

This document reflects the key positions needed to establish the CRRF Secretariat in line with the Terms of Reference for the Secretariat as adopted by the CRRF Steering Group on 12 October 2017.

The CRRF Secretariat in Uganda

Structure of the Secretariat:

The proposed structure will be responsible for supporting the Steering Group and the Permanent Secretary, Office of the Prime Minister to effectively and efficiently implement the CRRF in Uganda with special focus on support for comprehensive planning, monitoring and evaluation, resource mobilization, reporting, advocacy and knowledge management. The Secretariat will liaise with the various existing mechanisms to consolidate and explore convergences and gaps for a comprehensive refugee response in Uganda across the pillars. All positions have an inbuilt liaison function linked to their specific area of expertise. The Secretariat will ensure coherence amongst the various components of the CRRF. It will be the main repository of data, statistics, assessments, analytical work, and knowledge about the refugee situation, the needs in the refugee hosting districts and gaps in the response. The set-up should be reviewed at end 2018 to ensure that lessons learned are incorporated also into the CRRF structure.

The envisioned profiles are:

1. Director of Secretariat (GoU)
2. Senior Development Economist (GoU)
3. Budget Planning Officer (GoU)
4. Operational Refugee Officer (GoU/ Refugee department)
5. Monitoring and Evaluation Officer (GoU)
6. Knowledge Management Advisor (secondment)
7. Knowledge Management Specialist (GoU)
8. CRRF Engagement Advisor (secondment)
9. Engagement Specialist (GoU)
10. Analytical Policy Advisor (secondment)
11. Analytical Specialist (GoU)
12. Senior Refugee Protection Advisor (secondment)

In addition to these posts, the Secretariat will be supported by 1 administrative officer, one secretary/ office assistant and 2 drivers.

1. Director of Secretariat

- Manage the overall functioning of the Secretariat, ensuring timely and quality output from staff and ensuring the necessary resources, including HR resources are in place;
- Lead the preparation and implementation of the workplan for the Secretariat;
- Coordinate comprehensive action on all five pillars in close consultation with all relevant stakeholders and forums, including coordinating with the chairs of existing forums to ensure efficient coordination of the CRRF ;
- Develop new strategic partnerships across stakeholders;

- Solicit support for the refugee response from existing plans and programmes, multilateral banks, academia, civil society, refugee interest groups and private sector and identify synergies with programming undertaken by the stakeholders;
- Ensure constant communication with stakeholders is in place;
- Establish and maintain links with district coordination structures to ensure national coherence as well as exchange of experiences to identify, share, and build on best practices

2. Senior Development Economist

- Develop a detailed programmatic CRRF roadmap and plans for Uganda based on existing documents, such as ReHoPE and ensure that identified priorities in consultation with stakeholders, including district authorities are compiled and shared with all stakeholders;
- Prepare planning guidelines, manuals and formats and ensure their application in planning and reporting, and ensure that the different components of the CRRF are linked;
- Assist stakeholders to ensure harmonized programming and reporting in the refugee response;
- Review, benchmark and document best practices and policies in refugee protection and management regime from a development economic perspective

3. Budget Planning Officer

- Assist all stakeholders with developing guidance for budgeting for the inclusion of refugees in district development plans and across the sectoral response of Government line ministries;
- Based on the existing plans of all actors, including humanitarian and development partners and district and National Development Plan, identify and compile gaps in the resources;
- Provide succinct overview of the main issues from a budgeting perspective and prepare prioritised plans to share with the Steering Committee;
- Meet regularly with identified staff in the line Ministries as well as development partners to review progress and identify bottlenecks in regards to the inclusion of refugees in district development as well as sector response plans
- Lead on the development of a clear results framework for the five CRRF pillars in Uganda.

4. Refugee Operations Officer

- Building on existing programmes, in particular the STA, identify gaps, overlaps and new challenges in the operational response and work with all stakeholders to find ways of addressing these;
- Work with partners to ensure that existing work is reviewed and lessons learned shared with relevant stakeholder before new work is undertaken;

- Support coordinated resourcing for a comprehensive response through tracking of existing programmes, pledges and funds received for the refugee response, in close coordination with the Governments regular financial aid tracking mechanism;
- Together with the Advisor and Engagement Officer establish feedback mechanisms from beneficiaries to humanitarian and development actors to improve the response.

5. Monitoring and Evaluation Officer

- Review existing M&E frameworks across the different pillars and develop a simple multi-stakeholder M&E tool to provide accurate reports on CRRF programming, as well as providing informed learning;
- Capacity building and training of CRRF stakeholders on joint M&E;
- Develop monitoring and evaluation indicators along the CRRF results chain and ensure regular reporting on the Uganda results framework and agreed global indicators;
- Track progress of implementation of CRRF by liaising with relevant coordination structures, platforms and bodies;

6/7. Knowledge Management Team (Advisor and Specialist)

- Develop a user-friendly system/ online depository or data base for collecting assessment, reports and any other documentation used in programming in refugee hosting districts;
- Undertake an analysis of existing information-sharing channels, including refugee and host population data and statistics, and develop recommendations for an improved and coherent system for collection and management of inter-operational data across various platforms;
- Support the CRRF Secretariat in taking stock and documenting of best practice examples, particularly projects that cater to the needs of refugees and host populations alike to be fed into the process of the Global Compact for Refugees;
- Review progress in implementing the CRRF framework, including ReHoPE programme framework, to identify success, gaps, constraints and solutions to achieve strategic objectives;

8/9. CRRF Advisor and Engagement Team (Advisor and Specialist)

- Engagement and support to evidence based decision making through contributing to studies and analytical activities to build the conceptual framework and evidence base for a comprehensive response;
- Ensuring coherence across mechanisms, tools and processes which support the delivery of CRRF;
- Engagement with all stakeholders to support them as the focus of operational implementation and support alignment to the district development plan;
- Monitor developments and provide technical advice to stakeholders across the five themes on programming support;
- Together with the Refugee Operation Officer develop beneficiary engagement and feedback mechanisms to inform learning and delivery of the CRRF

10/11. Analytical Team (Advisor and Specialist)

- Propose and consolidate analytical work (such as sector and district gap analysis) to be done by CRRF stakeholders, or the Secretariat, based on comparative advantages and expertise;
- Propose and support advocacy related to ensuring the full potential of refugee rights and areas that require further advocacy to implement the CRRF.
- Propose areas where earlier engagement by development actors could improve responses to refugees and their host communities and propose means to encourage their engagement.
- Review progress in implementing existing collaborative programme frameworks and initiatives, such as ReHoPE and Education Cannot Wait, as a contribution to the CRRF
- Gather and analyse learning from previous engagement with refugees, for example, skilling experience for women and youth, and provide recommendations to stakeholders.

12. Senior Protection Advisor

- Provide analysis and advice on refugee protection policy and standards, and inform development actors and other stakeholders to help ensure that CRRF contributions are shaped in a protection optic, mainstream protection methodologies and integrate protection safeguards;
- Establish a mechanism to ensure that protection needs and priorities of populations of concern are communicated to all stakeholders, and that lessons learned are shared;
- Liaise with relevant stakeholders to ensure cross cutting protection priorities, such as gender issues (including combatting gender based violence and advocating for gender parity in representational structures), addressing refugees with specific needs and child right issues are an integral part of the response;

Administrative Team

- Ensure proper maintenance of records; an efficient and effective accounting system and process;
- Arrange for all meetings of the Secretariat and Steering group and taking notes of the proceedings;
- Arrange for field trips and liaise with stakeholders;
- Provide logistical support;
- Using the regular OPM channels to ensure that due process is observed in regards to the calling of meetings, writing briefs, arranging venues, stakeholder meetings, press briefings, etc;
- Keep up to date inventory of all assets of the Secretariat;
- Guide on the acquisition and disposal processes and procedures for all the procurements of the secretariat;
- Ensure all accountability and audit requirements are fulfilled;
