**OFFICE OF THE PRIME MINISTER**



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**NATIONAL PLAN OF ACTION 2021-2022 TO IMPLEMENT THE STRATEGIC DIRECTION FOR THE GLOBAL COMPACT ON REFUGEES AND THE CRRF IN UGANDA**

**NATIONAL PLAN OF ACTION 2021-2022 TO IMPLEMENT THE STRATEGIC DIRECTION FOR THE GLOBAL COMPACT ON REFUGEES AND THE CRRF IN UGANDA**

Adopted by the CRRF Steering Group on 3 March 2021

**CRRF Vision**

A coordinated, accountable and sustainable Refugee response for socio-economic transformation for refugees and host communities by 2025

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# 1.0: INTRODUCTION

## ****1.1. CONTEXT****

With a long history of hosting refugees and asylum seekers since 1959, Uganda is Africa’s largest refugee hosting country and remains among the top refugee-hosting countries in the world. At the end of January 2021, Uganda was hosting 1,450,317 million refugees and asylum seekers from over 10 countries. Wars, violence and persecution in the Horn of Africa and Great Lakes Region are the main drivers of forced displacement into Uganda, led by South Sudan’s conflict, insecurity and ethnic violence in the Democratic Republic of Congo (DRC) and political instability and human rights violations in Burundi.[[1]](#footnote-1)

In March 2020, the Government of Uganda declared COVID-19 a national emergency. Among the measures instituted to contain the pandemic was the temporary border closure. While the borders remain closed, in July 2020, Uganda temporarily re-opened two border crossing points in Zombo district to allow over 3,000 asylum seekers from the DRC to cross into Uganda and access life-saving aid and protection.

Currently, over 80% of the refugee population are women and children. South Sudanese make up the largest refugee population in Uganda (890,854), followed by refugees from the DRC (442,989) and Burundi (49,688). More than 80,000 refugees from Somalia, Rwanda, Eritrea, Sudan and Ethiopia have lived in protracted exile in Uganda for the past three decades.[[2]](#footnote-2)

Thirteen of Uganda’s 134 districts host most refugees. The vast majority of refugees (94%) lives in settlements alongside the local community, including 57% in northern Uganda or West Nile (Adjumani, Yumbe, Terego, Madi Okollo, Obongi, Lamwo and Koboko), 24% in Southwestern Uganda or South West (Kyegegwa, Kamwenge and Isingiro) and 13% in central Uganda or Mid-West (Kiryandongo and Kikuube). 6% of the refugee population lives in Kampala. As of January 2021, over 6 million Ugandans live in the 13 refugee-hosting districts, with over 2.4 million Ugandans living in the 45 refugee-hosting sub-counties.

The refugee population is anticipated to grow to 1.56 million by the end of 2021, considering likely scenarios for influxes, population growth and possible opportunities for voluntary return in safety and dignity. About 54,000 returns are anticipated until the end of 2021, including to the DRC (16,000), South Sudan (32,000) and Burundi (3,000).[[3]](#footnote-3)

Map

Description automatically generatedFigure 1: Overview of refugees and asylum-seekers in Uganda as of 31 January 2021. Source: OPM/UNHCR, ugandarefugees.org

* 1. **A TIMELINE OF UGANDA’s LONG HISTORY OF ADVANCING REFUGEE SELF RELIANCE: UGANDA’s NATIONAL AND INTERNATIONAL LEGAL AND POLICY FRAMEWORK**

Uganda’s progressive approach started in 1951, when the Government of Uganda (GoU) signed the Refugee Convention as well as its 1967 protocol, committing to protect persons fleeing from persecution. The commitment was renewed in 1969 with the OAU Convention, granting prima facie refugee status to refugees fleeing from conflicts. These Conventions and the open border policy are crucial for the life and protection of refugees, ensuring access to the country and avoiding the risks related to repatriation and refusal of entry.

Uganda has proactively pursued and nationally implemented these laws. Uganda’s favourable protection environment for refugees is grounded in the 2006 Refugee Act and the 2010 Refugee Regulations. Refugees have access to basic and social services on par with Ugandan nationals, the right to work, establish business and freedom of movement. The Refugee Act unquestionably constitutes the most progressive refugee law in Africa and has enabled the Uganda settlement approach, a progressive protection model where refugees are welcomed, registered, allocated land and provided with documents. The settlement approach, combined with these laws and freedoms, provides refugees in Uganda with some of the best prospects for dignity, normality and self-reliance found anywhere in the world.

Figure 2: Timeline of international and national frameworks in Uganda

Timeline

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The Government of Uganda introduced the Settlement Transformation Agenda (STA)[[4]](#footnote-4)  in 2015, which operationalizes the national legal framework and aims to achieve self-reliance and bring social development to Ugandan nationals in refugee hosting areas through six main objectives: 1) Land management, 2) Sustainable Livelihoods, 3) Governance and rule of law, 4) Peaceful co-existence, 5) Environmental protection, and 6) Community infrastructure.

In line with the commitment to leave no-one behind in the 2030 Agenda for Sustainable Development and its principle of not leaving anyone behind, Uganda’s firm commitment to peace and security in the region, and a recognition of the protracted nature of displacement, the GoU took a bold decision to include refugee management and protection in its own domestic planning framework by incorporating the STA into Uganda’s National Development Plan II (NDPII). Refugee inclusion into the NDPII paved the road for comprehensive responses to address the needs of both refugees and Ugandan nationals living in host communities and created fundamental entry points for line ministries and development actors into Uganda’s refugee response, which underpin the current model. In 2017, the Kampala Declaration further reaffirmed Uganda’s continued commitment to protection and solutions, and to promote refugee self-reliance and their inclusion in the country's development planning through a comprehensive approach.

These foundational building blocks predate and inspired the negotiations for the New York Declaration for Refugees and Migrants, which laid out a vision for a more comprehensive response, known as the Comprehensive Refugee Response Framework (CRRF). They also predate the unprecedented influx of South Sudanese that would flee to Uganda for safety, which posed significant challenges to Uganda’s model and strains on already stretched services. It is in this context that Uganda, as one of the first pilot countries, turned to the practical application of the CRRF to sustain the asylum space and scale up the Settlement Transformation Agenda.

Chart, funnel chart

Description automatically generatedEmbracing existing initiatives, mechanisms and policies seeking to address the needs of refugees and host communities, the GoU officially launched the CRRF in March 2017, followed by the establishment of a high-level CRRF Steering Group in October 2017, technical CRRF Secretariat in December 2017 and the endorsement of Uganda’s first CRRF Roadmap in January 2018 to guide the CRRF implementation in 2018-2020. Success stories and lessons learnt from Uganda’s experience in implementing the CRRF significantly shaped the Global Compact on Refugees (GCR).

Figure 3: GCR objectives

Affirmed by the UN General Assembly in December 2018, the Compact translates the idea of responsibility sharing into concrete and practical measures. It guides the refugee response to ensure that host communities get the support they need, that refugees are better included (with access to health, education, WASH and livelihood opportunities) and that solutions to the plight of refugees are sought from the onset of a crisis. The CRRF became part of the GCR.

In Uganda, the GCR was quickly incorporated into Uganda’s National Plan of Action 2018-2020, which was adopted in April 2019, replacing Uganda’s CRRF Roadmap. The expiration of the Plan, and adoption of the GCR/CRRF Strategic Direction 2021-2025 in December 2020, necessitated the development of a new National Plan of Action to operationalize the Strategic Direction and guide the practical application of the GCR/CRRF in Uganda.

* 1. **TOWARDS THE NATIONAL PLAN OF ACTION 2021-2022: ACHIEVEMENTS, CHALLENGES AND FORMULATION APPROACH**
     1. **Summary of key achievements and progress to implement the Global Compact on Refugees and the CRRF in Uganda between 2018-2020**

To sustain Uganda’s protection and response model in the face of influx and concurrent emergencies, fast tracking the application of the GCR/CRRF proved critical over the past three years. It allowed space for both humanitarian coordination on life saving assistance, while engaging line ministries and other key stakeholders in a longer-term perspective on key sectoral challenges underpinning the settlement model. As a result, Uganda’s refugee response model has been sustained even in the face of concurrent emergencies and influx. Refugee rights, including the fundamental freedom of movement and access to integrated services remain intact and underpin the response model. The examples outlined in this section highlight achievements measured against the outcomes defined in the CRRF National Plan of Action 2018-2020.

Under the leadership of the GoU, CRRF provided an unprecedented, novel common platform, allowing actors – both humanitarian and development – to come together and improve coordination for the support of refugees and the host communities. The CRRF Steering Group, established at the end of 2017, brings together Government Ministries, Departments and Agencies (MDAs), international bilateral and multilateral partners, international and local NGOs, the private sector, refugees and host communities. As a result, MDAs, including the Ministry of Education and Sports (MoES), Ministry of Health (MoH), Ministry of Water and Environment (MWE), Ministry of Energy and Mineral Development (MEMD), Ministry of Gender, Labour and social Development (MoGLSD), the National Planning Authority (NPA) and the Uganda Bureau of Statistics (UBOS) are now actively engaged in the refugee response. Following its inaugural sitting in October 2017, the Steering Group sat 12 times between 2018-2020 including two field visits to West Nile and Mid-West. A multi-stakeholder Secretariat in the OPM is fully capacitated to support the GCR/CRRF application. Reaffirming the key role districts play in comprehensive responses, the CRRF Steering Group is chaired at the ministerial level by both the Office of the Prime Minister (OPM), in charge of refugee management, and the Ministry of Local Government (MoLG). This followed a Steering Group decision taken at the 3rd CRRF Steering Group (April 2018) and coincided with the presentation of recommendations on strengthening coordination across the humanitarian and development nexus to advance the inclusion of refugees into national service delivery and improve service delivery for both refugees and host communities.[[5]](#footnote-5) In line with these recommendations, a Memorandum of Understanding (MoU) was signed between OPM, MoLG and UNHCR in June 2020, laying out the principles for strengthened coordination of the refugee response in refugee-hosting districts (RHDs) through convening regular inclusive coordination meetings with all relevant partners.

With the establishment of the Refugee Engagement Forum (REF) in October 2018, the affected communities are effectively represented at the CRRF Steering Group. The host community holds five seats, which include two District Local Government Chairpersons and three District Chief Administrative Officers from refugee-hosting districts. The REF, which meets quarterly, has successfully held nine meetings, bring together refugee representatives from all refugee-hosting districts and Kampala.

Combined, these national arrangements brought humanitarian and development sector coordination mechanisms closer together to ensure efficiency of the CRRF application and coordination at both the national and sub-national level.

Recognizing that most refugees may not be able to return to their home countries in the foreseeable future, Uganda is actively advancing the social and economic inclusion of refugees in line with the new and distinct durable solution as outlined in the Global Compact on Refugees. In 2020, Uganda explicitly included refugees in the new National Development Plan III by calling for the integration of refugee programming in all national, sectoral and district development plans and statistics. The refugee inclusion into NDP III is a key step to advance the promotion of social, cultural and economic inclusion of refugees. At sectoral level, comprehensive sector response plans have been developed under the leadership of the Government Ministries for education, health, water and environment and jobs and livelihoods. Efforts are under way to develop the Sustainable Energy Response Plan, which is expected to be finalized by mid-2021. These plans make visible where international support is needed to advance comprehensive responses as contemplated in the Global Compact on Refugees.

**Progress against GoU pledges at the 1st Global Refugee Forum (Dec. 2019)**

In Uganda, despite the ongoing COVID-19 pandemic, pledge implementation continued, and progress was made across all pledges:

**Uganda stands firm on its commitment to maintain its progressive, open door refugee policy (pledge 1).** Even in the midst of the COVID-19 pandemic, the GoU allowed on exceptional humanitarian grounds that the otherwise closed border be opened temporarily to allow asylum seekers to cross into Uganda and ensure that life-saving aid and protection is provided. Between 1-3 July 2020, over 3000 asylum seekers from the DRC entered Uganda.

**Uganda has made further progress in including refugees into national development plans and national statistical systems (pledge 2):** Uganda’s new National Development Plan III (2020/21-2024/25) is explicit about the need to include refugees in national, sectoral and local government plans and in national statistics. At sectoral level, in addition to the Education Response Plan, the Health Sector Integrated Refugee Response Plan and the Water and Environment Response Plan, the Jobs and Livelihoods Integrated Response Plan was adopted in December 2020 (and will be launched in March 2021), making Uganda the only country in the world, which has four comprehensive sector response plans in place as contemplated in the Global Compact on Refugees. At sub-national level, refugee-hosting district local governments are integrating refugees into District Development Plans.

While schools remained closed as a measure to constrain the spread of COVID-19, Uganda made progress to strengthen systems for the inclusion of refugees and effective service delivery at national and district levels **(pledge 3)**. Refugee-hosting districts made considerable progress in including the education response for refugees and host communities in District Development Plans.

**In 2020, the Government of Uganda, under the leadership of the Ministry of Health (MoH), made further advancements towards the inclusion of refugees into the national health service delivery (pledge 4):** 72% of the health facilities in refugee-hosting districts have been accredited and coded by the MoH and MoFPED, respectively, and additional refugee health services are managed by the MoH/District Local Governments as part of the district-wide health services. Despite these visible signals of progress, the HSIRRP remains critically underfunded. Additional funding, in particular development support to strengthen health care systems in refugee-hosting districts is urgently needed.

**Uganda continued to promote inclusive and sustainable management of natural resources and ecosystems (pledge 5).** There has been visible progress towards the integration of water service delivery into national systems. In 2020, in line with the Water and Environment Sector Response Plan (launched in March 2020), MWE, together with its partners, committed that all refugee settlements will be gazetted under the National Water and Sewerage Cooperation or Umbrella Authorities, meaning the water delivery systems will be gradually handed over from UNHCR and partners to utilities. Strong collaboration with development partners has led to an increase in investments, supporting the MWE and its agencies to play a pivotal role in WASH service delivery in refugee-hosting districts. The first large scale pilot can be seen in Rwamwanja, where in October 2019, the National Water and Sewage Company and UNHCR signed a Memorandum of Understanding to hand over the water delivery systems. While this pilot and other selected water schemes in West Nile will provide lessons learned to guide the roll-out in other settlements, there is a need to step up capacity building initiatives for the MWE to take up the expended roles. The Sustainable Energy Response Plan, which is currently developed under the leadership of the Ministry of Energy and Mineral Development, is expected to be finalized in mid-2021.

* + 1. **Challenges and emerging issues to be addressed in the National Plan of Action 2021-2022**

Despite these GCR/CRRF achievements to date, there remains an urgent need to further advance comprehensive responses and for enhanced regional and international support to sustain Uganda’s progressive legal framework and model response:

1. The COVID-19 situation presents an unprecedented challenge. Refugees and host communities in Uganda are amongst the population groups considered to be most at risk of socio-economic impacts of the outbreak as they occupy areas prone to shocks with limited capacities and opportunities to cope and adapt. COVID-19 has affected the delivery of livelihoods interventions, resulting in a loss of income and reduce food security, which comes at a time when food rations are also reduced. Although all refugees and host communities are affected, the situation disproportionally impacts women, children, older persons, persons with disabilities, medically at risk and other groups with specific protection needs. Negative impacts will need to be addressed across all sectors.
2. Competition for access to services and resources and inequalities between the quality of humanitarian and local government services remain and can lead to resentment and conflict between refugees and their hosts. The transition to sustainable local government services that address the long-term needs of both refugees and host communities, with humanitarian assistance focused on providing lifesaving assistance for refugees, requires enhanced coordination, adequate resources and increased capacity of local governments. While there have been significant improvements to further the inclusion of refugees into national planning (NDPIII, Sector Response Plans), increased emphasis needs to be put on the engagement of DLGs into the refugee response to enable inclusive service delivery and the transition from humanitarian to sustainable Government services. This will require targeted support from Development Partners in line with GCR’s responsibility-sharing commitments to ensure that the burden is not transferred to the Government.
3. It is recognized that development and humanitarian actors have scaled up support for both refugees and Ugandans, which is being manifested in increased funding and support to strengthen local government facilities. Insufficient data on funding, however, is leading to high risks of gaps, duplications, missed opportunities to leverage comparative advantages, and in some cases to inefficiencies as actors overstretch their capacities to try to fill gaps beyond their areas of core expertise. While Sector Response Plans exist, many partners are not (yet) aligning their activities with these Government-led plans. In order to ensure effective implementation of the sector response plans developed under the leadership of Uganda’s Ministries, it will be critical that partners make visible their investments in refugee-hosting districts and align all activities with the plans. Efforts to revise Uganda’s Aid Management Platform (AMP) are ongoing, and are supported by Development Partners, but interim tracking measures will need to be put in place to ensure that funding gaps can be identified, and resources mobilised against these gaps. In addition, new actors, in particular the Private Sector, will need to be engaged in the response.
   * 1. **Formulation process of the National Plan of Action 2021-2022**

Mandated by the CRRF Steering Group, this National Plan of Action 2021-2022 was developed by the CRRF Secretariat in consultation with CRRF stakeholders at national and sub-national level. Between November 2020 and February 2021, consultation meetings were held with the following coordination groups:

* Refugee Engagement Forum
* Inter-Agency Coordination Group
* National Protection Working Group
* Refugee Humanitarian Partners Group
* CRRF Development Partners Group and its sub-group on District Support
* INGO Refugee Coordination Forum
* Humanitarian Platform

In addition, and considering COVID-19 related restrictions, consultations with District Local Governments, MDAs and refugees were undertaken through an online questionnaire.

# 2.0: CRRF VISION, MISSION AND STRATEGIC DIRECTION 2021-2025

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The Strategic Direction was adopted in December 2020[[6]](#footnote-6) and encompasses five components:

1. **Strengthen national arrangements;**
2. **Enhance stakeholder engagement and coordination at district level;**
3. **Mainstreaming the CRRF in into national planning to address the long-term impacts of hosting refugees;**
4. **Fostering regional partnerships;**
5. **Ensuring international burden- and responsibility sharing.**

The expected outcomes from the implementation of the Strategic Direction are:

* Strong national arrangements are in place to coordinate and facilitate the efforts of all stakeholders working to achieve a comprehensive refugee response;
* District Local Governments of refugee hosting districts are fully engaged in the refugee response and, as a result, refugee and host communities’ needs are included in District Development Plans;
* Accountability to affected populations and the role of local and national assistance providers are strengthened;
* Refugee and host communities have increased equitable access to quality and efficient basic social services as contemplated in the Government’s Education, Health and Water and Environment Response Plans;
* Economic opportunities and sustainable livelihoods are expanded through increased productivity, decent employment and equal rights to resources in line with the Government’s Jobs and Livelihoods Integrated Response Plan.
* Uganda’s natural resources and environment in refugee hosting districts are sustainably managed and protected and refugees and host communities have increased access to sustainable energy sources (WESRRP/SERP);
* Access to justice and social protection systems are strengthened to enhance resilience of the most vulnerable refugees and host communities;
* Regional partnerships are better leveraged for Uganda’s refugee response;
* Additional resources are mobilized for the response against identified funding gaps;
* Conditions for safe and dignified return have improved and third-country solutions have increasingly been made available.

The Strategic Direction will be operationalized through three National Plans of Action for 2021-2022, 2023-2024 and 2025. Whereas the Strategic Direction focuses on big Text

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The Strategic Direction includes a monitoring and evolution framework to ensure that progress and challenges are measured and addressed throughout implementation. Progress towards the expected outcomes will be overseen by the CRRF Steering Group, assisted by the CRRF Secretariat. Revision of the Strategic Direction will be the mandate of the CRRF Steering Group and will also affect the National Plan of Action. The first revision process is expected to be launched in late 2021, following the results of the planned 2021 external evaluation.

# 3.0: OPERATIONALIZATION OF THE CRRF STRATEGIC DIRECTION: FROM A MACRO- TO A MICRO-LEVEL IMPLEMENTATION FRAMEWORK

* 1. **IMPLEMENTATION FRAMEWORK**
     1. **Overview of the National Plan of Action**

The National Plan of Action is the practical application of the Global Compact on Refugees and its CRRF in Uganda, operationalizing Uganda’s GCR/CRRF Strategic Direction. It seeks to serve as a bridge for the humanitarian and development approaches and actors and to bring together a wide range of partners – both humanitarian and development actors - in a coordinated, harmonised and cohesive manner to address the longer-term needs of both refugees and host communities, promote the resilience and self-reliance of the entire population of the refugee hosting areas in Uganda and expand durable solutions. This entails a paradigm shift from a humanitarian focus to developing integrated services in the long term for the benefit of both refugee and host communities and advancing socioeconomic growth and development in hosting areas. Inclusion of refugees into national planning at national, sectoral and district level creates the requisite and fundamental entry points for line ministries and development actors into Uganda’s refugee response, while providing the basis for district local governments to plan and consolidate the humanitarian provision of services into national service delivery systems.

**The Plan is organized around three strategic priorities and articulates outputs, which supported by high-level coordination, can be achieved by all stakeholders in the period 2021-2022 to advance the desired outcomes of the Strategic Direction**:

**Strategic Priorities**:

1. Accountable and Inclusive Coordination Arrangements at the National and Sub-National Levels
2. Mainstreaming CRRF into national planning to address the long-term needs and impacts of hosting refugees
3. Effective burden- and responsibility-sharing

* + 1. **Results Matrix: Towards a coordinated, accountable and sustainable refugee response for socio-economic transformation of refugees and host communities by 2025**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **VISION** | **A COORDINATED, ACCOUNTABLE AND SUSTAINABLE REFUGEE RESPONSE FOR SOCIO-ECONOMIC TRANSFORMATION OF REFUGEES AND HOST COMMUNITIES BY 2025** | | | | | | | | | | | | | |
| **Strategic Direction**  **2021-25** | 1. **Strengthening National Arrangements** | | 1. **Enhance CRRF Stakeholder Engagement and Coordination at District Level** | | | 1. **Mainstreaming CRRF into national planning to address long-term needs and impacts of hosting refugees** | | | | | 1. **Fostering Regional Partnerships** | | 1. **International Responsibility-Sharing** | |
| **Strategic Priority 2021-25** | 1. **Accountable and Inclusive Coordination Arrangements at National and Sub-National Level** | | | | | 1. **Mainstreaming CRRF into national planning** | | | | | 1. **Effective burden- and responsibility-sharing** | | | |
| **Outcomes (by 2025)** | * 1. By 2025, strong national arrangements are in place to coordinate and facilitate the efforts of all stakeholders working to achieve a comprehensive refugee response. | * 1. By 2025, DLGs of refugee hosting districts are fully engaged in the refugee response and, as a result, refugee and host communities’ needs are included in DDPs. | | * 1. By 2025, accountability to affected populations and the role of local and national assistance providers are strengthened. | * 1. By 2025, refugees are included into national education, health and WASH service delivery in line with the ERP, HSIRRP and WESRRP, and there is a visible transition from humanitarian to Government services. | | * 1. By 2025, refugees and host communities benefit from increased access to economic opportunities and sustainable livelihoods in line with the GoU’s JLIRP. | * 1. By 2025, Uganda’s natural resources and environment in RHDs are sustainably managed and protected, and refugees & host communities have increased access to sustainable energy sources WESRP/SERP | * 1. By 2025, access to justice and social protection systems is strengthened to enhance resilience of the most vulnerable refugees and host communities. | * 1. By 2025, regional partnerships are fostered to address the root causes of displacement in the region and leverage support for Uganda’s refugee response. | | * 1. By 2025, additional resources are mobilized for the refugee response against identified funding gaps. | | * 1. By 2025, conditions for safe, voluntary and dignified return have improved and third-country solutions have increasingly become available. |
| **OUTPUTS**  **(by 2022)** | * + 1. Uganda’s progressive and comprehensive refugee response model is anchored in its national legal and policy framework. | 1.2.1. CRRF coordination structures at district level are in place to operationalize inclusion/integration of refugees into national service delivery. | | 1.3.1. Refugees’ participation in CRRF decision-making is sustained. | 2.1.1. Inclusion/integration of refugees is strengthened, and tangible progress is made towards transitioning from humanitarian to national education, WASH and health service delivery in all RHDs supported by Development Partners. | | 2.2.1. Increased focus is placed on innovative programmes to create employment and livelihoods opportunities for refugees and host communities, especially for women and youth in view of addressing COVID-19 impacts. | 2.3.1. Strengthened capacity of institutions and communities at national and sub-national levels to sustainably manage natural resources and protect vital ecosystems in RHDs. | 2.4.1. National shock-responsive social protection systems are strengthened; vulnerable refugees and host communities are progressively integrated therein, and they have increased access to justice. | 3.1.1. Regional knowledge sharing is promoted through strengthened cooperation with IGAD, AU and other regional bodies/mechanisms. | | 3.2.1. All investments to RHDs are tracked to inform gap analysis for resources mobilization. | | * + 1. Increased efforts are made to improve the conditions in countries of origin and support peace in the region. |
| * + 1. A stronger SG with redefined mandates meets regularly to oversee the comprehensive refugee response in Uganda. | 1.2.2. Mechanisms are in place to strengthen knowledge exchange between RHDs including through the establishment of the District Coordination Forum. | | 1.3.2. National and local NGOs play an increased role in the refugee response. | 2.1.2.Environment to enable refugee & host communities to utilize basic social services and access economic opportunities is strengthened including through roads and digital connectivity improvements and settlement planning. | | 2.2.2. The private sector has increased its investments in RHDs. | 2.3.2. Increased and equitable access to and use of sustainable energy sources and services in RHDs. | 2.4.2. Increased targeted peaceful co-existence initiatives, in particular to address tensions and conflicts which have been exacerbated by COVID-19. | 3.1.2. The IGAD Support Platform is leveraged to generate resources/support for Uganda’s comprehensive refugee response. | | 3.2.2. Additional resources for Uganda’s refugee response are mobilized, including through the GRF, in particular development aid. | | 3.3.2: Increased resettlement targets are met and complementary pathways for admission into third countries of refugees residing in Uganda have increasingly become available. |
| 1.2.3. The role of the CRRF Secretariat is strengthened, Sector Secretariats have increased capacity & the collaboration between the CRRF and Sector Secretariats is clearly defined. |  | |  |  | |  |  |  |  | | 3.2.3. Accountability and risk management is further strengthened for all partners in the refugee response. | |  |
| **CROSS-CUTTING ISSUES (CCI)** | CCI 1: Promotion, protection and fulfilment of human rights of refugees  CCI2: Disaggregated data and use of evidence  CCI 3: Knowledge management and learning (CRRF Knowledge Hub)  CCI 4: CRRF Communication | | | | | | | | | | | | | |

* + 1. **Strategic priorities and planned outputs**

**Strategic Priority 1: Accountable and Inclusive Coordination Arrangements at National and Sub-National Level**

Under Strategic Priority 1, the Government of Uganda and all CRRF stakeholders have agreed to cooperate and support the achievement of three outcomes, that are:

*Outcome 1.1: By 2025, strong national arrangements are in place to coordinate and facilitate the efforts of all stakeholders working to achieve a comprehensive refugee response.*

*Outcome 1.2. By 2025, District Local Governments of refugee hosting districts are fully engaged in the refugee response and, as a result, refugee and host communities’ needs are included in District Development Plans.*

*Outcome 1.3.: By 2025, accountability to affected populations and the role of local and national assistance providers are strengthened.*

Accountable, inclusive and effective coordination arrangements at national and sub-national level are a precondition and a key accelerator for achieving more equitable and predictable burden- and responsibility-sharing with Uganda as a host country and its hosting communities and for advancing sustainable solutions for the displaced population. Increased emphasis needs to be put on the engagement of DLGs into the refugee response to enable inclusive service delivery and the transition from humanitarian to sustainable Government services. The role of local actors, including civil society organisations, government, and the private sector, as well as refugee and host communities themselves, is critical and even more so in the current COVID-19 context. Empowering the affected population, refugees and host communities alike, to participate in decision-making processes is also fundamental.

In order to achieve the above outcomes, the National Plan of Action will prioritise the following interventions:

* Anchor Uganda’s progressive and comprehensive refugee response model in its national legal and policy framework
* A stronger SG with redefined mandates meets regularly to oversee the comprehensive refugee response in Uganda
* Further strengthen the role of the CRRF Secretariat
* Increase the capacity of Sector Secretariats and further defining the collaboration between the CRRF and Sector Secretariats
* Put in place CRRF coordination structures at district level to operationalize inclusion/integration of refugees into national service delivery
* Enable knowledge exchange between RHDs through the establishment of knowledge-sharing mechanisms including the District Engagement Forum
* Sustain refugees’ participation in CRRF decision-making
* Increase the role of national and local service providers/NGOs in the refugee response

**Strategic Priority 2: Mainstreaming of CRRF into national planning**

Under Strategic Priority 2, the Government of Uganda and all CRRF stakeholders have agreed to cooperate and support the achievement of three outcomes, that are:

*Outcome 2.1.: By 2025, refugees are included into national education, health and WASH service delivery in line with the Education Response Plan, Health Sector Integrated Refugee Response Plan and Water and Environment Response Plan, and there is a visible transition from humanitarian to Government services.*

*Outcome 2.2.: By 2025, refugees and host communities benefit from increased access to economic opportunities and sustainable livelihoods in line with the GoU’s Jobs and Livelihoods Integrated Response Plan.*

*Outcome 2.3. By 2025, Uganda’s natural resources and environment in RHDs are sustainably managed and protected, and refugees and host communities have increased access to sustainable energy sources in line with the Water and Environment Response Plan and the Sustainable Energy Response Plan.*

*Outcome 2.4. By 2025, access to justice and social protection systems is strengthened to enhance resilience of the most vulnerable refugees and host communities.*

The outcomes are integrated and interlinked with the overall aim to move towards resilient and self-reliant refugee and host communities who have equitable access to basic social services. Structured support to the inclusion of refugees in national services and increased access to economic opportunities and sustainable livelihoods as well as the ability to exercise rights will reduce the dependence on humanitarian aid that necessitated the set-up of parallel structures. The fundamental of this is the recognition that displacement lasts long and that adopting an approach supporting the inclusion of refugees into Uganda’s national systems is beneficial for both displaced persons and the communities that are hosting them. This approach entails a shift from humanitarian care and maintenance to more long-term self-reliance planning involving a wide range of actors. Acknowledging that peaceful co-existence between refugees and host communities is majorly dependent on the extent to which there are disparities in access to basic services, the goal is for social service provision to be mainstreamed through the DLGs in order to improve equity, relevance and cost effectiveness, in ways that support refugees and host communities without distinction.

Pursuing inclusion will reduce the number of refugees and host communities impacted by marginalization, lack of access to rights and poverty through (i) promoting an enabling environment and realizing their participation in national and local social and economic development; (ii) ensuring the inclusion of refugees in national services, such as education, health, access to livelihoods and social services including social safety nets; to this end, established parallel humanitarian systems will need to be integrated into national systems benefitting host and refugee communities; and (iii) building effective approaches to resilience and solutions that assist refugees and host communities and the Government to better manage and overcome consequences and effects of displacement.

In order to achieve the above outcomes, the National Plan of Action will prioritise the following interventions:

* Transition from humanitarian to national education, WASH and health service delivery through Development Partners’ support is rolled out across refugee hosting districts
* Strengthen the capacity of Government and non-government institutions at national and sub national levels to effectively manage and deliver sustainable and inclusive quality social services
* Improve the environment to enable refugee and host communities to utilize basic social services and access economic opportunities through improved roads infrastructure, digital connectivity and settlement planning
* Focus on innovative programmes to create employment and livelihoods opportunities for refugees and host communities
* Increase private sector investments in refugee hosting districts
* Strengthen the capacity of institutions and communities at national and sub-national levels to sustainably manage natural resources and protect vital ecosystems
* Increase the equitable access to and use of sustainable energy sources and services
* Strengthen sock-responsive national social protection and justice systems
* Include vulnerable refugees and host communities in national social protection strategies
* Enhance access to justice for refugees and host communities
* Increase targeted peaceful co-existence initiatives, in particular to address increased tensions and conflicts due to COVID-19

**Strategic Priority 3: Effective burden- and responsibility-sharing**

Under Strategic Priority 3, the Government of Uganda and all CRRF stakeholders have agreed to cooperate and support the achievement of three outcomes, that are:

*Outcome 3.1.: By 2025, regional partnerships are fostered to address the root causes of displacement in the region and leverage support for Uganda’s refugee response.*

*Outcome 3.2.: By 2025, additional resources are mobilized for the refugee response against identified funding gaps.*

*Outcome 3.3.: By 2025, conditions for safe, voluntary and dignified return have improved and third-country solutions have increasingly become available.*

Expanding the resource base available to Uganda’s refugee response and expanding regional and international partnerships to pursue solutions for refugees are central to the application of the GCR/CRRF in Uganda. Uganda has made and is continuing to make an immense contribution from its own limited resources to the collective good and indeed to the cause of humanity. Remaining among the largest refugee hosting countries in the world, Uganda falls among the countries which need to ‘obtain tangible support of the international community as a whole in leading the response’ as outlined in the GCR (para 14 GCR).

Despite the tremendous generosity of the Ugandans who are hosting the refugees as well as of donors and the international community, the large number of refugees arriving in Uganda over the past years has placed overwhelming demands on already stretched capacities and resources of the State and of host communities. As a result, the gap between the needs of refugees, their hosts and funding has widened and has made the need for more equitable sharing of the burden and responsibility for hosting and supporting refugees and host communities ever more evident. While contribution to burden- and responsibility-sharing by the international community go beyond funding, the mobilization of timely, predictable, adequate and sustainable public and private funding is key to the successful implementation of the GCR and CRRF, bearing in mind the interest of all stakeholders in maximizing the effective and efficient use of resources, preventing fraud and ensuring transparency. Beyond traditional humanitarian budgets, partnerships with bilateral and multilateral development organizations, international financial institutions and the private sector will need to be further strengthened.

Uganda has put in place key cornerstones to allow for effective burden- and responsibility-sharing: National arrangements are put in place and will be further strengthened (see priority 1); and sector response plans for education, health, water and environment and jobs and livelihoods (and soon sustainable energy) were developed to highlight where the international community may usefully channel support for a comprehensive and people-centred response to advance ‘other local solutions’ for refugees in line with the GCR (para. 100). While implementation of these plans is well under-way, it is hampered by the inability across sectors to make visible the investments made by the international community and to identify funding gaps. Increased effort is therefore needed to improve the tracking of on- and off-budget financial support to Uganda’s refugee response. While humanitarian resources are tracked in detail under the Refugee Response Plan (RRP) and quarterly funding updates are made available, there is not yet a comprehensive and sustainable mechanism in place to track development resources to Uganda’s refugee response. While Uganda’s Aid Management Platform (MoFPED) is currently being revised with the intention to take up this function, there is a need to for interim tracking mechanisms.

In addition, Uganda seeks complementary action at regional and global levels to achieve more equitable and predictable burden- and responsibility-sharing (Global Refugee Forum and IGAD Support Platform) and aims to advance support for countries of origin to enable voluntary repatriation in safety and dignity as well as other third country solutions (resettlement and complementary pathways).

In order to achieve the above outcomes, the National Plan of Action will prioritise the following interventions:

* Promote regional knowledge sharing through strengthened cooperation with IGAD, AU and other regional bodies/mechanisms
* Leverage the IGAD Support Platform to generate resources/support for Uganda’s comprehensive refugee response
* Improve the tracking of all investments to RHDs to inform gap analysis for resources mobilization
* Mobilize additional resources for Uganda’s refugee response, including through the Global Refugee Forum, in particular development aid
* Increase efforts to improve the conditions in countries of origin and supporting peace in the region
* Further strengthening accountability and risk management for all partners in the refugee response

In addition, the following cross-cutting issues will contribute to outputs across the outcomes:

* Protection concerns are being address across all sectors
* Disaggregated data and use of evidence throughout the comprehensive refugee response
* Knowledge management and learning (CRRF Knowledge Hub)
* CRRF Communication

Both the Agenda 2030 and the GCR call for better data and evidence, referencing the importance of capacity building support to include relevant population groups in national statistical systems. Evidence and data on the poverty level and other relevant data related to the legal, social and economic conditions of refugees and the host communities will be critical for (i) influencing national and international policy, programming and resource allocation and (ii) providing a baseline against which these populations progress towards key SDGs can be measured. Uganda’s NDP III calls for the integration of refugees into national statistics (under the Development Plan Implementation Programme, Objective 5). Efforts to include refugees into national statistics including the census will be prioritized alongside other efforts to further improving the evidence base. This will require the creation and strengthening of coalitions and partnerships between Government counterparts and experienced international organizations.

* + 1. **Relationship with other Policy and Coordination Frameworks**

1. The National Action Plan is aligned with and contributes to the realization of **Uganda’s National Development Plan (NDP) III (2020/21-2024/25)**, which guides to “Integrate […] refugee planning […] in national, sectoral and local government plans”. In addition, it contributes to advance the following NDPIII objectives:

|  |  |  |  |
| --- | --- | --- | --- |
| **NDP III Programme** | **Objective** | **Activity** | **Projects & relevant MDAs** |
| Natural Resources, Environment, Climate Change, Land and Water Management; | #2 Increase forest, tree and wetland coverage and restore and protect hilly and mountainous regions | j. Integrate environmental management in all disaster and refugee response interventions | MWE, NEMA, NFA, MoLG, DLG, UWA, MLHUD, OPM |
| Governance and Security | #8 Enhance Refugee protection and Migration Management | 1. Coordinating the responses that address refugee protection and assistance  2. Operationalizing the national refugee policy | OPM, MoLG, LGs, DPs  OPM, MoLG, LGs |
| Regional Development Interventions | #1 Stimulate the growth potential of the sub-regions through area-based agribusiness LED initiatives | 11. Develop targeted agri-LED interventions for refugees and host communities | LGs, OPM, DPs |
| Development Plan Implementation | #1 Strengthening capacity for development planning  #5 Strengthen the capacity of the statistical system to generate data for national development | 1 c) Integrate migration and refugee planning and all other cross cutting issues in national, sectoral and local government plans  11) Enhance the compilation, management and use of Administrative data among the MDAs and LGs; a. Strengthen compilation of statistics for cross-cutting issues. (eg migration, gender, refugees and others) | MOFPED, NPA,NPC, NIRA, MoLHUD, UBOS, UBOS, NIRA, LGs |

1. This National Plan of Action focuses on advancing longer-term/development outcomes for refugees and host communities rather than seeking to address the humanitarian needs of refugees. Humanitarian interventions, refugee protection and emergency preparedness and response will continue to be coordinated through the Refugee Coordination Model (RCM), which is co-led by OPM (Department of Refugees) and UNHCR. In turn, the **Refugee Response Plan (RRP)**, whilst seeking to meet humanitarian needs, also serves as transition plan towards sustainable refugee response programming in Uganda. As such, the RRP contributes to the implementation of the GCR and the CRRF, in complement to interventions carried out under this National Plan of Action.
2. The National Plan of Action aims to further advance the objectives of the **Settlement Transformation Agenda**, namely 1) Land management, 2) Sustainable Livelihoods, 3) Governance and rule of law, 4) Peaceful co-existence, 5) Environmental protection, and 6) Community infrastructure.
3. The **Sector Response Plans** for Education, Health, Water and Environment and Jobs and Livelihoods led by the respective Government Ministries are an integral part of the GCR/CRRF in Uganda. They contribute to the implementation of this National Plan of Action in the areas of education, health, water and environment, jobs and livelihoods as well as energy.
4. Other existing coordination frameworks, notably the **United Nations Strategic Development Cooperation Framework (UNSDCF)** contribute to the roll-out of the National Plan of Action in complementarity with the RRP.

**Alignment and relationship between the National Plan of Action and other Government and partner planning frameworks**



* 1. **IMPLEMENTATION STRUCTURE**
     1. **Principles of Implementation**

The following principles guide Uganda’s comprehensive refugee response. Building on the Global Compact on Refugees, they also reflect other international commitments including the Grand Bargain[[7]](#footnote-7):

* The CRRF is led by the Government of Uganda
* Increased participation of national responders. To the extent possible, deliver assistance through appropriate national and local service providers, such as, NGOs, Uganda Red Cross (URCS), national systems for health, education, social services and child protection
* Leverage comparative advantage of a diverse range of actors to work across the pillars and across the humanitarian/development nexus towards collective outcomes. Wherever possible, those efforts should reinforce and strengthen the capacities that already exist at national and local levels
* Strengthen transparency and accountability of actors involved in the refugee response in line with international standards of transparency and accountability
* Build on and strengthen existing coordination structures
* Alignment with national, regional and district level development planning
* Follow a rights-based approach that prioritizes security, social cohesion, equity, human rights, gender responsiveness, and children and women’s empowerment. Consistency with the rights and obligations of States under international law
* Protect humanitarian principles which ensure the immediate delivery of life saving assistance
* Prioritization and sequencing of assistance to be informed by joint assessments of needs, risks and impacts
* Engage and empower the affected populations (refugees and local host community). Strong reliance on community-participatory approaches to ensure ownership of activities by the refugee and the host communities in line with the Grand Bargain[[8]](#footnote-8), calling to ‘include people receiving aid in making decisions that affect their lives’
* Gender mainstreaming through appropriate gender indicators, targets, and specific strategies to include women and girls
* Mainstreaming of protection principles and environmental sustainability in all sectors
  + 1. **Stakeholders and responsibilities**

In line with the GCR, Uganda’s application of comprehensive responses builds on a whole-of government, multi-stakeholder approach that leverages on the complementary areas of expertise of different partners. It implies the need to seek for expanded partnerships beyond traditional actors involved in the refugee response, including both humanitarian and development engagement.

Figure: Comprehensive Refugee Response Stakeholders

In Uganda, the GCR/CRRF brings together a wide range of stakeholders in a harmonized and cohesive manner to more effectively coordinate predictable and sustainable responses to address the needs and rights of both refugees and host communities, promote the resilience and self-reliance of the entire population of the refugee hosting areas in Uganda and expand durable solutions.

The below table provides an overview of GCR/CRRF stakeholders in Uganda and their roles:

|  |  |  |
| --- | --- | --- |
|  | **Stakeholder** | **Roles** |
| Government of Uganda | **Office of the Prime Minister**  CRRF Secretariat  Department of Refugees (DOR) | * The primary responsibility for refugee management rests with OPM * Minister for Relief, Disaster Preparedness and Refugees co-chairs the CRRF Steering Group * OPM DOR is responsible for refugee management * OPM DOR co-leads the Refugee Coordination Model (RCM) jointly with UNHCR * CRRF Secretariat plays a coordination and catalytic role to advance the GCR/CRRF |
| **MDAs** | * Sector Ministries lead the sector response and efforts to include refugees into national service delivery (with DLGs) * MoFPED plays a key role with regard to resource allocation and tracking of resources to refugee-hosting districts (AMP) * NPA/UBOS are key to advance the inclusion of refugees into national planning and statistical systems * MoLG co-chairs the CRRF Steering Group and the RCM Inter-Sector Coordination Group * 18 seats in the CRRF Steering Group are allocated to MDA representatives |
| **DLGs** | * DLGs lead the integration of refugee planning in district development plans and spearhead the integration of refugee services at the district level with guidance from NPA, OPM and relevant Line Ministries |
| Beneficiary population | | |
| Refugees | * Refugee Engagement Forum (REF) ensures the CRRF implementation is informed by the collective, yet diverse voices of refugees in Uganda * 2 seats in the CRRF Steering Group are allocated to Refugee Representatives elected by the REF | |
| Hosts | * Representatives of District Chairpersons (LCV) and Chief Administrative Officers (CAO) are a key part of the national Steering Group, representing local host communities, as an equally affected population * 3 seats in the CRRF Steering Group are allocated to Chief Administrative Officers and 2 seats to Local Council representatives | |
| External stakeholders | | |
| United Nations | UNHCR | * Mandated to provide protection and seek permanent solutions for refugees * Coordinates the refugee response together with GoU and mandated to facilitate GCR/CRRF implementation * 1 seat in the CRRF Steering Group is allocated to UNHCR |
| UNRC | * UNRC leads the UN Country Team for development activities within the UNSDCF and ensures that UN’s development operations are aligned to national priorities * 1 seat in the CRRF Steering Group is allocated to the UNRC |
| UN Agencies, Funds and Programmes | * UN agencies committed to move towards inclusion of refugees in existing programs and new initiatives in order to meet the socio-economic needs of the refugee and host populations * 2 seats in the CRRF Steering Group are allocated to UNCT |
| Development Donors | Bilateral and Multilateral Development Donors; Financial Institutions | * GCR/CRRF enabled development partners to engage in the refugee response; in Uganda, refugee inclusion in NDPII/III and the development of comprehensive sector response plans provided entry points * DPs increasingly mobilize development instruments and engage new actors such as the private sector to support Uganda’s refugee response * 3 seats in the CRRF Steering Group are allocated to Local Development Partners Group (LDPG) representatives and 1 seat to IFIs |
| Humanitarian Donors | Humanitarian Donors | * Provide critical support to deliver essential services to refugees and host communities timely in coordinated manner * 1 seat in the CRRF Steering Group is allocated to Refugee Humanitarian Partners’ Group (RHPG) representative |
| NGOs | National and International NGOs | * NGOs play a critical role in implementing programmes in support of the GCR/CRRF implementation and advocating for the inclusion of refugees into planning, policy and programming frameworks * 1 seat in the CRRF Steering Group is allocated to international NGOs and 1 to national NGOs |
| Private Sector | Private Sector | * As a new actor, the private sector is expected to increase its investment in refugee-hosting districts * 1 seat in the CRRF Steering Group is allocated to the Private Sector |

* + 1. **Coordination Arrangements for Uganda’s comprehensive refugee response**

The Office of the Prime Minister (OPM) provides the over-arching policy and coordination framework of the refugee response in Uganda, with the CRRF serving as a whole-of-Government and multi-stakeholder coordination framework to pursue and achieve an all-inclusive and comprehensive refugee response.

1. **Multi-stakeholder and whole-of-Government comprehensive refugee response coordination**

The application of the CRRF created momentum for renewed whole-of-Government leadership of the refugee response. The CRRF Steering Group, established at the end of 2017, is a unique platform bringing together Government Ministries, Departments and Agencies, international bilateral and multilateral humanitarian and development partners, international and local NGOs, the private sector, refugees and host communities to improve coordination for the support of refugees and host communities. Reaffirming the role districts play in comprehensive responses, the Steering Group is co-chaired at the ministerial level by OPM and the Ministry of Local Government (MoLG).

The CRRF Steering Group builds on existing structures and coordination mechanisms where these exist such as the Local Development Partners Group, Refugee Humanitarian Partners Group, UNCT, INGO Refugee Coordination Forum and Humanitarian Platform (national NGOs). Representatives are nominated to ensure consistency and facilitate decision-making. The Steering Group member list has been extended over time from 35 members in October 2017 to 38 as of February 2021 and will likely further increase. A CRRF Refugee Engagement Forum has been set up to facilitate broad refugee stakeholder engagement. Two refugee representatives (a woman and a man) were elected to represent the refugees at the CRRF Steering Group for the duration of one year.

Table showing the composition of the Steering Group membership as of February 2021:

|  |  |  |
| --- | --- | --- |
| S/N | Representation by Institution | Membership |
| 01. | Government Ministries, Department and Agencies | 18 |
| 02. | Host Communities (CAOs & Chairpersons) | 05 |
| 03. | United Nations (UNRC, UNHCR & UNCT) | 04 |
| 04. | National NGOs | 01 |
| 05. | International NGOs | 01 |
| 06. | Refugee Representatives | 02 |
| 07. | Refugee Humanitarian Partners Group (ECHO) | 01 |
| 08. | Local Development Partners Group (Denmark, Germany & USAID) | 03 |
| 09. | Uganda Red Cross Society | 01 |
| 10. | International Financial Institutions (World Bank) | 01 |
| 11. | Private Sector Foundation Uganda | 01 |
|  |  | **38 members** |

A technical Secretariat in the OPM is fully capacitated to support the application of the GCR and CRRF. It plays a catalytic role in stakeholder engagement and coordination, knowledge management of a comprehensive response, ensuring beneficiary participation, financial tracking for efficiency, highlighting issues for host communities and enhancing local responders' capacities.

Diagram

Description automatically generated with medium confidence

The establishment of CRRF coordination structures at national level has led to significant shifts towards a more comprehensive and sustainable refugee response by putting line Ministries in the centre of sector response coordination. Government-led comprehensive sector response plans for education, health, water/environment and jobs/livelihoods have been put in place, as contemplated in the Global Compact on Refugees. The Sustainable Energy Response Plan is currently under development. These plans advance the inclusion of refugees in national service delivery and address long-term needs of refugees and host communities by providing entry points for development donors to invest in the refugee response and furthering the alignment of the humanitarian response to Government sectoral priorities and policies. Coordination platforms have been constituted under the leadership of the respective Line Ministries to oversee the implementation of the plans. Chaired by a high-level representative from the respective Ministry, and in some cases co-chaired by a development partner, they bring together development and humanitarian partners to steer the implementation of the Sector Response Plans in close coordination with the CRRF Steering Group. Sector Response Plan Secretariat have been established to provide technical support and work closely with the CRRF Secretariat to ensure cross-sectoral coordination.

1. **Operational coordination of the refugee response: The Refugee Coordination Mechanism**

Operational coordination of the refugee response takes place within the framework of a refugee coordination structure, led by the Government of Uganda (OPM) and UNHCR, dedicated specifically to refugee-hosting areas:

* Leadership level: co-led by OPM Department of Refugees and UNHCR
* Inter-agency, national level (UN and development partner operational focal points, NGO country directors): co-led by the Uganda Government (OPM and MoLG) and UNHCR
* Technical sector level: co-led by Government, UN and NGO partners for each sector
* District/settlement level (inter-agency and sector structures): OPM, DLGs, and UNHCR co-chair

Under the overall leadership of OPM, and in line with guidance provided by the CRRF Steering Group, the role of Line Ministries and district authorities in the coordination of the refugee response has been strengthened over the past years. Sector working groups of the refugee response are aligning with Government sector working groups. The refugee Education, Health and WASH sector working groups and the Child Protection and Persons with Specific Needs sub-sectors are being co-chaired by Line Ministries. This ensures that interventions for refugees and in refugee-hosting areas are in line with national sector policies and guidelines and contribute to the comprehensive sector response plans.

Diagram

Description automatically generated

Figure: Uganda Refugee Response Coordination Structure, December 2020

1. **District Coordination**

Engagement of refugee-hosting District Local Governments (DLGs) in Uganda’s refugee response is critical to strengthen integrated service delivery, while working hand in hand with the Office of the Prime Minister (OPM) in charge of refugee management.

Local government coordination mechanisms exist at both technical and political levels. The key technical coordination mechanisms are the Sectoral Coordination Committees and District Technical Planning Committees (DTPC). The DTPC, under the chair of the CAO, meets on a monthly basis to discuss plans and budgets, review implementation, and consolidate priority sector plans into district plans.

At the same time, operational coordination of the refugee response takes place at refugee settlement level, led by OPM and UNHCR, with regular inter-agency and sector working group meetings.

In an effort to enhance district coordination and integrated planning at district level in line with the CRRF Steering Group’s recommendations to strengthen district coordination, adopted in July 2018, a Memorandum of Understanding (MoU) was signed between OPM, MoLG and UNHCR in June 2020. The MoU lays out the principles for strengthened coordination of the refugee response in refugee-hosting districts through convening regular inclusive coordination meetings with all relevant partners both at the central and sub-national levels (higher local government and lower local government). Chief Administrative Officers of refugee-hosting districts will continue to closely work with the Refugee Desk Officer or Settlement Commandants and UNHCR Head of Sub Office/Field Office. TORs for CRRF District Coordination Meetings are being developed and CRRF Secretariats are being established across refugee-hosting districts. Further efforts and follow-up actions to strengthen district coordination will be prioritized under the new Strategic Direction.

1. **Humanitarian and development partner coordination**

On the donor side, in response to the unprecedented refugee influx in 2016, the Refugee Humanitarian Partners Group (RHPG) was established in late 2016. The RHPG, co-chaired by the UNHCR Representative and a humanitarian donor representative, provides a forum for UN Agencies, donors, other international organisations, international NGOs and national organizations to discuss strategic and operational issues related to the refugee response.

The development partner role occurs under the oversight of the Local Development Partners’ Group (LDPG), which coordinates Development Partners’ engagement with the GoU on overall issues related to development cooperation at policy, program and project levels. The objective of the LDPG is to promote effectiveness and harmonization of development assistance in support of national development goals and systems in Uganda. Development Partner Technical Working Groups, which report to the LDPG, cover a broad range of sectors including Education, Energy, Environment, Gender, Health, Land, Northern Uganda, Nutrition, Private Sector Development, Social Protection, and Water and Sanitation. The CRRF Development Partners Group (DPG), which reports to the LDPG and is currently co-chaired by Denmark and the World Bank, was established in September 2017, with the aim to provide donor partner coordination in support of the GCR/CRRF objectives in Uganda.

While UN and NGO partners are also part of Inter-Agency, RHPG and CRRF DPG meetings, they also use specific coordination fora including UN Country Team meetings as well as the INGO Refugee Coordination Forum and Humanitarian Platform to increase CRRF coordination.

*(Add a graph on CRRF coordination)*

* + 1. **Joint Two-Year Workplan to achieve the 2021-2022 outputs[[9]](#footnote-9)**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **EXPECTED RESULT 1: ACCOUNTABLE AND INCLUSIVE COORDINATION ARRANGEMENTS** | | | | | | | | | | |
| **Outcome 1.1.: By 2025, strong national arrangements are in place to coordinate and facilitate the efforts of all stakeholders working to achieve a comprehensive refugee response.** | | | | | | | | | | |
|  | | | **2021** | | | | **2022** | | | |
| **Outputs by 2022** | **Deliverables/Milestones** | **Responsibility centre/actors** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| **Output 1.1.1: Uganda’s progressive and comprehensive refugee response model is anchored in its national legal and policy framework.** | * 1. Adopt Uganda’s Refugee Policy in line with Uganda’s obligations under the Geneva Refugee Convention 1951 and its Protocol 1967 and responsibilities arising from the Global Compact on Refugees | Parliament |  |  |  | X |  |  |  |  |
| * 1. Anchor the CRRF and its structures (Steering Group, Secretariat) in the legal and policy framework as part of the ongoing review | Parliament |  |  |  | X |  |  |  |  |
| * 1. Operationalize the national refugee policy | OPM, MoLG, LGs |  |  |  |  | X | X | X | X |
| **Output 1.1.2: A stronger Steering Group with redefined mandates meets regularly to oversee the comprehensive refugee response in Uganda.** | * 1. Redefine the mandates of the CRRF Steering Group by reviewing its TORs and confirm the nominations of SG representatives from humanitarian and development partners (LDPG, RHPG, IFIs, INGOs, NGOs, PS) | SG/CRRF Secretariat |  | X |  |  |  |  |  |  |
| * 1. Review SG composition and CRRF coordination structure in view of changes introduced with NDPIII’s programmatic approach | SG/CRRF Secretariat |  |  |  | X |  |  |  |  |
| * 1. Hold quarterly CRRF Steering Group meetings including field visit when circumstances allow to ensure programme monitoring including DRDIP | CRRF Secretariat | X | X | X | X | X | X | X | X |
| * 1. Develop an Engagement Strategy, which includes SOPs for participation of MDAs in the SG and SOP to define the relationship and information sharing arrangements between the SG and the various coordination arrangements | CRRF Secretariat |  | X |  |  |  |  |  |  |
| **Output 1.1.3: The CRRF Secretariat is strengthened, Sector Secretariats have increased capacity and the collaboration between the CRRF and Sector Secretariats is clearly defined.** | * 1. Develop SOPs on the roles and collaboration between the CRRF Secretariat and the Sector Response Plan Secretariats | CRRF Sec.  SRP Sec. |  | X |  |  |  |  |  |  |
| * 1. Develop a concept note outlining ways to further strengthen the role of the CRRF Secretariat, including aspects of funding, for SG approval | SG/CRRF Sec. |  |  | X |  |  |  |  |  |
| * 1. Develop annual workplans for the CRRF Secretariat | CRRF Sec. |  | X |  |  |  | X |  |  |
| * 1. Hold 2 Secretariat retreats per year to evaluate performance | CRRF Sec. |  | X |  | X |  | X |  | X |
| **Outcome 1.2.: By 2025, DLGs of refugee hosting districts are fully engaged in the refugee response and, as a result, refugee and host communities’ needs are included in DDPs.** | | | | | | | | | | |
|  | | | **2021** | | | | **2022** | | | |
| **Outputs by 2022** | **Deliverables/Milestones** | **Responsibility centre/actors** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| **Output 1.2.1: CRRF coordination structures at district level are in place to operationalize inclusion/integration of refugees into national service delivery.** | Functioning refugee coordination structures at District Local Governments and lower local government levels | OPM, MoLG, UNHCR |  |  |  | X |  | X |  | X |
| Regular joint review and monitoring of district level coordination is undertaken and updates presented to the CRRF Steering Group | OPM, MoLG, UNHCR |  |  |  | X |  |  |  | X |
| Integration of refugee issues in District Development Plans III, Annual Plans and Budgets | OPM, MoLG UNHCR |  |  | X |  |  |  | X |  |
| **Output 1.2.2: Mechanisms are in place to strengthen knowledge exchange between RHDs.** | Knowledge sharing mechanisms between CRRF Steering Group and districts are put in place | OPM, MoLG |  | X |  |  |  |  |  |  |
| Knowledge sharing mechanisms between refugee-hosting districts are put in place | OPM, MoLG |  |  | X |  |  |  |  |  |
| **Outcome 1.3.: By 2025, accountability to affected populations and the role of local and national assistance providers are strengthened.** | | | | | | | | | | |
|  | | | **2021** | | | | **2022** | | | |
| **Outputs by 2022** | **Deliverables/Milestones** | **Responsibility centre/actors** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| **Output 1.3.1: Refugees’ participation in CRRF decision-making is sustained.** | * 1. REF meets quarterly to ensure effective refugee participation in the SG | REF Taskforce | X | X | X | X | X | X | X | X |
| * 1. Regular consultation meetings at settlement level take place to inform REF members’ participation in the REF/SG meetings | REF Taskforce | X | X | X | X | X | X | X | X |
| **Output 1.3.2: National and local NGOs play an increased role in the refugee response.** | * + Establish a Localisation Taskforce | SG, facilitated by CRRF Sec. |  | X |  |  |  |  |  |  |
| * + Develop a roadmap on implementing the localization agenda in the refugee response for SG adoption | Localisation Taskforce |  | X |  |  |  |  |  |  |
| * + Regularly collect data on localisation to inform actions to advance the localisation agenda in Uganda | Localisation Taskforce |  |  |  | X |  |  |  | X |
| **EXPECTED RESULT 2: MAINSTREAMING CRRF INTO NATIONAL PLANNING** | | | | | | | | | | |
| **Outcome 2.1.: By 2025, refugees are included into national education, health and WASH service delivery in line with the ERP, HSIRRP and WESRRP, and there is a visible transition from humanitarian to Government services.** | | | | | | | | | | |
|  | | | **2021** | | | | **2022** | | | |
| **Outputs by 2022** | **Deliverables/Milestones** | **Responsibility centre/actors** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| **Output 2.1.1: Inclusion/integration of refugees is strengthened, and tangible progress is made towards transitioning from humanitarian to national education, WASH and health service delivery in all RHDs supported by Development Partners.** | Regular reviews of the status of integration of refugee planning in national, sectoral & local government plans are presented to the SG | OPM, NPA, Ministries, DLG |  | X |  | X |  | X |  | X |
| Regular response plan updates provided to the SG including on how COVID-19 impacts are being addressed across the sectors | Sector Ministries | X | X | X | X | X | X | X | X |
| Regular monitoring of the implementation of service and service delivery standards in RHDs | MoPS, OPM, NPA |  |  |  |  |  |  |  |  |
| Roadmaps for transition from humanitarian to national education, WASH and health service delivery are presented to the SG | OPM, Ministries, UNHCR |  | X |  |  |  |  |  |  |
| ***Sector specific deliverables:*** | | | | | | | | | |
| ***Education***:  Inclusion/integration in the Education and Sports Sector Strategic Plan (ESSP 2020/21-2024/25) | MoES | X |  |  |  |  |  |  |  |
| District ERP finalized for all RHDs | MoES, DLGs |  |  | X |  |  |  |  |  |
| In line with the NDPIII Human Capital Development PIAP, the ERPII is finalized to strengthen planning under NDPIII for refugee education integration | MoES |  |  | X |  |  |  |  |  |
| Inclusion/integration of refugees in the Education Management Information System (EMIS) and in SDG4 indicator monitoring | MoES |  |  |  | X |  |  |  |  |
| Coding schools in RHDs including 50% of the community schools for refugees (by 2024) | MoES |  |  |  |  |  |  |  | X |
| ***WASH***:  WESRRP activities are integrated into NDPIII PIAPs | MWE |  | X |  |  |  |  |  |  |
| Service delivery shift from NGO partners to Utilities (NWSC &UAs) | MWE, OPM | X | X | X | X | X | X | X | X |
| Integrated infrastructure development for Water and Sanitation services | MWE | X | X | X | X | X | X | X | X |
| ***Health***:  HSIRRP activities are integrated into NDPIII PIAPs | MoH |  |  |  |  |  |  |  |  |
| 90% of the qualifying health facilities are accredited and coded by MoH and MoFPED by the end of 2022 | MoH |  |  |  | X |  |  |  |  |
| MoH/DLG manage refugee health services as part of the district-wide health services in 30% of the locations | DLGs |  |  |  |  |  | X | X | X |
| **Output 2.1.2: Environment to enable refugee and host communities to utilize basic social services and access economic opportunities is strengthened including through roads and digital connectivity improvements and settlement planning.** | Mapping of roads in RHDs and prioritization of roads in terms of needs and impact is completed and presented to the CRRF Steering Group | MoWT, URA, DLGs |  |  |  | X |  |  |  |  |
| Finalization of the Refugee Settlement Land Management Strategy | OPM |  |  | X | X |  |  |  |  |
| Phased implementation of the Refugee Settlement Land Management Strategy | OPM |  |  |  |  | X | X | X | X |
| * 1. **Outcome 2.2.: By 2025, refugees and host communities benefit from increased access to economic opportunities and sustainable livelihoods in line with the GoU’s JLIRP.** | | | | | | | | | | |
|  | | | **2021** | | | | **2022** | | | |
| **Outputs by 2022** | **Deliverables/Milestones** | **Responsibility centre/actors** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| **Output 2.2.1: Increased focus is placed on innovative programmes to create employment and livelihoods opportunities for refugees and host communities, especially for women and youth in view of addressing COVID-19 impacts.** | Issues paper on innovative programmes to create employment opportunities for refugees and host communities to share good practices and lessons learnt is presented to the SG | CRRF Sec. & partners; coordinated with Livelihoods SWG |  |  | X |  |  |  |  |  |
| **Output 2.3.3: The private sector has increased its investments in RHDs.** | Finalize the Private Sector Engagement Strategy | MoFPED, facilitated by CRRF Sec. |  | X |  |  |  |  |  |  |
| Regular updates provided on the implementation of the Private Sector Engagement Strategy | MoFPED/CRRF Secretariat |  |  |  | X |  | X |  | X |
| **Outcome 2.3.: By 2025, Uganda’s natural resources and environment in RHDs are sustainably managed and protected, and refugees host communities have increased access to sustainable energy sources in line with the Water and Environment as well as Sustainable Energy Response Plan.** | | | | | | | | | | |
|  | | | **2021** | | | | **2022** | | | |
| **Outputs by 2022** | **Deliverables/Milestones** | **Responsibility centre/actors** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| **Output 2.3.1: Strengthened capacity of institutions and communities at national and sub-national levels to sustainably manage natural resources and protect vital ecosystems in RHDs.** | Joint interventions with NFA/MWE/NEMA towards restoration of degraded forests and wetlands in refugee-hosting areas | MWE, NFA, NEMA & partners |  |  |  |  |  |  |  |  |
| **Output 2.3.2: Increased and equitable access to and use of sustainable energy sources and services in RHDs.** | SERP is finalized and endorsed by the SG | MEMD |  |  | X |  |  |  |  |  |
| Collaboration with REA, UEDCL, UECCC in improving access to Grid and Off-Grid electricity supply in RHDs | MEMD, REA, UEDCL, UECCC, UNHCR | X | X | X | X | X | X | X | X |
| **Outcome 2.4: By 2025, access to justice and social protection systems is strengthened to enhance resilience of the most vulnerable refugees and host communities.** | | | | | | | | | | |
|  | | | **2021** | | | | **2022** | | | |
| **Outputs by 2022** | **Deliverables/Milestones** | **Responsibility centre/actors** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| **Output 2.4.1: National shock-responsive social protection systems are strengthened; vulnerable refugees and host communities are progressively integrated therein, and they have increased access to justice.** | Refugees are included into Uganda’s National Social Protection Policy and its Programme Plan of Interventions | MoGLSD |  |  |  | X |  |  |  |  |
| Strengthen national social protection and justice systems |  |  |  |  |  |  |  |  |  |
| **Output 2.4.2: Increased targeted peaceful co-existence initiatives, in particular to address tensions and conflicts, which have been exacerbated by COVID-19.** | District Peace Committees in refugee hosting districts are established (where they do not already exist), to address issues related to peaceful co-existence and social cohesion between refugee host communities. | DLG, OPM, UNHCR |  |  |  | X |  |  |  |  |
| **EXPECTED RESULT 3: EFFECTIVE BURDEN- AND RESPONSIBILITY-SHARING** | | | | | | | | | | |
| **Outcome 3.1.: By 2025, regional partnerships are fostered to address the root causes of displacement in the region and leverage support for Uganda’s refugee response.** | | | | | | | | | | |
|  | | | **2021** | | | | **2022** | | | |
| **Outputs by 2022** | **Deliverables/Milestones** | **Responsibility centre/actors** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| **Output 3.1.1: Regional knowledge sharing is promoted through strengthened cooperation with IGAD, AU and other regional bodies/mechanisms.** | GoU attendance and leadership at all IGAD refugee meetings and other relevant regional for a (*timeline will depend on meeting schedules*) | * OPM, MFA, MDAs |  |  |  |  |  |  |  |  |
| GoU to host a visit from another GCR/CRRF country in the region to enable knowledge exchange in the framework of the National Stakeholder Forum | OPM, MFA, MDAs  (*pending financial support)* |  |  |  |  |  |  |  |  |
| GoU participation in the Regional Dialogue on Forced Displacement in the Great Lakes Region (*timeline will depend on meeting schedule*) | OPM, MFA, MDAs (WB support) |  |  |  |  |  |  |  |  |
| **Outcome 3.1.2: The IGAD Support Platform is leveraged to generate resources/support for Uganda’s comprehensive refugee response.** | GoU participation in IGAD Support Platform meetings  (*timeline will depend on meeting schedule*) | OPM, MFA, MDAs |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| **Outcome 3.2.: By 2025, additional resources are mobilized for the refugee response against identified funding gaps.** | | | | | | | | | | |
|  | | | **2021** | | | | **2022** | | | |
| **Outputs by 2022** | **Deliverables/Milestones** | **Responsibility centre/actors** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| **Output 3.2.1: All investments to RHDs are tracked to inform gap analysis for resource mobilization.** | MoFPED to finalize the revision of the Aid Management Platform, which include “markers” for on- and off-budget funding for the refugee response and help to gain an overview of investments in the different refugee hosting districts | MoFPED |  |  |  | X |  |  |  |  |
| MoFPED to issue letter to all humanitarian and development partners advising on the obligation to provide regular reports to the Aid Management Platform including refugee spending | MoFPED |  |  |  | X |  |  |  |  |
| MoFPED to provide regular updates to the CRRF Steering Group meeting on data captured through the Aid Management Platform | MoFPED |  |  |  | X | X | X | X | X |
| Develop interim financial tracking mechanisms for the sector response plans following the ERP example | MDAs supported by UNHCR/OPM |  | X | X |  |  |  |  |  |
| OPM/UNHCR to provide quarterly funding updates against the RRP | OPM/UNHCR |  | X | X | X | X | X | X | X |
| **Outcome 3.2.2: Additional resources for Uganda’s refugee response are mobilized, including through the Global Refugee Forum (GRF), in particular development aid.** | Recruit Resource Mobilization and Monitoring Expert for the CRRF Secretariat | CRRF Secretariat |  |  | X |  |  |  |  |  |
| Develop a resource mobilization and monitoring strategy in cooperation with sectors including SOPs on information sharing about planned funding from donors to Uganda’s refugee response and SOPs to enforce alignment on funding with Sector Response Plans | MoFPED, OPM, MDAs with CRRF Secretariat support |  | X |  |  |  |  |  |  |
| Regular status reports on the investments in various sectors to Steering Group | Response Plan Secretariats, with LDPG |  | X | X | X | X | X | X | X |
| Develop an action plan to guide the follow-up on GRF pledges and prepare for the high-level officials meeting (HLOM) in December 2021 | CRRF Sec., supported by UNHCR | X | X |  |  |  |  |  |  |
| Hold Stakeholders meetings to coordinate the follow up of the GRF and prepare for the HLOM in 2021 | CRRF Sec., supported by UNHCR | X |  | X |  |  |  |  |  |
| GoU participation in regional GRF stocktaking meetings (*timeline will depend on meeting schedule)* | CRRF Sec. to facilitate |  |  |  |  |  |  |  |  |
| GoU to update status of pledge implementation through GRF online platform (May and October2021) | CRRF Sec. to facilitate |  | X |  | X |  |  |  |  |
| GoU to participate in informal briefing on preliminary outcomes of stocktaking to date (23 June 2021) | CRRF Sec. to facilitate |  | X |  |  |  |  |  |  |
| GoU participation in HLOM on 14-15 December 2021 | OPM, Ministries |  |  |  | X |  |  |  |  |
| **Outcome 3.2.3: Accountability and risk management is strengthened for all partners in the refugee response.** | Develop a risk management strategy | OPM |  |  |  |  |  |  |  |  |
| **Outcome 3.3.: By 2025, conditions for safe, voluntary and dignified return have improved and third-country solutions have increasingly been made available.** | | | | | | | | | | |
|  | | | **2021** | | | | **2022** | | | |
| **Outputs by 2022** | **Deliverables/Milestones** | **Responsibility centre/actors** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| **Output 3.3.1: Increased efforts are made to improve the conditions in countries of origin and support peace in the region.** | GoU participation in the regional South Sudan peace process and Regional Dialogue on Forced Displacement in the Great Lakes Region | MFA | X | X | X | X | X | X | X | X |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| **Output 3.3.2: Increased resettlement targets are met and complementary pathways for admission into third countries of refugees residing in Uganda have increasingly become** **available.** | Annual update to the Steering Group on resettlement numbers | UNHCR |  |  |  | X |  |  |  | X |
| Strategy to build complementary pathways such as family reunification, work placements and academic scholarships developed | UNHCR and partners |  | X |  |  |  |  |  |  |
| **4.1.: Cross-cutting issues** | | | | | | | | | | |
|  | | | **2021** | | | | **2022** | | | |
| **Outputs by 2022** | **Deliverables/Milestones** | **Responsibility centre/actors** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| **Output 4.1.1: Protection concerns are being addressed across all sectors.** | * + MHPSS roadmap for sector response plans developed and presented to the SG | MHPSS NWG; supported by CRRF Sec. |  | X |  |  |  |  |  |  |
| * + Government sector response plans are reviewed from a protection lens, with specific attention to women, children, older persons, persons with disabilities and other groups with specific protection needs, and sector specific protection considerations document/workplans are developed as annexes to the Sector Response Plans. | NPWG, facilitated by CRRF Sec. |  | X | X | X |  |  |  |  |
| * + Strengthened collaboration between the National Protection Working Group and Sector Response Plan Secretariats/CRRF Secretariat through participation in NPWG and sub-group meetings. | NPWG, Sector Secretariats and CRRF Sec. | X | X | X | X | X | X | X | X |
| **Output 4.1.2: Uganda’s comprehensive refugee response – policy reviews, interventions and programmes - is based on evidence and data** | * + Regular updates on the inclusion/integration of refugees into national statistical systems and the UNHS to the SG | UBOS |  | X |  | X |  | X |  | X |
| * + Finalization and operationalize SOPs for carrying out studies/research in RHDs | UBOS  (with support from ATWG) |  | X |  |  |  |  |  |  |
| * + Regular updates to SG on studies/research undertaken and summaries on key findings | UBOS, supported by ATWG/DMWG, facilitated by CRRF Secr. |  | X | X | X | X | X | X | X |
| **Output 4.1.3.: Knowledge Management is strengthened: CRRF implementation is informed by regular evaluation, sharing of lessons learnt and a coordinated approach to undertaking studies/research.** | * + Establish a one-stop-shop online CRRF Knowledge Management Platform in coordination with CRRF stakeholders and building on existing online platforms (notably ugandarefugees.org) | CRRF Sec., UNHCR & partners |  |  | X |  |  |  |  |  |
| * + Hold yearly National Stakeholder Meetings and regular inter-sector meetings including MDAs and Refugee Coordination Model Sector Co-Leads | CRRF Secretariat |  | X |  |  |  | X |  |  |
| * + Finalize the External CRRF Evaluation and present the findings to the CRRF Steering Group together with recommendations to revise this workplan | CRRF Sec. (GIZ supported) |  |  | X |  |  |  |  |  |
| * + Mid-term review of this National Plan of Action to i.a. address findings of external CRRF evaluation | CRRF Secretariat |  |  |  | X |  |  |  |  |
| * + Review and evaluate the implementation of this National Plan of Action and its Workplan every two years | CRRF Secretariat |  |  |  |  |  |  |  | X |
| * + Develop an M&E Strategy, building on existing monitoring systems | OPM |  | X |  |  |  |  |  |  |
| * + Submit annual performance reports to the CRRF Steering Group | CRRF Sec. |  |  |  |  | X |  |  |  |
| **Output 4.1.4: There is awareness about Uganda’s comprehensive refugee response and critical issues at all levels – national, regional and district level.** | * + Review Uganda’s CRRF Communication and Outreach Strategy and develop annual workplans | CRRF Sec. & partners | X |  |  |  | X |  |  |  |
| * + Communication material developed ahead of HLOM 2021 | CRRF Sec. & partners |  |  |  | X |  |  |  |  |

* 1. **MONITORING AND EVALUATION**

The National Plan of Action, as tool to implement the GCR/CRRF Strategic Direction for Uganda, will be monitored and evaluated based on the Strategic Direction Monitoring and Evaluation Framework. Annual progress reports evaluating the implementation of the National Plan of Action will be produced. A mid-term review will be conducted in December 2021 to review progress and address issues identified in the CRRF external evaluation. The Plan will be revised at the end of 2022 with the guidance of the CRRF Steering Group and in consultation with CRRF stakeholders.

1. Office of the Prime Minister (OPM), UNHCR, 31 January 2021. See Uganda Refugee Response Plan, July 2020 – December 2021, available at: [www.ugandarefugees.org](http://www.ugandarefugees.org) [↑](#footnote-ref-1)
2. Office of the Prime Minister (OPM), UNHCR, 31 January 2021. [↑](#footnote-ref-2)
3. For further information on population planning scenarios, see OPM and UNHCR, Uganda Refugee Response Plan 2020-2021; available at: [www.ugandarefugees.org](http://www.ugandarefugees.org) [↑](#footnote-ref-3)
4. The Settlement Transformation Agenda Project 2016 – 2021, Office Of The Prime Minister, 2016. [↑](#footnote-ref-4)
5. The CRRF Secretariat facilitated the development of an issue paper, offering concrete recommendations to improve coordination at central and district level. Recommendations were endorsed at the 4th CRRF Steering Group meeting, and implementation is underway. [↑](#footnote-ref-5)
6. Please see Strategic Direction 2021-2025, available at: (add link here once the document is uploaded). [↑](#footnote-ref-6)
7. Grand Bargain – A Shared Commitment to Better Serve People in Need, May 2016, https://www.agendaforhumanity.org/initiatives/3861. [↑](#footnote-ref-7)
8. Commitment 6 of the Grand Bargain. [↑](#footnote-ref-8)
9. This workplan is a working document. [↑](#footnote-ref-9)