate adaptation	Climate mitigation	Biodiversity	Other green/environment
Indicate 0, 50% or 100%	0	0	0	0
Total green budget (DKK)	N/A	N/A	N/A	N/A

Justification for choice of partner:

WFP provides life-saving General Food Assistance (GFA) to refugees and asylum seekers in Uganda. WFP has the proven capacity to deliver cash-based assistance at scale, ensuring efficiency, accountability, and dignity for refugees.

Summary:

Uganda hosts over 1.9 million refugees, making it one of the largest refugee populations globally. The WFP provides essential food assistance, but rising refugee numbers and funding shortfalls threaten to worsen food insecurity and malnutrition. In 2025, over 120,000 new refugees have arrived in Uganda, primarily from the DRC. The continued influx, combined with dwindling funding, has pushed humanitarian resources to the limit, leading to increased food security and malnutrition (FSNA, July 2025). The anticipated funding from Denmark, amounting to DKK 15 million, will enable WFP to provide food assistance to 77,880 new arrivals at 60% ration for three months in southwest refugee settlements. This focus on new arrivals is justified as they are the most vulnerable, having endured long journeys and arriving in extreme need. Immediate action and critical funding are essential to prevent a humanitarian crisis, ensure food security, and maintain peace and cohesion within refugee and host communities. While the grant is allocated under Finance Act § 06.32.01.12, it is emergency funding in light of the USAID termination and hence not considered integral part of the UBDP.

Budget:

Emergency Food Assistance to New Arrivals under the Uganda Refugee Response	15 DKK million
Total	15 DKK million

Standard Project Document

Emergency Food Assistance to New Arrivals under the Uganda Refugee Response

Cover page

See Appropriation Cover Note.

1. Introduction

The present project document outlines the background, rationale and justification, objectives and management arrangements for development cooperation concerning the project “Emergency Food Assistance to New Arrivals under the Uganda Refugee Response”, as agreed between the parties: The World Food Programme (WFP), Uganda Country Office and the Danish Embassy in Kampala.

The project document is an annex to the legal bilateral agreement with the implementing partner and constitutes an integral part hereof together with the documentation specified below. “The Documentation” refers to this Project Document including supporting annexes.

The project duration is 12 months from the signing of the agreement.

2. Context, strategic considerations, rationale and justification

Context

Uganda currently hosts over **1.9 million refugees**, one of the largest populations globally. WFP Uganda provides essential food assistance to refugees and other crisis affected populations in Uganda, but rising refugee numbers and funding shortfalls are worsening food insecurity and malnutrition.

In 2024, approximately 150,000 refugees arrived to the country, including 45,000 from war-torn Sudan. As of July 15 2025, over 120,000 refugees had arrived in Uganda including 68,000 from the Democratic Republic of Congo (DRC) alone. Uganda’s refugee population has quadrupled in the last decade.

Renewed clashes in the DRC and South Sudan have triggered a surge in the numbers of refugees fleeing into Uganda. UNHCR declared a Level 2 (L2) emergency response on the 28th March 2025, to try to provide the extra resources needed to support the refugee influx from DRC.

Prioritization

Due to resource constraints WFP has been **prioritising the most vulnerable refugees for food assistance**, since 2021. From July 2023 to March 2025, all new arrivals received a 100 percent¹ food ration for the first three months, refugee households categorised as highly vulnerable (Category 1) received 60 percent of a standard food ration, moderately vulnerable (Category 2) families received 30 percent, while those who were categorised as less vulnerable (Category 3) were weaned off food assistance.

¹ As percentage of daily caloric need.

However, the continued refugee influx, combined with dwindling funding has pushed humanitarian resources in Uganda to the absolute limit. In March 2025 WFP once again had to review and adjust ration sizes, with the amount of food provided to refugees falling well below daily caloric needs.

In May 2025, WFP reduced food assistance from 1.6 million refugees to approximately 662,000, phasing out support for over 1 million people; directing limited resources to those most vulnerable to food insecurity. This led to the exclusion from food support of more than 60 percent of the settlement-based refugee population previously assisted by WFP in Uganda.

To optimise meagre humanitarian resources, new arrivals now receive a 60 percent ration size for the first three months, the highly vulnerable (Category 1) of the refugee population receive a 40 percent ration (equivalent to USD 4.9 per person per month) and the moderately vulnerable (Category 2) receive a 22 percent ration (USD 2.7 per person per month). The current ration sizes in Uganda, are one of the lowest that WFP is providing in Africa.

The re-categorisation exercise has led to a refocus on support to the most vulnerable refugees (Category 1). Currently, 24% of the targeted refugee population falls under Category 1, 13% under Category 2, while 63% fall under Category 3 and are no longer receiving assistance. Before the May 2025 prioritisation, only 14% of the refugee population was supported under Category 1. WFP will re-examine prioritization of assistance in 2026 to try and ensure that the most vulnerable continue receiving support, if the funding situation allows for it.

Uganda's refugee settlements are at a tipping point. Without immediate action, food insecurity and malnutrition will continue to rise, especially among children and mothers. As services from other partners shrink, gaps in healthcare, water, and education are growing. Refugees and host communities are both affected, as their economies are deeply interlinked.

More families will be forced to make impossible choices, and the fragile social fabric that has held refugees and host communities together for decades could break down. To prevent further instability, it is crucial to address urgent needs now. Timely support will not only save lives but also help maintain peace and cohesion within refugee and host communities, averting the risk of broader social unrest and insecurity.

WFP still faces a significant funding gap, without intervention, the number of people assisted will be further reduced, worsening malnutrition and increasing tensions within settlements and host communities.

Food insecurity and malnutrition

Preliminary findings from the Food Security and Nutrition Assessment (FSNA) conducted in July, only two months after the suspension of food assistance to one million refugees and further reduction of ration sizes, indicate an increase in food insecurity and acute malnutrition. The results show more families skipping meals and children dropping out of school. Although this development was anticipated, it is occurring more quickly than projected, raising concerns about future consequences.

Severe food insecurity has significantly worsened in 8 of the 13 refugee settlements, in the last few months. Only 37% of households reported acceptable food consumption scores, down from 50% in July 2024. In Adjumani, a settlement hosting over 230,000 people where two thirds (68%) of the population have been

phased off assistance since May 2025, the number of households facing severe food insecurity has tripled (rising from 7% of the population in 2024 to 22% in 2025). In Palorinya, severe food insecurity rose sixfold, from 2% to 12%.

Acute malnutrition of pregnant and breastfeeding women (PBW) increased by 90% during the last year affecting 7.6% of this highly vulnerable population in 2025 compared to 4% in 2024. Global Acute Malnutrition (GAM) of children under five has increased in 11 out of the 13 settlements. It has more than doubled in Bidibidi (from 4.6% in 2024 to 11.5% in 2025), a settlement hosting 200,000 people and where close to 80% of the population is no longer receiving food assistance since May 2025 and where WFP's malnutrition prevention and treatment services have also been phased out. GAM rates have also doubled in Kyangwali, Nakivale, and Oruchinga refugee settlements in the South West.

Furthermore, recent screenings of new refugee arrivals revealed a high prevalence of acute malnutrition, especially among those fleeing DRC and Sudan, with many arriving already malnourished. In transit centres where new arrivals are screened between 10-20% of children under 5 and pregnant/breastfeeding women suffer from acute malnutrition. This is compounded by a high magnitude of common childhood illnesses including malaria and Acute Respiratory Infections (ARIs).

Negative Coping strategies

Evidence shows that most refugees immediate reaction to ration cuts and exclusion from food assistance is to rely on cheaper food, fewer meals per day, and smaller portions. Over 70% of refugee households reported reducing both the number and portion size of meals due to insufficient food. Focus group discussions highlighted that financial pressure is forcing families to choose between food, education, and healthcare. Migration is on the rise and refugees reported cases of child labour, theft, and even suicide. Similarly concerning, one in four family (about 25% of the total population) are reducing health expenditures and withdrawing children from school.

Rationale and Justification

WFP provides life-saving General Food Assistance (GFA) to refugees and asylum seekers in collaboration with UNHCR and the Government through the Office of the prime Minister (OPM).

The current support will focus on new arrivals considering the massive and continued influx of new arrivals to Uganda, which continues to seriously drain the refugee response. In the context of a humanitarian funding crisis, this population remains at the highest risk. These women, men and children have often endured long and arduous journeys, arriving in a state of extreme need. Providing cash assistance during the first three months is crucial as it enables refugees to build a fresh start, setting the foundation for a more stable and self-sufficient future.

The challenges faced by new arrivals are compounded by the limited resources available to address their needs. Therefore, it is imperative to prioritize this support to prevent further deterioration of their conditions and to promote their integration into the community.

Critical funding is essential to bridge the financial pipeline gaps that WFP faces in the current context and provide food security and nutritional support at this critical time. Without such support, new arrivals are at

risk of falling into severe acute malnutrition or resorting to negative coping strategies, as observed in recent assessments mentioned above. Meeting the immediate needs of new arrivals will help prevent such harmful outcomes and support their adjustment to a new environment.

The current Danish contribution of 15 million DKK will enable WFP Uganda to provide Cash-Based Transfers (CBT) for food assistance to 77,880 new arrivals at a 60% ration (equivalent to USD 6.5 per person/per month), for refugees settled in the South West of the country. In the context of reduced assistance and its resulting impact on local markets, the use of CBT is of strategic importance, as it supports and stimulates local economies while addressing immediate food security needs. CBT has proven to be a transformative tool in refugee response, offering flexibility, dignity, and economic empowerment to displaced populations. In 2024, 73% of settlement-based refugees received assistance through CBT. Cash also facilitates financial inclusion, with WFP supporting households to access personal bank accounts and mobile wallets.

Maintaining a strong and uninterrupted cash pipeline is strategically essential for WFP Uganda to safeguard the progress made in relation to the transfer from in kind to cash support. However, in 2025, shifting donor priorities led to a rise in in-kind contributions. The recent funding from Denmark, alongside contributions from other donors earmarked for cash, is critical to sustaining CBT as the prioritized assistance modality. This ensures continued empowerment of vulnerable populations, especially women, and preserves the efficiency, dignity, and economic impact that cash transfers have delivered across Uganda's humanitarian landscape.

A flexible approach to the implementation of this emergency support will be taken and in the event of a pipeline break for another WFP emergency intervention under Strategic Outcome 1 (SO1) crisis response, this might necessitate a shift in priorities to another population or assistance modality.

Strategic Considerations

In line with Denmark's new Strategy for Development Cooperation: "A Changing World – Partnerships in Development", the project will contribute to long-term solutions for refugees. The project also aligns with Denmark's Uganda Strategic Framework 2023-2027 Strategic Objective 2 on Sustainable and Durable Solutions for Refugees with its emphasis on supporting Uganda as a refugee hosting country. The project will furthermore support Uganda's progressive refugee policies under the Comprehensive Refugee Response Framework Pillar 2, on Emergency Response and Ongoing Needs, in line with the increasingly urgent call for burden sharing by the Ugandan Government.

WFP Uganda's current Country Strategic Plan (CSP) 2018-2025 is in its final stages of completion. The upcoming CSP for 2026-2030 has 3 strategic outcomes and is fully aligned with national policy objectives, including Uganda's Vision 2040. Through the CSP, WFP provides emergency assistance, addresses the root causes of food insecurity, supports the refugee response, and strengthens social protection systems. This project contributes to the implementation of the current CSP - Strategic Outcome 1 (Refugees and other crisis-affected people have access to adequate nutritious food in times of crisis). The CSP is annexed to this Project Document.

The Project Document builds on the proposal provided by WFP and will go through an internal appraisal at the Danish Embassy in Kampala.

3. Project Objective

The primary objective of the project is to provide emergency food assistance to refugees in Uganda, to prevent a further deterioration of the food security and nutrition situation.

4. Theory of change and key assumptions

Through its Country Strategic Plan (CSP)², WFP's approach to the protracted and emergency refugee situation in Uganda runs through multiple and complementary change pathways. This emergency support project is in line with the complementary and integrated approach of the WFP in Uganda and as such with the WFP Uganda theory of change.

Outcomes	Basic food needs of refugee households met
Outputs	Emergency food assistance provided to refugees
Interventions	Cash-Based Food Assistance through Mobile Money and Agency banking
Assumptions	<ul style="list-style-type: none">• Funding is available to cover three monthly food assistance rations.• Food markets are functioning, and refugees have physical access.• Refugees use their rations to meet their basic food needs.• Refugees have access to other sources of subsistence or assistance in addition to WFP's assistance
Risks	<ul style="list-style-type: none">• Pipeline breaks result in decreased assistance, beneficiaries suffer from reduced access to food.• With a decreased nutritional intake, refugees struggle to access other livelihood opportunities.• Refugees are not aware of the benefits of diversifying their diets and / or are not financially literate and not able to use mobile money• Mobile Telephone Network and Connectivity
Mitigating measures	<ul style="list-style-type: none">• The self-reliance model being implemented by WFP to support the transition of refugees, in complementarity with other livelihood and self-reliance initiatives, such as the Danish Embassy funded Uganda Refugee Resilience Initiative (URRI).• WFP will advocate for the inclusion of refugees in national social protection programmes.• Through strategic partnerships, other stakeholders will be approached to explore programmatic synergies with the same target populations

² The WFP Uganda Country Strategic Plan (2018 – 2025)

5. Results framework

The project will contribute to the implementation of WFP Uganda's Country Strategic Plan 2018-2025, Strategic Outcome 1: Refugees and other crisis-affected people have access to adequate nutritious food in times of crisis.

Project progress will be measured through WFP's monitoring framework focusing on the key outcome and corresponding outputs and their associated indicators. The summary below presents the key aspects of the project (see Annex 3 for Results Framework).

Project	Emergency Food Assistance to New Arrivals under the Uganda Refugee Response
Project Objective	The primary objective of the project is to provide emergency food assistance to refugees in Uganda, to prevent a further deterioration of the food security and nutrition situation

Outcome		Refugees are supported financially to meet their food needs	
Outcome indicator		Food consumption score: Percentage of households with Acceptable Food Consumption Score	
Baseline	Year	End 2024	54.7 in South West and 44.7 in West Nile (Source: WFP Annual Country Report 2024)
Target	Year	End 2026	>65
Output		Emergency food assistance provided to newly arrived refugees through the cash modality	
Output indicator		Number of newly arrived refugees receiving food through cash	
Baseline		2025	0
Target		2026	77,880 refugees received cash for food covering a 3 months period

6.

7. Budget – Please refer to Annex 5

The project budget is presented below.

Activity Costs Summary	USD ³	DKK
Total Transfer	1,832,659	11,712,523
Implementation Costs	156,692	1,001,421
Direct Operating Costs (DOC)	1,989,351	12,713,944
Direct Support Costs (DSC)	214,452	1,370,563
Total Direct Costs	2,203,803	14,084,507
Indirect Support Cost (ISC)	143,247	915,493
Grant Total Activity Costs	2,347,050	15,000,000

The total Danish contribution in the framework of this project amounts to DKK 15 million, covering a period of 12 months.

8. Institutional and Management arrangement

The WFP MOPAN assessment is provided under Annex 2.

The Annual Country Report (ACR) of all activities implemented during the year by WFP Uganda will be shared with the Donor outlining how the Danish contribution has contributed to WFP's activities. Throughout the year, WFP will keep the donor informed on the implementation of mentioned activities. WFP will also provide the Danish Embassy in Kampala with a half yearly and a final project progress narrative report covering the period of implementation. The half year narrative report is due six months after the project start date and the final narrative report is due three months after project completion.

The ACR will be the standard financial report for this project. An uncertified financial report will also be submitted together with the final narrative report.

WFP will adhere to the **reporting calendar** below:

Report Type	Frequency	Period Covered	Submission Deadline
Annual Country Report incl. audited financial report	Annual	1 st of Jan. until end of Dec.	30 June 2026/2027
Half year narrative report	Half yearly	6 months (from when funding is received)	6 months after the project start date
Final narrative report incl. an uncertified financial report.	One-time	1 year from project start date	3 months after project completion

³ Foreign exchange rate from <https://treasury.un.org/operationalrates/OperationalRates.php>

9. Risk Management

WFP Uganda has conducted a comprehensive risk assessment to ensure that all contextual, programmatic, and institutional risks are identified and addressed proactively. The risk matrix is attached as annex 4.

WFP will keep the Embassy of Denmark updated on developments in the risk framework, including mitigating measures.

Annexes:

Annex 1: WFP Country Strategic Plan

The WFP Uganda Country Strategic Plan (2018 – 2025) is available here:

[Uganda country strategic plan \(2018 - 2025\) | World Food Programme](#)

Annex 2: Partner Assessment

Based on the Multilateral Performance Network (MOPAN) Assessment of WFP published in June 2024, WFP was assessed as demonstrating a unique capacity for humanitarian response, exercising a clear leadership role in the humanitarian community, and having a strong internal culture of transparency as demonstrated by publishing of almost all reports including corporate planning, results and financial documents, evaluations and management responses, internal audit reports, audited annual accounts, and country level strategic plans and annual country reports (ACRs). Key areas for improvement identified include long-term weaknesses in procedures, staff roles, transparency and effective communications with donors. The report includes the actions that the WFP should take to mitigate the risks.

The report is available here: [mopan-wfp-performance-glance-2024.pdf](#)

Annex 3: Result Framework

Project	Emergency Food Assistance to New Arrivals under the Uganda Refugee Response
Project Objective	The primary objective of the project is to provide emergency food assistance to refugees in Uganda, to prevent a further deterioration of the food security and nutrition situation

Outcome		Refugees are supported financially to meet their food needs	
Outcome indicator		Food consumption score: Percentage of households with Acceptable Food Consumption Score	
Baseline	Year	End 2024	54.7 in South West and 44.7 in West Nile (Source: WFP Annual Country Report 2024)
Target	Year	End 2026	>65
Output		Emergency food assistance provided to newly arrived refugees through the cash modality	
Output indicator		Number of newly arrived refugees receiving food through cash	
Baseline		2025	0
Target		2026	77,880 refugees received cash for food covering a 3 months period

Annex 4: Risk Matrix

Risk category	Risk description	Gross Risk level (Severe, Major, Moderate, Minor)	Mitigation action	Residual Risk level (Severe, Major, Moderate, Minor)
Strategy and Context	Mass influx of refugees from DRC and South Sudan over- stretching WFP's operational capacities (and/or untimely response), due to renewed insecurity in neighbouring countries.	Major	1. WFP internal cross-functional emergency preparedness working group operational ensuring, inter alia, availability of emergency response rations (including by means of buffer stocks) and other minimum preparedness actions being in place.	Moderate
Strategy and Context	Severe inflation, in particular of food and energy prices, caused by market conditions (in particular due to the global food and energy crisis and/or immature markets as cash is rapidly expanded) and/or drought/floods and other climatic shocks/ conditions result in increased food insecurity (including due to cash beneficiaries not having access to adequate food because of decreased purchasing power).	Moderate	1. Continued market monitoring exercise. 2. Advocacy for additional funding to allow for an increase of cash transfer values to cash assistance recipients to neutralise the loss of purchasing power due to inflation. 3. Market facilitation initiative to strengthen market infrastructure and functioning in and around refugee settlements, specifically in settlements where cash expansion/ digitisation is happening	Severe
Policy and Programme delivery	Tensions within settlements or between host communities and refugee communities escalate into violence that restricts WFP's ability to operate/deliver services and poses a risk to staff safety and security, in particular with a view to	Major	1. Develop and implement a robust operationalisation plan for prioritisation – with major emphasis on communication and community/ stakeholder engagement. 2. Close collaboration, consultation and coordination with key stakeholders, in	Moderate

	imminent ration reductions, as well as the expansion of (digital) cash.		particular at settlement level for cash expansion (or introduction of digital cash) activities.	
Policy and Programme Delivery	Insufficient number of mobile money and banking agents in the settlements for digital cash transition. Related to this, the float and liquidity available with the agents in the selected zones may be insufficient to serve large-scale cash interventions.	Major	<ol style="list-style-type: none"> 1. Produce market facilitation approach for selected settlements. 2. Collaborate with financial service providers to expand agent network, while not compromising quality of the network (due diligence, etc.), including the establishment of super-agents. 3. Pilot digital cash on a voluntary basis. 	Moderate
Safeguarding	Beneficiaries are subject to sexual exploitation and abuse by WFP staff members or staff members of Cooperating Partners or other partners associated with WFP's work, especially in times of reduced rations that makes beneficiaries even more vulnerable.	Major	<ol style="list-style-type: none"> 1. Continuation of trainings and awareness raising activities. 2. Continued inclusion of safeguarding aspects in third party performance monitoring. 3. Continued consideration of safeguarding risks in distribution and post-distribution monitoring. 	Major
Safeguarding	Beneficiaries being subject to abuse, fraud and theft, including due to data leaks and insufficient security (with a specific emphasis on agents taking advantage of their position of power vis-à-vis POCs).	Major	<ol style="list-style-type: none"> 1. Large-scale financial literacy trainings. 2. Trainings/sensitisation of agents in collaboration with financial service providers (including clear code of conduct). 3. Robust (digital) cash rollout plans, including communication and community engagement plans, where introduced. 	Moderate
Financial and Fiduciary	Fraud and corruption committed by WFP staff, WFP Cooperating Partners, Financial Service Providers, or the people we serve	Major	<ol style="list-style-type: none"> 1. Continued consultations with all stakeholders on possibilities for reintroduction of biometric identity confirmation when the situation allows – compensatory controls (photo ID checks remain in place in the meantime). 2. Establishment of enhanced 	Moderate

			<p>digitised data analytics and anomaly detection instruments as per internal audit.</p> <ol style="list-style-type: none"> 3. Training and awareness raising sessions with staff and partners. 4. Financial oversight exercise on Cooperating Partners. 5. Continued sensitisation on the complaints and feedback mechanism. 	
Policy and Programme delivery	Pipeline breaks (in-kind and cash) due to untimely and unpredictable funding allocations, disrupting the continuity of assistance to the most vulnerable beneficiaries.	Major	<ol style="list-style-type: none"> 1. WFP will continue to maintain a comprehensive monitoring system to ensure that, there is a consistent availability of resources to effectively manage any emerging situations that may arise 2. WFP maintains regular communication with donors and HQ to inform of imminent pipeline breaks and anticipate any disruption 	Moderate
Policy and Programme delivery	Unavailability of resources forcing rapid assistance modality shift (e.g. from cash to in-kind)	Major	<ol style="list-style-type: none"> 1. WFP will maintain regular, transparent communication with donors to inform them in case of need for timely adjustments in assistance modalities. 2. WFP will maintain operational supply chain and field presence to swiftly implement shifts from cash to in-kind aid without disrupting refugee support. 	Moderate

Annex 5: Budget Details

Activity Costs Summary	USD ⁴	DKK
Total Transfer	1,832,659	11,712,523
Implementation Costs	156,692	1,001,421
Direct Operating Costs (DOC)	1,989,351	12,713,944
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Total Direct Costs	2,203,803	14,084,507
Indirect Support Cost (ISC)	143,247	915,493
Grant Total Activity Costs	2,347,050	15,000,000

Breakdown of total Transfer Costs	
CBT & CV Value (USD)	1,527,343
Transfer Cost (USD)	305,316

⁴ Foreign exchange rate from <https://treasury.un.org/operationalrates/OperationalRates.php>

Annex 6: List of Supplementary Materials

- i) General guidelines for Multilateral Organisations available here



General-Guidelines
-Multilateral-Organisations

Annex 7: Plan for Communication of Results

What? (The message)	When? (The timing)	How? (The mechanism)	Audience(s)	Responsible
Solidarity. Thank you message for the contribution.	At the start of the cash programming	Clear social media posts on X WFP_Uganda, WFP Nordics and DK Embassy Channels	People of Denmark, Ugandans, refugee agencies	WFP Country Office Communications Team.
Importance of sustained food rations through CBT.	Mid of cash distribution	Clear social media posts on WFP_Uganda, WFP Nordics and DK Embassy Channels	Refugees, Danish people, Ugandans	Country Office Communications Team
Impact testimonies from refugees in the South West of Uganda.	Mid to end of distribution	Clear social media posts on WFP_Uganda, WFP Nordics and DK Embassy Channels	Danish people, refugees, Ugandans	Country Office Communications Team

Annex 8: Process Action Plan for Implementation

Action	Deadlines	Responsible/involved units	Comment	Current Status
The project budget is inserted into the proposal for the Finance Act – DKK 15,000,000		Adam		Done
Identification & Formulation				
Review of the documents package as submitted by WFP Uganda. Preparation of draft PD and agreement documentation, based on WFP proposal package.	05.08.2025	Maja	Draft agreement and PD to be submitted to WFP for review. TL and CFO to review the documentation.	WIP.
Review of Documents by HoC	12.08.2025	Adam		WIP.
Internal appraisal				
Submission of documents for internal appraisal.	15.08.2025	Maja	Suggested appraisal committee: Adam and Kirstine.	Not done
Final appraisal report submitted	16.08.2025	Maja		Not done
Finalisation				
Finalisation of project document.	22.08.2025	Maja		Pending
Appropriation Cover note finalised.	22.08.2025	Maja	There is a draft in place, to be refined as the development of the project progresses.	
Presentation to the undersecretary for Development				
Presentation to the Ambassador, RDE.	TBC	Maja		Pending
Development cooperation agreement signed	September 2025	Adam		Pending
Register commitment(s) in MFA's financial systems within the planned quarter	30 September – 9 October 2025	Maja		Pending

