



The Republic of Uganda

**Ministry of Gender, Labour
and Social Development**

**JOBS AND LIVELIHOODS
INTEGRATED RESPONSE PLAN
FOR
REFUGEES AND HOST
COMMUNITIES IN UGANDA**

2020/ 2021 - 2024/ 2025



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2020/2021-2024/2025

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Acronyms

ADB:	African Development Bank
BMZ:	German Federal Ministry for Economic Cooperation and Development
CRRF:	Comprehensive Refugee Response Framework
CSO:	Civil Society Organization
CSO/LA:	Civil Society Organization and local Authorities Development
DFID:	Department for International Development
DRC:	Denis Refugee Council
EU/ECHO:	European Civil Protection and Humanitarian Aid Operations
FAO:	Food and Agricultural Organization
GOU:	Government of Uganda
GRC:	Global Refugee Compact
ILO:	International Labour Organization
JICA:	Japan International Cooperation Agency
JLIRP:	Jobs and Livelihoods Integrated Response Plan for Refugees and Host Communities
MAAIF:	Ministry of Agriculture Animal Industry and Fisheries
MDAs:	Ministry, Department and Agencies
MEACA:	Ministry of East African Community Affairs
MGLSD:	Ministry of Gender Labour and Social Development
MoLG:	Ministry of Local Government
MoES:	Ministry of Education and Sports
MTIC:	Ministry of Trade Industry and Cooperatives
NDP II:	National Development Plan II
NDP III:	National Development Plan III
NGO:	Non-Governmental Organization
OPM:	Office of the Prime Minister
SDS:	Social Development Sector
STA:	Settlement Transformation Agenda
UBTEB:	Uganda Business Technical Examinations Board
UNSDCF:	United Nations Sustainable Development -Cooperation Framework
UNDP:	United Nations Development Programme
UNFPA:	United Nations funds for Population
USAID:	United states Agency for International Development
WFP:	World Food Programme
ZOA:	From Relief to Recovery

Foreword

To address the challenges of this open-door policy, the Government of Uganda in collaboration with local and international development partners in the refugee management sector, established the Comprehensive Refugee Response Framework. This framework was launched in March, 2017 and is managed by a steering group and a Secretariat that operationalized the desires of the framework. On August 16th, 2018, the first multi-stakeholder meeting was held to discuss the development of a livelihood plan for refugees and host communities within the Comprehensive Refugee Response Framework.

The Social Development Sector (SDS), commonly known as Ministry of Gender, Labour and Social Development was assigned to take lead and coordinate the design, development and implementation of the JLIRP with other Sector leads namely; Ministry of East African Community Affairs, Uganda Business and Technical Examinations Board, Ministry of Education and Sports, Ministry of Agriculture, Animal Industry and Fisheries, and Ministry of Trade, Industry and Cooperatives.

The choice of the Social Development Sector (SDS) as Sector lead in the design, development and implementation of JLIRP is in line with national coherence and mandate. MGLSD, by its mandate is the natural home for livelihoods, employment, labour and other human capital enhancement related concerns with special reference to the vulnerable. The CRRF is a technical body, meant to work with a whole-of -Government approach in as far as refugee welfare are concerned.

This JLIRP has been designed in line with the recommendations of H.E. Yoweri Kaguta Museveni to the International Community, and builds on progress of the humanitarian and government interventions aimed at strengthening the capacity of refugee hosting districts to respond to needs of refugees and their host on 23rd June 2017, H.E. Yoweri Kaguta

Museveni challenged the International Community to emulate Uganda's open-door policy to refugees and urged the communities. The plan is premised on the community driven development approach and with a focus on community mobilisation and mindset change.

The emphasis on community mobilisation and mindset change will propel provision of counseling and guidance programmes to refugees in the area of post traumatic disorders and career searches, building effective and accountable institutions for the world of work, and for economic and social governance in general through active collaboration with social partners. This will make the refugees and host communities a cornerstone of national development by engaging in productive enterprises and jobs, promotion of employment creation and social justice using a 'virtuous triangle' of opportunity, social protection and empowerment - as a means to achieving stability, peace and development in the country, with the refugees together.

I am grateful to the CRRF as a technical body for entrusting my Ministry with this noble responsibility. I thank the technical team from my Ministry who worked closely with the other sector leads, and the technical staff of those sector leads in accomplishing this noble assignment.

It should be noted that refugees are human beings, which is why the government of Uganda promotes their self-reliance and resilience, and that of host communities in this plan, by moving away from humanitarian relief to refugees and host communities, to a development-based approach to refugee assistance. I therefore, call upon all agencies to support MGLSD and the co-sector leads to implement this plan.

Frank K. Tumwebaze

**Minister of Gender, Labour and Social
Development**



It should be noted that refugees are human beings, which is why the government of Uganda promotes their self-reliance and resilience, and that of host communities in this plan, by moving away from humanitarian relief to refugees and host communities, to a development-based approach to refugee assistance.



Acknowledgement

The Government of Uganda acknowledges the contribution of state and non-state stakeholders towards the development of this Jobs and Livelihoods Integrated Response Plan (JLIRP). The steering group meeting of July, 2018 identified the need to develop the JLIRP for refugee and host communities in Uganda. I thank the steering group meeting for choosing Ministry of Gender, Labour and Social Development (MGLSD) to take lead in coordinating the design, development and implementation of this plan.

I commend and appreciate the strategic guidance and leadership provided by the Honorable Minister Eng. Hillary Onek from the Office of the Prime Minister, Honorable Minister Musa Ecweru from the Office of the Prime Minister, and Honorable Minister Jenipher K. Namuyangu from Ministry of Local Government.

The oversight role by Ministry of Gender, Labour and Social Development (MGLSD) and management team - Mr. Martin Wandera, the Director Labour Employment Occupational Safety and Health; Mr. Egulu Lawrence, Commissioner Employment; Ms. Otto Lucy, Principal Social Development Officer; Mr. Etoma Charles, Senior Statistician; and Rev. Fr. Benedict Okweda, Principal Community Development Officer, is deeply appreciated.

This plan was developed with the collaborative efforts of other Sectors. I thank the strategic level managers of these Sectors and their technical teams for active participation in the design and development of this plan. They include Mr. Godfrey Kaima, Mr. Ezra Rubanda and Mr. Ndahiriwe Innocent from the Comprehensive Refugee Response Framework Secretariat at Office of the Prime Minister; Dr. Andrew Musiime from Ministry of East African Community Affairs; Dr. Nahamya Wilfred, Mr. Abanaitwe Winston and

Ms. Ayebazibwe Allen from Uganda Business and Technical Examinations Board; Mr. Joseph Kajumba from Ministry of Education and Sports; Dr. Patience Rwamigisa, Ms. Eve Luvum and Mr. Henry Nabbongo from Ministry of Agriculture Animal Industry and Fisheries; Mr. Stephen Emuria from Ministry of Trade, Industry and Cooperatives; Mr. Stephen Koma from Ministry of Local Government; and Mr. Chris Otim Nokrach from National Planning Authority.

Special recognition also goes to livelihood Sector Leads technical team members including Mr. Benjamin Reese of World Bank, Ms. Claudia Piacenza of World Food Programme, Mr. Gerald Peter Emoyo of UNHCR, Ms. Kathryn Clarke of FAO, Mr. Steven Opio of ILO, Mr. Raymond Mukisa of UNDP, Mr. Victor Azza Vuzzi of the Danish Embassy, Mr. Simon Manning who represented the International NGOs and Mr. Richard Ssewakiryanga representative of Local NGOs.

Finally, I acknowledge the technical and logistical support given to the development process of this plan from United Nations World Food Programme, GIZ, International Labour Organisation (ILO), United Nations Development Programme (UNDP) and the field mission collaboration by Office of the Prime Minister (OPM), Department of Refugees that enhance consultations conducted in the twelve (12) Refugee Hosting Districts, and Drs. Hannington Odongo Jawoko and Emilly Comfort Marachtho, the consultants who reviewed and improved on the final draft of the plan.

I Pray and hope that this Plan will be of much assistance to all stakeholders in supporting Uganda's open-door policy to refugees, provide systematic and integrated response to promote refugees' and host communities' resilience and livelihoods as well as improve their quality of life



A.D. Kibenge
Permanent Secretary



I thank the steering group meeting for choosing Ministry of Gender, Labour and Social Development (MGLSD) to take lead in coordinating the design, development and implementation of this plan.



Executive Summary

Uganda's progressive policies and decades-long strategies of promoting refugee self-reliance have not been effective and sufficient in improving the social, economic and financial inclusion of refugees and host communities. As such, refugees and host communities are not sufficiently resilient. This is attributed to the competition for the ever-reducing land and other natural resources between refugees and host communities that affects peaceful co-existence and the carried forward conflict from refugee's country of origin, resulting into tribal tensions in the refugee settlements.

The Jobs and Livelihoods Integrated Refugee Plan (JLIRP) envisions a secure, self-reliant and resilient refugee and host community households in refugee hosting districts with a goal of ensuring refugees and host communities that are socially, economically and financially included in a sustainable manner in local development by 2025.

The JLIRP will pursue five (5) strategic objectives namely: (1) Peaceful coexistence and economic interaction extended and strengthened between refugees and host communities by 2025; (2) Sustainable economic opportunities created in 13 refugee hosting districts for improved competitiveness and inclusive growth of refugees and host communities by 2025; (3) Food, nutrition and income security of 486,861 refugee and 1,152,087 host community households improved by 2025; (4) Skilled refugees and host communities capable of harnessing employment opportunities in the country by 2025; and (5) A minimum of 361,000 Five (five per cent) of refugee and host communities' vulnerable populations are fully included and actively participating in local development initiatives of the country by 2025.

Similarly, the JLIRP is anchored on five development pillars that will ensure (1) strengthening refugee and host community social cohesion; (2) enabling entrepreneurial-led development and market growth system; (3) increasing agricultural productivity, production, and marketable volumes; (4) Increasing access to market relevant skills training to enhance employability and job creation; and (5) Promoting an effective shock responsive refugee and host community social protection and social inclusion systems.

Government of Uganda has developed the Jobs and Livelihoods Integrated Response Plan (JLIRP) to better define opportunities with partners and other relevant actors in order to implement sustainable livelihoods programmes for the refugees and host communities in Uganda. The plan is designed to run for five years, from June 2020 – June 2025 in the refugee hosting districts including; Madi Okollo, Terego, Adjumani, Kikuube, Yumbe, Obongi, Kiryandongo, Kyegegwa, Isingiro, Lamwo, Kampala, Kamwenge, and Koboko.

The plan has been developed for an integrated approach of enhancing implementation including the contribution of all Jobs and Livelihood Sector players, government MDAs, humanitarian partners, development partners, private sector and implementing agencies.

The JLIRP is costed at a total of **UGX 608,515,468,751 (exchange rate of 3600 UGX to 1 USD)** which is equivalent to **USD 169,032,075** for the five years of implementation by five sector leads, namely: Ministry of East African Community Affairs; Uganda Business and Technical Examinations Board; Ministry of Education and Sports; Ministry of Agriculture, Animal Industry and Fisheries; and Ministry of Trade, Industry and Cooperatives.

Given the socio-economic impact of COVID-19, the JLIRP is more important than ever. The JLIRP will contribute to resilient, sustainable and inclusive development of refugees and host communities through the improvement of social cohesion; increasing economic opportunities by strengthening market systems; increasing household income, food and nutrition security and agricultural output for in-country and export markets; increasing productive coping strategies; increasing access to vocational and technical education; and improving social protection key to socio-economic inclusion of refugees and host communities in refugee hosting districts. To realize the JLIRP vision, a Community Driven Development Approach will be used through cross-agency collaboration strategies.

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Introduction

1.1 Introduction

Improving livelihoods of refugees and host communities through social, economic and financial inclusion requires understanding of the relationship between access to livelihood assets (capital) and their outcomes. Inclusion into a market system for wage or self-employment depends not only on access to a wide range of support services including finance, training, access to education at all levels, coaching and job placement services, but also on a conducive environment shaped by rules and regulations governing the rights and security of those particular host districts. Understanding the market system and the challenges refugees and host communities face in inclusion is key for strategizing how best to design and engage in interventions enhancing their economic inclusion. The enabling environment includes the right to work, other related rights and access to relevant resources and services that facilitate the economic inclusion of Refugees and host communities.

The Jobs and Livelihood Integrated Response Plan (JLIRP) contributes to realization of the needs of refugees and host communities by emphasizing economic inclusion through access to labour markets, finance, entrepreneurship and economic opportunities for both refugees and host communities. Economic inclusion thus contributes to the self-reliance and resilience of refugees and host communities, empowering them to meet their needs in a safe, sustainable and dignified manner; avoids aid-dependency and negative coping mechanisms; contributes to their host economies; and prepares refugees for their future whether they return home, integrate in their country of asylum or resettle in a third country.

1.2 Rationale

The Jobs and Livelihood Integrated Response Plan (JLIRP) is a sustainable response to refugee and host community with a focus on increasing self-reliance and resilience, and guide specific actions that can help increase the income derived from economic activities that is, in both wage employment and self-employment. It provides a framework for socio-economic integration through peaceful cohabitation of refugees and host communities. JLIRP is aimed at creating an enabling environment, the right to work, other related rights and access to relevant resources and services that will facilitate the social, economic and financial inclusion of refugees and host communities. The plan seeks to ensure that social and economic ability of individuals, households and communities of refugee hosting districts meet essential needs through enhancing employability and livelihoods by providing strong social structures, increased levels of economic activity, and elaborate social and economic linkages between refugees and host communities.

1.3 Policy and Legal Context

International Context: Legal and policy framework

The right to work for refugees is provided in Articles 17-19 and 24 of the 1951 Convention. The right to work and labour rights are also prescribed in international and regional human rights instruments, including in Article 23 of the Universal Declaration of Human Rights and ILO Recommendation 205. Moreover, Article 6 of the International Covenant on Economic Social and Cultural Rights contains a provision legally binding states to safeguard everyone's right to gain a living through work. However, absence of rights to freedom of movement, housing, land, education, justice and property rights or lack of access to relevant services such as financial services, training, certification, social protection, or employment and business registration can effectively hinder refugees and host communities from fully enjoying the right to work.

The Comprehensive Refugee Response Framework (CRRF) calls for greater support to refugees and the

countries that host them. Since 2017, the CRRF has been rolled out in diverse refugee situations across more than a dozen countries. Lessons drawn from the application of the CRRF helped to inform the Global Refugee Compact (GRC), which was affirmed by all UN Member States in December 2018. CRRF and the GRC emphasizes that **refugees should be included in the communities from the very beginning**. This is because when refugees gain access to education and labour markets, they can build their skills and become self-reliant, contributing to local economies and fueling the development of the communities hosting them. Therefore, allowing refugees to benefit from national services and integrating them into national development plans is essential for both refugees and the communities hosting them, and is consistent with the pledge to “leave no one behind” in the 2030 Agenda for Sustainable Development.

To better support refugees and the communities hosting them, the New York Declaration calls on United Nations High Commissioner for Refugees (UNHCR), the UN Refugee Agency, to work with a wide range of partners. These include governments, NGOs, refugees and other UN agencies. Other actors are the private sector, international financial institutions and civil society, including think tanks, academia and faith leaders. The aim is to:

1. Ease pressure on countries that welcome and host refugees
2. Build self-reliance of refugees
3. Expand access to resettlement in third countries and other complementary pathways
4. Foster conditions that enable refugees voluntarily to return to their home countries.

Based on the New York Declaration, the Global compact on refugees recognizes that when refugees are given the chance, they can support themselves and their families, and make positive contributions to the communities hosting them. In this virtuous cycle, refugees and host communities mutually empower each other, socially and economically.

To achieve its goal, JLIRP needs to fit in the following international refugee and host community self-reliance and resilience agenda:

Refugee and Host Communities Livelihoods and Economic Inclusion 2019-2023 Global Strategy

Improving livelihoods of refugees and host communities through social, economic and financial inclusion requires understanding of the relationship between access to livelihood assets (capital) and their outcomes. Inclusion into a market system for wage or self-employment depends not only on access to a wide range of support services including finance, training, access to education at all levels, coaching and job placement services, but also on a conducive environment shaped by rules and regulations governing rights and security and the potential or the local setting of those particular host districts. Understanding the market system and the challenges refugees and host communities face in inclusion is key for strategizing how best to design and engage in interventions enhancing their economic inclusion. The right to work for refugees is provided in Articles 17-19 and 24 of the 1951 Convention. The right to work and labour rights are also prescribed in international and regional human rights instruments, including in Article 23 of the Universal Declaration of Human Rights and ILO Recommendation 205. Moreover, Article 6 of the International Covenant on Economic Social and Cultural Rights contains a provision legally binding states to safeguard everyone's right to gain a living through work. However, absence of rights to freedom of movement, housing, land, education, justice and property rights or lack of access to relevant services such as financial services, training, certification, social protection, or employment and business registration can effectively hinder refugees and host communities from fully enjoying the right to work.

UNHCR, UNCTAD and IOM Policy Guide on Entrepreneurship for Migrants and Refugees

The policy guide aims at providing high-level practice-oriented recommendations on policies and programmes to support entrepreneurial activity by, for and with migrants and refugees. The recommendations come in the form of policy options and possible measures and initiatives that governments or other relevant stakeholders can adopt outright or adapt to local needs and circumstances. The table below provides a summary of the policy areas and options for



socio-economic integration of both refugees and host communities, including through support to self-employment and entrepreneurship.

Table 1. Summary of Policy Guide on Entrepreneurship for Migrants and Refugees

Policy areas	Policy options
1. Formulating a cohesive Entrepreneurship strategy	<ul style="list-style-type: none"> i. Identify country specific (and or more localized) opportunities and challenges for migrant and refugees' entrepreneurship ii. Ensure coherence of migrant and refugee entrepreneurship approach with broader entrepreneurship, migrant and refugee policies at local, national and regional levels iii. Ensure coherence of migrant and refugee entrepreneurship approach with international frameworks iv. Measure and share the results of migrant and refugee entrepreneurship initiatives
2. Optimizing the regulatory environment	<ul style="list-style-type: none"> i. Optimize the process for migrants and refugees to start business ii. Guide and facilitate migrant and refugee entrepreneurs through the start-up process iii. Review other regulatory barriers that may hinder refugee and migrant entrepreneurship
3. Enhancing entrepreneurial education and skill development	<ul style="list-style-type: none"> i. Develop, adapt and focus entrepreneurship training for specific target groups and contexts ii. Develop effective entrepreneurship curricula and content to develop an entrepreneurial mindset iii. Engage skilled and experienced trainers iv. Strengthen synergies between programmes of entrepreneurship training for refugees and migrants and vocational education programmes and support for basic needs
4. Facilitating technology exchange and innovative start-ups	<ul style="list-style-type: none"> i. Develop private sector linkages and include refugees and migrants in entrepreneurship ecosystems ii. Create working spaces and access to infrastructure iii. Support greater diffusion of and training in ICT and new technologies for refugees and migrants as well as host communities iv. Promote social innovations and enterprises for refugees and migrants and by refugees and migrants
5. Improving access to finance	<ul style="list-style-type: none"> i. Promote alternative and innovative sources of funding for refugee and migrant entrepreneurship ii. Support refugee and migrant entrepreneurs in accessing the formal banking sector iii. Link access to finance (cash or in-kind) to entrepreneurship education and financial literacy programmes
6. Promoting awareness and networking	<ul style="list-style-type: none"> i. Raise awareness of entrepreneurship support and initiatives among refugees and migrants ii. Connect refugee and migrant entrepreneurs with experienced mentors iii. Create and support networking opportunities for migrant and refugee entrepreneurs iv. Support migrant and refugee entrepreneurs in connecting with diaspora networks and networks in countries of origin v. Actively shift the stigma faced by migrants and refugees

National context: Legal Framework

Although refugees in Uganda may have acquired *de facto* integration, *de jure* integration through applications for citizenship and naturalization, the Citizenship and Immigration Act, as well as the Constitution of Uganda explicitly denies Ugandan citizenship by birth to children born to refugees in Uganda. These legal and administrative bottlenecks continue to impair their full realization. The integration of refugees into the local and national economy can be realized through supporting policies and regulations. The current policy framework related to refugee settlement, refugee and host community jobs and livelihoods, and how they either promote self-reliance or discourage refugees and host communities from achieving self-reliance is presented below:

The Refugee Act 2006: The rights of refugees are enshrined in the 2006 Refugee Act and the 2010 Refugee Regulations, which are widely regarded as a model for Africa and beyond. The Refugee Act, which was formally launched in 2009, reflects international standards regarding refugee protection, as provided in international legal instruments. It recognizes the rights of refugees to work, establish businesses, move around freely within the country, and live in refugee settlements rather than camps. It also outlines how a refugee situation can cease once durable solutions have been found. The law promotes self-reliance among refugees and clearly favors a development-based approach to refugee assistance.

The 2010 Refugee Regulations: The Government of Uganda lays the foundation for refugees to become self-reliant in this regulation. Rather than being hosted in camps, refugees are settled in villages, located within refugee-hosting districts. The majority of refugees in Uganda around 90 percent are hosted in settlements within a refugee-hosting district. For the most part, the land for these settlement areas has been gazetted by the Government to host refugees. Where it has not been gazetted, the Government negotiates for land with leaders from the host community. In some areas, refugees make up more than one third of the total population. The settlement approach gives refugees the potential to live with increased dignity, independence, and normalcy in their host communities. The refugee-hosting areas are administered by the Government, which registers and provides documentation to the population, allocates land for shelter and subsistence farming/agriculture, and ensures that the area is secure. 13 refugee settlements spread across twelve (12) refugee hosting districts located mainly in the Northern, Southern, and Southwestern Regions of Uganda, have been set up as homes for the refugees. While refugees are *de facto* integrated through this approach, in its current interpretation, the Ugandan constitution does not allow refugees to become naturalized citizens.

National context: Policy Framework

National Development Plan II & III: Refugee management and protection is mainstreamed in the National Development Plan (NDP) II and NDP III providing the basis for intervention at the district level to serve the entire population, both Ugandan nationals and refugees. This approach recognizes that refugee-hosting areas are in need of special attention due to the added demands of hosting displaced populations. Thus, an overall focus on host communities and not just refugees is paramount. Through NDP III, the Office of the Prime Minister is expected to assist refugee and host communities by promoting socio-economic development in refugee-hosting areas. Through the United Nations Sustainable Development -Cooperation Framework (UNSDCF), all refugee and host community programmes need to contribute to the achievement of NDP III and Vision 2040 in three priority areas of: governance, human capital development, and sustainable and inclusive economic development. The UNSDCF demonstrates UN support for transformative change, gradually shifting from direct implementation to upstream support, evidence generation, and national capacity development. The inclusion of refugees in UNSDCF mirrors the inclusion of refugees in the National Development Plan II & III.

In order to empower refugees to become self-reliant, Uganda government established the Settlement Transformation Agenda (STA), a holistic integrated district-level refugee management approach. With the STA, refugees were integrated into Uganda's 3rd National Development Plan (NDP III 2020-2025) especially at programme level, thereby making refugees part of the development agenda of Uganda and taking into account the protracted nature of displacement and the impact on host communities. This is because the contribution refugees make to local economies cannot be underrated yet refugee-hosting districts face major development challenges due to poor infrastructure and lack of investments, which lead to undermining prospects for meaningful economic and social development.



The Role of the Comprehensive Refugee Response Framework (CRRF)

The Comprehensive Refugee Response Framework (CRRF) calls for greater support to refugees and the countries that host them. Since 2017, the CRRF has been rolled out in diverse refugee situations across more than a dozen countries. Lessons drawn from the application of the CRRF helped to inform the Global Refugee Compact (GRC), which was affirmed by all UN Member States in December 2018. CRRF and the GRC emphasize that refugees should be included in the communities from the very beginning. This is because when refugees gain access to education and labour markets, they can build their skills and become self-reliant, contributing to local economies and fueling the development of the communities hosting them. Therefore, allowing refugees to benefit from national services and integrating them into national development plans is essential for both refugees and the communities hosting them, and is consistent with the pledge to “leave no one behind” in the 2030 Agenda for Sustainable Development.

To better support refugees and the communities hosting them, the New York Declaration calls on United Nations High Commissioner for Refugees (UNHCR), the UN Refugee Agency, to work with a wide range of partners. These include governments, NGOs, refugees and other UN agencies. Other actors are the private sector, international financial institutions and civil society, including think tanks, academia and faith leaders. The aim is to:

- i. Ease pressure on countries that welcome and host refugees
- ii. Build self-reliance of refugees
- iii. Expand access to resettlement in third countries and other complementary pathways
- iv. Foster conditions that enable refugees voluntarily to return to their home countries.

Based on the New York Declaration, the global compact on refugees recognizes that when refugees are given chance, they can support themselves and their families, and make positive contributions to the communities hosting them. In this virtuous cycle, refugees and host communities mutually empower each other, socially and economically.

1.4 Joint Strategy in Enhancing Self-reliance

Humanitarian assistance approach that still predominates in many protracted refugee situations has two principal challenges. First, it undermines the dignity of refugees by not allowing them to utilize their full potential. Many refugees have considerable capacities and skills that would permit them to become more economically self-reliant and benefit countries of asylum but are unable to make these contributions under a traditional approach. Second, the cost of ongoing assistance may be financially unsustainable. The number of refugees increased and total humanitarian needs have risen dramatically, making it difficult for donor countries to provide adequate assistance.

A study commissioned in 2011 by UNHCR and World Food Programme (WFP) to determine the contribution of food assistance to durable solutions in protracted refugee situations found out that there is little evidence of a transition towards increased self-reliance as an important step towards the achievement of solutions in the case study countries and argued that the international community's response was failing to deliver on agreed intentions to promote self-reliance. The study recommended to donors the need to find new ways to finance self-reliance and resilience, while UNCTs should provide mechanisms for addressing refugee issues more systematically and UNHCR and WFP to jointly develop a new approach to assistance in protracted contexts to increase refugee and host community self-reliance in meeting essential needs and to enjoy social and economic rights in a sustainable manner and with dignity.

1.5 Linkage with other sector plans

To promote inter-sectoral policy coherence and reduce duplication of activity financing and implementation, JLIRP provides synergies and linkages with: The Education Response Plan; the

Health Sector Integrated Refugee Response Plan; and the Water and Environment Sector Response Plan for Refugees and Host Communities in its mode of activity design and implementation approaches. The JLIRP also aligns with the national Local Economic Development policy and strategy that enables local governments to improve business environments and the private sector to play its role in economic growth and job creation.

The JLIRP also recognizes the key role that infrastructure plays in providing an appropriate enabling environment for employment creation. The economic growth and jobs strategy within NDP III state the importance of “consolidating and increasing the stock and quality of productive infrastructure and supporting private sector development through providing affordable financing”. The CRRF Steering Group has agreed on the delivery of a Sustainable Energy Refugee Response Plan and a Strategy on Private Sector Engagement for Uganda’s Refugee Response to address these issues specifically. Key infrastructure which will support employment activities identified within JLIRP includes: transport; energy; and digital connectivity.

1.6 Methodology

To obtain comprehensive data to inform and generate a deeper understanding of the state of refugees and host communities in Uganda, the team conducted a desk review of relevant documents. The team reviewed a number of documents including: National Development Plan II & III, national and international regulations, Comprehensive Refugee Response Framework into reality, Analysis of Refugee Vulnerability in Uganda and Recommendations for Improved Targeting of Food Assistance, Policy guide on entrepreneurship for migrants and refugees, REHOPE-Refugee and Host Population Empowerment Strategic framework, Refugee Livelihoods and Economic Inclusion: 2019-2023 global strategy, Joint strategy for enhancing self-reliance in food security and nutrition in protracted refugee situations and Uganda’s Vision 2040. A number of consultative meetings were made in the 13 refugee settlements spread across twelve (13) refugee hosting districts located mainly in the Northern, Southern, and Southwestern Regions of Uganda with local government leaders, implementing partners, host communities and refugees. The desk review was complemented with various consultative meetings at local and national levels.

1.6.1 JLIRP Strategic Plan Development Process

The JLIRP Development process started with the assignment of MGLSD as the Social Development Sector to take lead in the design, development and implementation of the plan for Uganda on Thursday 16th August, 2018, during the first multi-stakeholder meeting that discussed the development of a livelihoods plan for refugees and host communities within the Comprehensive Refugee Response Framework (CRRF) in Uganda.

During this Thursday 16th August, 2018 meeting, Government line Ministries, Departments and Agencies (MDAs) attended. These included OPM, OPM Department of Refugees, MGLSD, UBTEB, MEACA, MoES, and MoLG. Development and Humanitarian Partners present at the meeting included among others; EU/ ECHO, DANIDA, JICA, Embassy of Japan, Belgian Embassy, Embassy of the Netherlands, World Bank, UNHCR, FAO, ILO, WFP, DRC, Mercy Corps, ZOA).

In response to the meeting of Thursday 16th August, 2018, MGLSD held a meeting on 17th August 2018 chaired by the Director of Labour, Employment, Occupational Safety and Health and attended by the other two Directors of Gender and Community Development and the Director of Social Protection to kickstart the plan development process with a team of twelve Officers representing the ten Departments of the Ministry. In this meeting the Focal Point Officer for refugees in the Ministry and member of the Steering Group at the CRRF, introduced the assignment and presented a concept note for the development of the plan from the CRRF to set the basis from which the current design of the plan evolved, but with robust reorganization. The outcome of the meeting was reaffirmation of the MGLSD commitment to take on the plan development process, with a proposed costed concept paper to come up with the plan that was presented to the stakeholders on 17th October 2018.

This was followed by a consultative meeting with MDAs including, MGLSD, OPM, UBTEB, MEACA, MoES, MTIC and MoLG and Livelihoods stakeholders to review the plan and make recommendations.



for improvement on the first draft of the plan held at MGLSD on 13th September, 2018. This draft incorporating the six sector pillars was further subjected to a stakeholder's consultation at a retreat held at Kabarole district between 21st to 25th January, 2019.

In a bid to widen consultation and strengthen on going validation, the plan was presented at the various CRRF Steering Group Meetings including the 4th CRRF Steering Group Meeting of 3rd July 2018, 5th CRRF

Steering Group Meeting of 18th October 2018, 6th CRRF Steering Group Meeting of 11th April 2019, 7th CRRF Steering Group Meeting of 27th June 2019 and the recommendations of these meetings were incorporated in the draft plan. On 22nd August 2019 at MGLSD, Livelihoods Stakeholders including MGLSD, World Bank, ILO, UNDP, GIZ, DFID, Embassy of Netherlands, FAO, UNHCR and CRRF Secretariat met and committed to raise more inputs into the plan. This Livelihoods Sector Stakeholder contributed inputs and recommended the need for a consultancy support to finalize the plan

MGLSD and Office of the Prime Minister, Department of Refugees conducted consultations from 13th to 19th October 2019 in 13 refugee settlements spread across thirteen (13) refugee hosting districts located mainly in the Northern, Southern, and Southwestern Regions of Uganda. The settlements included; RhinoCamp Settlement in Madi Okolo District, Imvepi Settlement in Terego District, Bidibidi Settlement in Yumbe District, Palabek Settlement in Lamwo District, Palorinya Settlement in Obongi District, Lobule Settlement in Koboko District, Rwamwanja Settlement in Kamwenge District, Nakivale Settlement in Isingiro District, Oruchinga Settlement in Isingiro District, Kyangwali Settlement in Kikuube District, Kyaka 2 Settlement in Kyegegwa District and Panyadoli Settlement in Kiryandongo District. This consultation was in line with recommendations made at the last CRRF Steering Group Meeting. The findings have been incorporated into the plan

In accordance with the recommendations of the 22nd August 2019 at MGLSD Livelihoods Stakeholders meeting, GIZ came out to support MGLSD hire a consultant to finalize the plan by reviewing the draft Jobs and Livelihoods Integrated Response Plan (JLIRP) with a focus on aligning it with other existing plans and policies like other integrated response plans, national strategies relevant to the different sectors, incorporating feedback from district refugee and host community consultations and incorporating feedback from donors, CRRF Steering Group members and other key stakeholders.

1.6.2 Jobs and Livelihood Integrated Response Plan Approval

To allow the line ministries to implement the JLIRP, the document has been subjected to a validation process through CRRF Steering Group meetings. This was to gain approval of the political and technical teams of the OPM. NPA, MFPED, sector leads and refugee hosting districts. The comments have been incorporated by the Ministry of Gender, Labour and Social Development and the final copy approved by the CRRF Steering Group.

02

Situation analysis

2.1 Development Problem

2.1.1 Refugees and Host Communities Situation

Uganda is one of the largest refugee-hosting countries in the world, with over 1,425,040 refugees and asylum-seekers as of January 1, 2020. The main countries of origin among refugees are South Sudan, the Democratic Republic of Congo, Somalia, and Burundi. Congolese, Burundian and South Sudanese refugees receive *prima facie* refugee status while people of other nationalities go through the process of individual refugee status determination. The number of refugees has doubled in the last three years due to the recent influx of refugees presenting a challenge for the institutions, programs and mechanisms in place as it has put pressure on public service delivery systems and existing infrastructure. With this increase, the need for sustainable solutions has gained new urgency. The country is considered an epicenter for refugees due to its strategic geographic position in a region characterized by social and political unrest.

As of March 2020, refugees are located in 13 districts in 31 settlements located in 149 sub counties where over 80% are hosted in settlements with land for refugee settlements gazetted by the Government. Refugee settlements are administered by the Government, which registers and provides documentation, allocates land for shelter and subsistence farming and ensures security. Where land has not been gazetted, the Government negotiates for land with leaders of the host community.

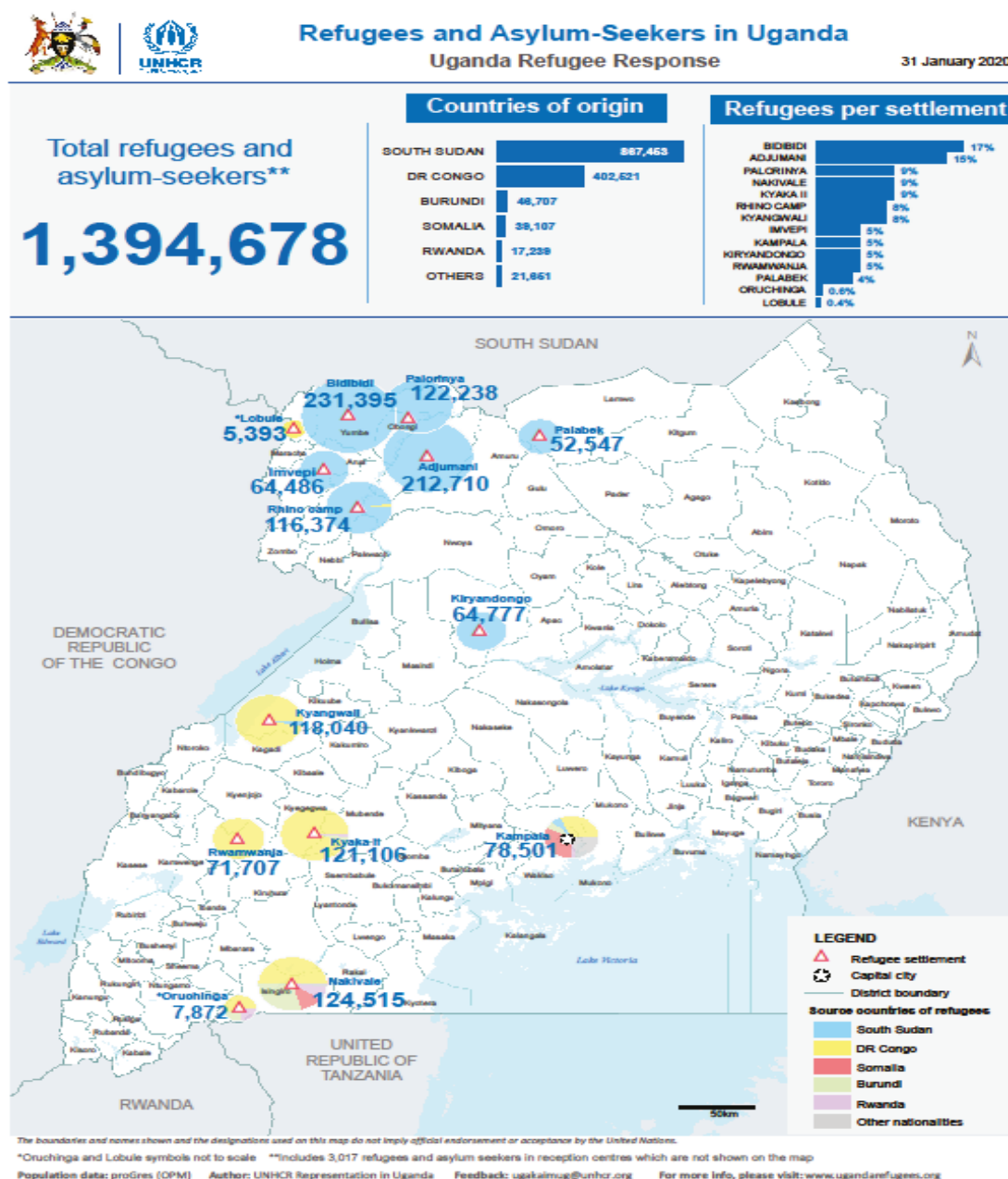
The unprecedented mass influx of refugees into Uganda in 2016-2018 has put enormous pressure on the country's macroeconomic performance. Refugees compete for employment with the local host communities. The refugee hosting districts are among the least developed districts in the country as they are prone to disasters and thus increasing their level of economic and social vulnerability. In addition, the refugee population has increased the demand for public services putting pressure on already limited resources for livelihood.

Although the settlement approach allows refugees the possibility to live with greater dignity, independence and normality within the hosting communities through humanitarian support, it has not adequately addressed the issues of social, economic and financial inclusion of both the refugees and host communities. To enable refugees and their host communities achieve self-reliance in a way that allows them to contribute to their local communities, there is need to build synergies between the humanitarian support services and local service delivery in a sustainable manner. In Uganda, refugees have the same access to services as members of the host communities. The settlement approach, combined with the relevant laws and freedoms, provides refugees with some of the best prospects for dignity, normality and self-reliance found anywhere in the world, and creates a conducive environment for pursuing development-oriented planning for refugees and host communities to become integrated with the humanitarian response.

The Uganda Refugee Model is progressive and generous, opening Ugandan territory to refugees irrespective of nationality or ethnic affiliation. It grants freedom of movement; land for each refugee family to settle and cultivate; the right to seek employment and establish businesses; and access to travel, identity and other documents. The model anticipates empowering refugees to become economically self-reliant while granting them many same privileges as nationals.



Figure 1: Refugee and Asylum seekers in Uganda



Development challenge

Uganda's refugee self-reliance approach is anchored on its progressive policies that aim at integrating refugees into national development and improving the livelihoods of refugees and host communities. The policies give refugees the right to work, establish businesses and access public services, including education and health. In addition, refugees are not encamped upon arrival, they are granted plots of land in village like settlements and are free to move, subject to administrative restrictions (Crawford *et al*, 2019). However, Uganda's progressive policies and decades-long strategies promoting refugee self-reliance have not been effective and sufficient in improving the social, economic and financial inclusion of refugees and host communities, thus refugees and host communities are not resilient.

Despite the implementation of a number of self-reliance programmes for refugees, Ugandan nationals have far higher rates of employment, for example in Nakivale 90% Ugandans are employed compared to 47% Congolese and 23% Somalis only who are employed (Crawford *et al*, 2019), support with Uganda 2006 refugee act. Only 2% of refugee households have salaried employment with low wages due to the several barriers to accessing employment, including language, lack of documentation indicating their education and skills, limited social networks and economic opportunities in refugee hosting districts. Only 13% of

refugees aged 15 years and above are self-employed and one in five households has at least one member engaged in informal trade and services (Crawford *et al*, 2019). For instance, only 33% of Congolese and 37% of Somalis run their own business. The greater proportion of refugee employment in Uganda is created by other refugees of the same nationality (Betts *et al*, 2019). The limited investments by the private sector continue to reduce opportunities for jobs and self-reliance among refugee and host communities. This is due to:

- i) Inadequate Infrastructure in the refugee hosting districts like roads, telecommunication and power channels. In refugee hosting districts, roads are of poor quality the worst in the country, especially during rainy season. Source Electricity is unreliable and often unavailable outside of the major trading centers. Districts in the South West and West Nile also have poor telephone signals and limited access to the Internet in most areas;
- ii) Limited engagement of the private sector in refugee hosting districts. There are few companies engaging in the refugee hosting districts from outside the district. A study on private engagement found that a number of reasons such as lack of knowledge of the opportunities, high costs of doing business in these districts, and refugees relying on handouts that impedes commercially viable business models; Patterns of engagement with the private sector in Nakivale, Kampala and Kyangwali (Omata & Kaplan, 2013)
- iii) Largely informal and small companies employing few workers. Most of the companies exist for a short period with many closing after 1 to 2 years.
- iv) Limited access to credit facilities because of lack of collateral leading low growth businesses. The interest rates are high and unaffordable to SMEs. Besides, financial institutions have limited innovative products;
- v) The donor aid and government relief reduce effective demand of goods and services crowding out the private sector.

A study in refugee settlements indicated that an estimated 50% of the refugee population in Uganda are living in poverty, compared to 17% of hosts (*World Bank*, 2019). The poverty rate is higher at approximately 60 percent for refugees living in the West Nile sub-region compared to about 28% for those living in the South west. The same pattern is true for the host population. Overall, poverty is higher for more recent refugees. An estimated 59% of the refugees who arrived in the past two years live in poverty, compared to 22% for those that have been in Uganda for five or more years. This has resulted into 80% of refugees living below the international poverty line of \$1.90/day (FAO and OPM, 2018) as more than 25 per cent of refugees live on less than UGX 1000 per day and 69 per cent on less than UGX 2000 per day. This corresponds to around US\$1.68 per day in PPP terms (US\$0.56 per day in actual dollars), which is below the internationally-recognized extreme poverty line. Overall, female-headed and male-headed households are equally likely to be poor. Refugees had relatively less productive assets, such as livestock, land and solar panels compared to hosts. Ownership of assets was higher in Kampala by both refugees and host community households. Therefore, there is need to engage the private sector in increasing job opportunities, supporting livelihoods and enhancing self-reliance of refugees and host communities through the development of infrastructure that will enable private sector investments in refugee hosting districts.

Refugees with some income, who are capable of taking care of themselves and their households, are self-settled in urban centers in rented housing. The economic opportunities for refugees in Uganda in terms of employment (formal and informal) and access to productive capital varies from rural to urban areas. Over 78 percent of refugees in rural settlements are engaged in agricultural activities compared with five percent in urban areas. Refugees in urban areas trade in agricultural products such as food items and basic farm inputs, and actively seek employment. However, refugees living in urban areas and rural settlements cite unfamiliarity with the language, legal issues, poor interview skills, discrimination, and a lack of relevant documents as barriers to accessing employment. Specific attention is needed for urban refugees especially the youth in order to enable them to fully benefit from social and economic opportunities without being exploited or resorting to risky behaviors.

Agriculture is a primary source of livelihoods in refugee hosting communities, with 95% of refugees and 97% of those in host communities engaging in crop production in northern Uganda mainly for household consumption and only 22% of refugees sell part of their produce (Crawford *et al*, 2019). Across refugee-hosting districts, agriculture is characterized by low production and productivity, limited access to



agriculture technologies, tools and quality assets (quality inputs), poor agriculture knowledge and limited extension services, poor aggregation leading to high post-harvest losses, and limited access to markets, high vulnerability to climate change and high post-harvest losses (Crawford *et al*, 2019). In addition, the size of the plots has been reduced due to declining availability of the land, reduction in soil fertility due to overuse and proximity to market of available land has generally worsened with increasing refugee numbers and land-grabbing by central government and powerful locals in host communities (Crawford *et al*, 2019). Besides, only 9% of refugee households have more than half an acre and only 3% have more than one acre which is too small to enable them achieve self-sufficiency through complementary own food productions.

Poor nutrition is still a challenge among refugee and host communities. Refugee children under 5 years of age had Global Acute Malnutrition (GAM) prevalence above 10% in West Nile and less than 5% in South West and high prevalence of anaemia among children 6-59 months and non-pregnant women aged 15-49 years (UNHCR, 2017). The trends in anaemia and malnutrition among these vulnerable groups are mostly linked to food insecurity (including low dietary diversity), disease (malaria, diarrhoea) sub-optimal feeding and Water, Sanitation and Hygiene (WASH) practices. This situation has perpetuated continued reliance of refugees on humanitarian assistance to meet their food and nutrition requirements.

Although 43% of refugee children are enrolled in education institutions, opportunities for post-primary alternative education and life-skills education are lacking, with limited alternatives for youth engagement in vocational skills training in refugee settlements and host communities. This is because of the shortage of technical and vocational schools. In addition, many young people are significantly older than the age expected at their appropriate grade level and are considered overage, and experience additional barriers in accessing, participating in and learning at school. This makes them susceptible to child marriage and teenage pregnancy limiting their access to education and quality skills training. Refugees also experience other constraints in accessing education like cost, geographical distance, and language, and the involvement of children in agricultural work (Betts *et al*, 2019).

The number of refugees in the settlements has increased significantly in the last five years and yet the size of land in the settlements have remained the same, leading to competition for land between refugees and host communities. This is because refugees and host communities often undertake the same economic activities. For instance, in many settlements; the host community is growing the same types of crops leading to a greater perception of competition for access to land. This has affected refugee relationship with host population as it has become a source of tension (Betts *et al*, 2019) and there are signs of increasing tensions due to mounting environmental impacts in the heavily populated settlements, most particularly the depletion of natural resources. This is attributed to unclear planning of land allocation to refugees by Office of the Prime Minister (OPM) and failure of National Environment Management Authority (NEMA) to enforcing the environmental regulations in refugee settlements (Betts *et al*, 2019). The reduction in land size for both refugees and host communities continue to increase economic inequality between refugees and host communities.

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In addition, there is conflict carried forward from refugee's country of origin, including internal refugee conflict manifested in tribal tensions in the refugee settlements. Community initiatives and social support for both newcomers and existing residents are needed to enable real dialogue across difference and the development of relationships based on shared goals and equality. To reduce land conflicts between refugees and host communities, there is need to support conflict prevention and dispute resolution mechanisms that anticipate and mitigate; promote conditions that allow refugees access to land and innovations that respond to the energy needs of refugees and host communities.

The increasing numbers of refugees continue to constrain access to social services in host communities. According to World Bank (2019) only 39 percent of refugee households and 26 percent of host's households have access to improved sanitation and 94 percent of refugee households and 66 percent for hosts have access to improved water.

There is little recognition or funding of refugee-led community organization's providing a variety of social protection services from international organizations in Uganda. Therefore, they rely mainly on informal social structures such as Village Saving and Loans Associations (VSLA) are the most available sources of collective savings and social insurance (Betts et al, 2019).

The impact of COVID-19 and related restrictions on refugees has been adverse as it restricted their movements, lowered employment rate to 43% and 90% for Ugandans, increasing poverty from 44%-52% and reduced total household income among by 89% and increased food insecurity. The Ministry of Health's COVID-19 Preparedness and Response Plan notes that "protracted COVID-19 outbreaks may cripple the economy and limit our capacity to respond". Data is already showing the significant socio-economic impact that COVID-19 and related measures are having on poverty, incomes and livelihoods of refugees and host communities – with vulnerable populations particularly affected. The JLIRP is especially relevant in the context of COVID-19 to bolster economic recovery within refugees and host communities and provide strategic focus on efforts to build self-reliance and generate employment following this shock.

It is therefore important to come up with a comprehensive refugee response plan for Uganda that will address the existing shortfalls in implementation of livelihood interventions and widen the scope of the sector beyond natural resource based to expound participation of the target group in trade, labour markets, small businesses, manufacturing and commercial agriculture among others. This will diversify their social and economic empowerment and strengthen their resilience to possible shocks.

2.2 Refugees and Host Communities' Jobs and Livelihoods Development Trends

2.2.1 Refugees and Host Communities Investments and Implications

The plan is building on ongoing interventions. These include: Government of Uganda is implementing a Youth Entrepreneurship Venture Capital Fund through DFCU Bank. This supports youth to start or expand their business enterprises. The loan sizes range between Shs. 100,000 to Shs 5 million or 20% of injected equity for youth group investments Government of Uganda through MFPED is supporting a Youth Entrepreneurial Training Programme implemented by Enterprise Uganda. The intervention imparts business management skills among the youth, to enable them join the job market or create their own enterprises. Enterprise Uganda also undertakes business development skills clinics in collaboration with the private sector and Uganda Small Scale Industries Association (USSIA), with special focus on imparting technical skills to youth, using non-formal vocational training programmes.

Green Jobs and Fair Labour Market Programme implemented by The Ministry of Gender, Labour and Social Development, UNDP and ILO is implemented in all districts and Municipalities of Uganda. The programme is aimed at creation of green and decent employment, enhancement labour productivity, and reduction of poverty reduction. Overall, the programme contributes to reduction of the high levels of unemployment among educated and uneducated through (i) Promotion of workplace re-skilling and skilling for educated and un- educated; Promotion of resource efficiency and social safeguards at workplaces; and (iii) Enhancement for the productivity of workers and enterprises. The programme has Six (6) components, namely;

- i. Support to the Informal Sector Businesses (Jua - Kalis);
- ii. Revitalization of Quality Apprenticeship and Volunteerism at workplaces;
- iii. Adoption of Songhai Model – Uganda Green Incubation Programme (UGIP).
- iv. Establishment of Industrial Business Shelters with Common - User Facilities in Kampala Capital City Authority and other urban areas of Uganda;
- v. Strengthen Social Safeguards in Infrastructure Development Projects;
- vi. Strengthening the Local Governments and KCCA in Job creation and productivity enhancement;

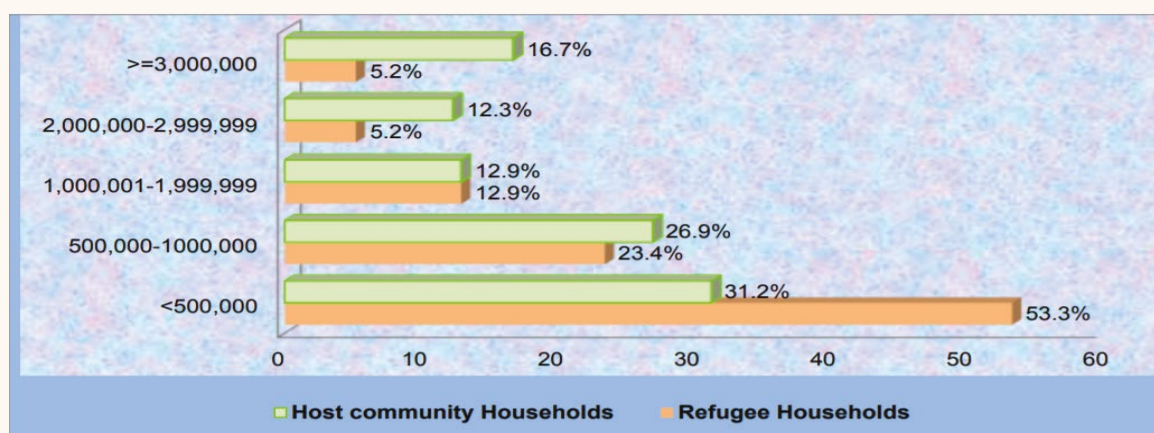
Refugee and Host Population Empowerment (ReHOPE) programme implemented by a



collaboration of Government of Uganda, United Nations through UNHCR, aims at building and strengthening ownership capacity among local governments and community institutions.

Other interventions include; DANIDA's Northern Uganda Resilience Initiative (NURI) Inter-Agency Multi- year Self-reliance Strategy by UNHCR; Rice Development (PRiDe) Project by JICA; Strengthening the Resilience of Refugee & Host Community livelihood systems by FAO and Japan Government; Settlement Transformation Agenda Framework by Government of Uganda; Development Response to Displacement Impacts Project (DRDIP) by government of Uganda and World Bank; Resilience Index Measurement & Analysis (RIMA) tool by FAO (2018); Emergency Response and Resilience Strategy for Refugees and Host Communities Programme by UNDP; Uganda Host and Refugee Community Empowerment Project by UNDP and the Korea International Cooperation Agency (KOICA). Further information on these efforts is presented in *Annex 1*. As a result of some of the past and on-going interventions the situation has improved to certain extent. Figure 2 below illustrates the income distribution among the refugee and host community households in Uganda.

Figure 2: Approximate annual household income of refugee households



Source: Analysis of UNHCR and NHS data (UBOS)

03

Vision, Goal, Strategic Objectives, Pillars and Guiding Principles

Vision

Secure, self-reliant and resilient refugee and host communities in refugee hosting districts.

Goal

The 1,460,584 refugees and 5,760,437 host communities are socially, economically and financially included in a sustainable manner in local development by 2025.

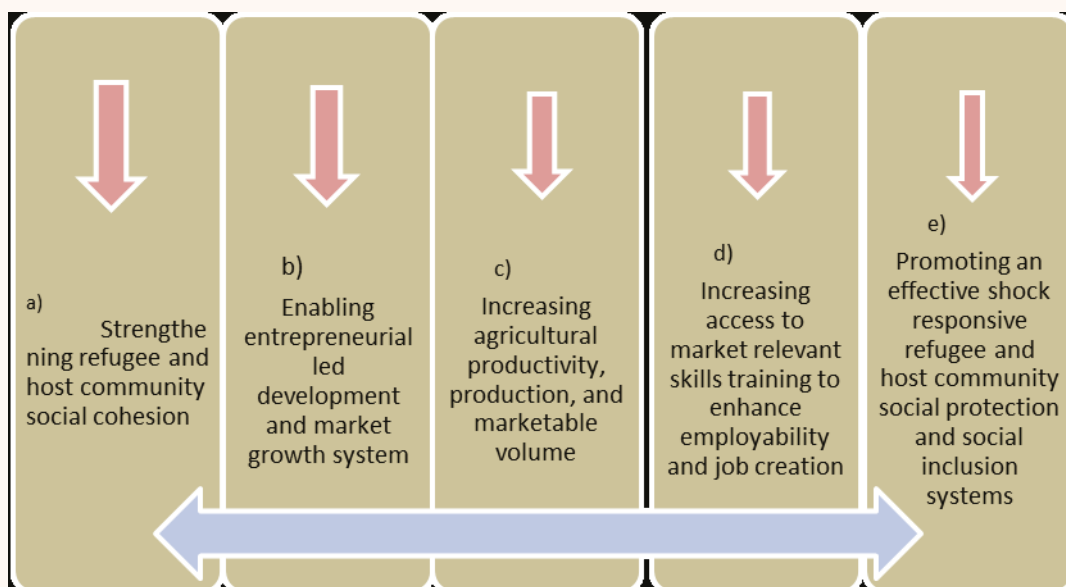
Strategic Objectives

1. Peaceful coexistence and socio-economic interaction fostered and strengthened between refugees and host communities by 2025.
2. Sustainable economic opportunities created in 13 refugee hosting districts for improved competitiveness and inclusive growth of refugees and host communities by 2025.
3. Food, nutrition and income security of 486,861 refugees and 1,152,087 host community households improved by 2025.
4. Skilled refugees and host communities capable of harnessing employment opportunities in the country by 2025.
5. A minimum of 361,000 (Five per cent) of refugee and host communities' vulnerable population are included and actively participating in local development initiatives by 2025.

Development Pillars

Increased access to job opportunities and livelihood options for refugees and host communities in Uganda requires integration of the above strategic objectives, maintaining and improving the human capital and social quality and economic assets that will support growth and development in refugee hosting districts. Investments in talent development, technical and vocational education, improving cohesion and social relationships and access to social services, credit, food, nutrition, knowledge and skills as well as markets will promote social, economic and financial inclusion in refugee hosting districts. The interrelationship between the development pillars is important in achieving the goal of this plan as stated below:

- a) *Building Social cohesion* by cultivating trust, cooperation and social bonding to be able to deal with internal conflicts, economic shocks and market stresses.
- b) *Promoting Entrepreneurial led development and market growth through economic and financial inclusion* by promoting labour market programmes and increasing demand for financial services.
- c) *Strengthening Food, Nutrition and Income Security* by promoting public-private partnerships and extension that will improve standards, quantity, quality, and diversity of food produced, consumed, and income from agricultural trade.
- d) Increasing access to market relevant skills to enhance opportunities for job creation and access to gainful employment that strengthens livelihoods of refugees and host communities.
- e) *Providing social protection* through direct income support, social insurance, social care and support services to reduce vulnerability and improve resilience to shocks of refugees and host communities.



JLIRP Guiding Principles

The JLIRP is guided by the following core principles that are deemed to underpin effective responses:

Coordination, alignment and harmonization of interventions and approaches as the plan covers a range of different sectors and actors, which apply different approaches.

Gender Sensitivity to guide the responses by this plan and ensure sensitive issues regarding practical and strategic needs of both men and women at different age groups and income levels are addressed.

Inclusive Growth to the target population of both refugees and host communities.

Environmental Alertness that is critical to protect the environment and ensure sustainable use of natural resources to avoid conflict, disasters, and promote greening. The approach seeks to be risk sensitive in all its plans and interventions to attenuate the impact of disasters on the jobs and livelihoods interventions in a battle to ensure self-reliance of the targets and resilience to imminent shocks.

Human rights-based approach to ensure participation, accountability, non-discrimination, transparency, human dignity, empowerment, and rule of law (PANTHER).

Fair Trade to enhance free market and minimize barriers in trade.

Transparency and Accountability in the implementation of this plan to enable duty bearers have the responsibility to address the needs and demands of people and ensure that the right holders articulate their needs and claim their rights.

Equity and social justice so that opportunities and resources for the needs of the people are distributed in a just, fair and impartial manner.

Decentralized Service Delivery in order to uphold implementation within the decentralized system of governance.

04

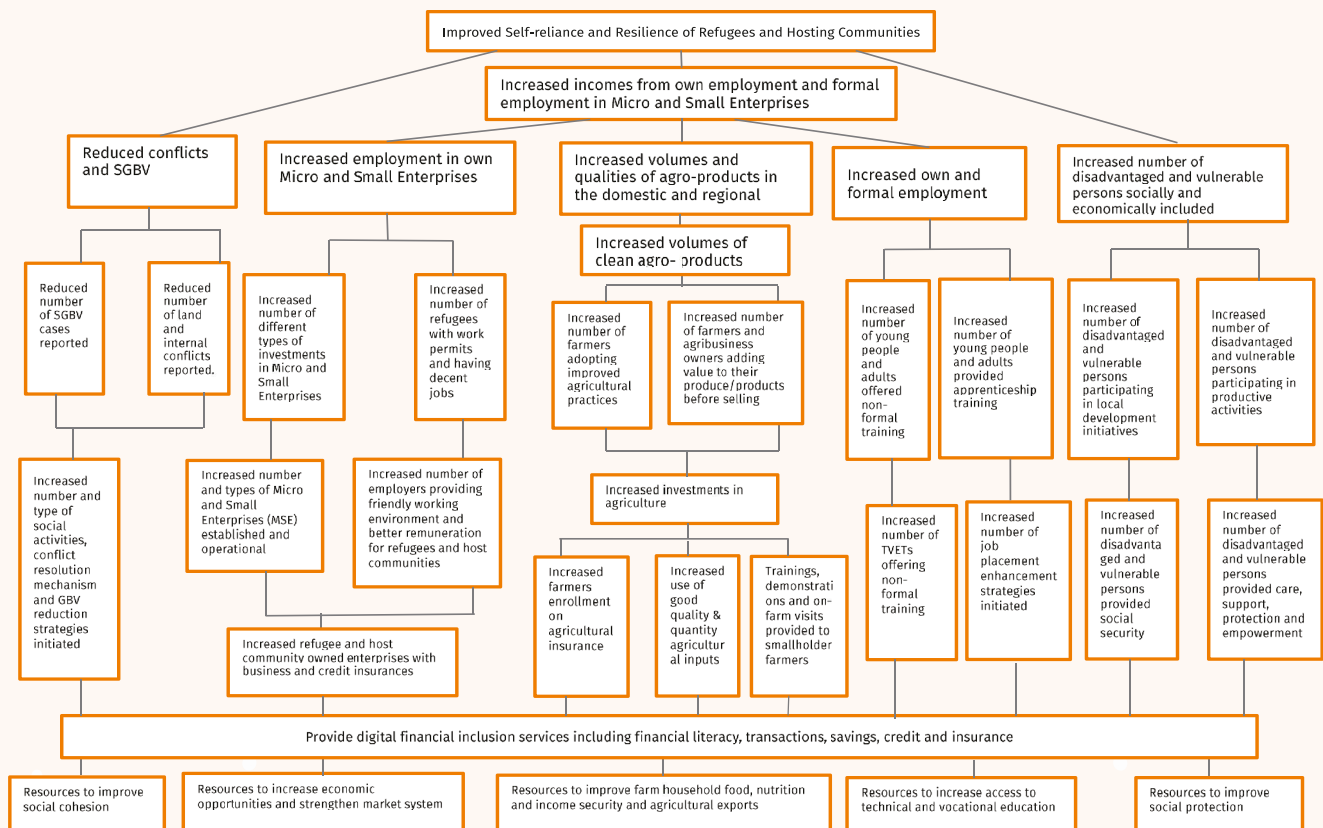
Theory of change

Theory of change

The Theory of Change (ToC) of the Jobs and Livelihood Integrated Response Plan (JLIRP) is based on analyses of the contribution of effective development programme and project implementation through strengthened social cohesion and inclusive socio-economic sustainable development specific to refugee and host communities.

It presents the context in which the envisaged change takes place and describes the required interventions, desired outcomes, medium and long-term impacts on the different livelihoods. This ToC describes the intervention logic at sector level as well as at refugee hosting district level that is, the specific the indicators have been developed in line with each sector in NDP III.

The envisaged change is a resilient, sustainable and inclusive development of refugees and host communities with reduced conflicts and violence in all its forms; increased employment in own micro and small enterprises among the refugees and host communities; increased volumes and qualities of agro-products in the domestic and regional markets; increased own and formal employment; and increased number of disadvantaged and vulnerable persons socially and economically included from the refugees and host communities in the refugee hosting districts. This change will be achieved through integral stakeholder collaborations in the implementation of activities and interventions.



05

Alignment to Sustainable Development Goals and National Development Plan III

5.1 Sustainable Development Goals (SDGs) and JLIRP

Table 2 Sustainable Development Goals (SDGs) and JLIRP

SDGs	JLIRP	
	Goal: <i>The refugees and hosting communities are socially, economically and financially included in a sustainable manner in local development by 2025</i>	
	Pillars	Strategic Objectives
1: No poverty	All pillars	All strategic objectives
2: Zero hunger	Pillar 3: Increasing agricultural productivity, production, and marketable volume	Strategic Objective 3: Food, nutrition and income security of 486,861 refugees and 1,152,087 host community households improved by 2025.
4: Quality education	Pillar 4: Increasing access to market relevant skills training to enhance employability and job creation	Strategic Objective 4: Skilled refugees and host communities capable of harnessing employment opportunities in the country by 2025.
5: Gender equality	All pillars	All strategic objectives
8: Decent work and economic growth	Pillar 2: Enabling entrepreneurial led development and market growth system	Strategic Objective 2: Sustainable economic opportunities created in 13 refugee hosting districts for improved competitiveness and inclusive growth of refugees and host communities by 2025.
		Strategic Objective 4: Skilled refugees and host communities capable of harnessing employment opportunities in the country by 2025.
9: Industry, innovation and infrastructure	Pillar 2: Enabling entrepreneurial led development and market growth system	Strategic Objective 2: Sustainable economic opportunities created in refugees and host communities for improved competitiveness and inclusive growth by 2025
10: Reduced inequalities	Pillar 5: Promoting an effective shock responsive refugee and host community social protection and social inclusion systems	Strategic Objective 5: A minimum of 361,000 (Five per cent) of refugee and host communities' vulnerable population are included and actively participating in local development initiatives by 2025.
16: Peace, justice and strong institutions	Pillar 1: Strengthening refugee and host community social cohesion	Strategic Objective 1: Peaceful coexistence and socio-economic interaction fostered and strengthened between refugees and host communities by 2025

NDP III promotes programme based approach to achieve common results through alignment and elimination of sector based 'silo' approach to service delivery and enhance synergies across sectors and other actors as well as providing framework for programme based budgeting.

Table 3 National Development Plan (NDP III) and JLIRP

NDP III		JLIRP	
Goal: Increased average household incomes and improved Quality of life of Ugandans		Goal: The refugees and hosting communities are socially, economically and financially included in a sustainable manner in local development by 2025	
Programme	Objectives	Pillars	Strategic Objectives
Governance and Security	To improve adherence to the rule of law and capacity to contain prevailing and emerging security threats	Pillar 1: Strengthening refugee and host community social cohesion	Strategic Objective 1: Peaceful coexistence and socio-economic interaction fostered and strengthened between refugees and host communities by 2025
Community Mobilization and Mind-set Change	To empower families, communities and citizens to embrace national values and actively participate in sustainable development		
Private Sector Development	To increase competitiveness of the private sector to drive inclusive growth	Pillar 2: Enabling entrepreneurial led development and market growth system	Strategic Objective 2: Sustainable economic opportunities created in 13 refugee hosting districts for improved competitiveness and inclusive growth by 2025
Agro-Industrialization	To increase commercialization and competitiveness of agricultural production and agro processing	Pillar 3: Increasing agricultural productivity, production, and marketable volume	Strategic Objective 3: Food, nutrition and income security of refugees and host communities improved by 2025
Human Capital Development	To increase productivity of the population for increased competitiveness and better quality of life for all	Pillar 3: Increasing agricultural productivity, production, and marketable volume Pillar 4: Increasing access to market relevant skills training to enhance employability and job creation	Strategic Objective 3: Food, income and nutrition security of refugees and host community households improved by 2025
		Pillar 5: Establishing effective shock responsive refugee and host community social protection systems	Strategic Objective 5: A minimum of 361,000 (5 per cent) of refugee and host communities' vulnerable populations are included and actively participating in local development initiatives of the country by 2025

Goal: The 1,460,584 refugees and 5,760,437 hosting communities are socially, economically and financially included in a sustainable manner in local development by 2025.

Table 4 for Operational Plan

Realization of JLIRP Vision

Strategic Objectives	Strategic Interventions	Actors	Time line
1. Peaceful coexistence and socio-economic interaction fostered and strengthened between refugees and host communities by 2025	<ul style="list-style-type: none"> i) Building capacities of refugees, host communities and host local governments to establish local mechanisms for conflict prevention, management and response to violence including GBV and land related matters among others. ii) Supporting networks and infrastructure for peace building in refugee settlements and host communities. iii) Providing refugee and host community with relevant soft skills, improved knowledge and information for attitudinal change (positive perceptions and mind set change), building resilience, peace and personal empowerment, development and self-reliance. iv) Improving literacy and numeracy of refugee and host communities v) Monitoring and Evaluation 	MGLSD & MoLG	January 2020-2025
2. Sustainable economic opportunities created in 13 refugee hosting districts for improved competitiveness and inclusive growth of refugees and host communities by 2025	<ul style="list-style-type: none"> i) Increasing investment in Micro and Small Enterprises and agricultural household enterprises for refugee and host communities ii) Strengthening market systems for enabled business friendly environment and best practices iii) Providing Business development services, financial education and training (credit and insurance) for refugees and host communities iv) Digital financial inclusion v) Monitoring and Evaluation 	MTIC/ MEACA, MoLG	January 2020-2025
3. Food, nutrition and income security of 486,861 refugees and 1,152,087 host community households improved by 2025	<ul style="list-style-type: none"> i) Increasing agricultural production and productivity of refugees and host communities. ii) Improving access to agricultural extension services. iii) Strengthening farmer organizations. iv) Promoting household food and nutrition security. v) Strengthen and upgrade farmer and fisher post-harvest handling. vi) Attract Private Sector Processors capable of off-taking agricultural produce. vii) Coordination, monitoring and evaluation of agricultural activities 	MAAIF, MoLG	January 2020-2025

Strategic Objectives	Strategic Interventions	Actors	Time line
4. Skilled refugees and host communities capable of harnessing employment opportunities in the country by 2025	i) Integrating ICT and entrepreneurship in technical and vocational skills development delivery ii) Improving access, participation and equity to formal and non-formal technical & vocational training for refugees and host communities iii) Increasing job placement opportunities to refugees and host communities iv) Conduct baseline survey to determine the current skills and employment potential among refugees and host communities in project targets. v) Monitoring and Evaluation	UBTEB	January 2020-2025
5. A minimum of 361,000 (Five %) of refugee and host communities' vulnerable population are fully included and actively participating in local development initiatives of the country by 2025	i) Increasing the number of disadvantaged and vulnerable population of refugees and host communities accessing social services and direct income support ii) Increase effective participation and representation of disadvantaged and vulnerable populations of refugee and host communities in decision making process iii) Reduce harsh parenting practices and create positive parent-child relationships iv) Monitoring and Evaluation	MGLSD	January 2020-2025

6.2 Priority Strategic Interventions and Intermediate Steps

To achieve the vision and goal of the plan, sector specific strategic interventions and intermediate steps have been prioritized as indicated in the table below:

Table 5 Priority Strategic Interventions and Intermediate Steps

Pillar	Priority Strategic Interventions	Intermediate Steps	Sector
Pillar 1: Strengthening refugee and host community social cohesion	1. Building capacities of refugees, host communities and host local governments to establish local mechanisms for conflict prevention, management and response to violence including GBV and land related matters among others.	i) Establish and strengthen community structures ii) Supporting social cohesion activities and social cohesion training	MGLSD
	2. Supporting networks and infrastructure for peace building in refugee settlements and host communities.		
Pillar 2: Enabling entrepreneurial led development and market growth system	1. Increasing investment in micro and small enterprises and agricultural household enterprises for refugee and host communities 2. Strengthening market systems for enabled business friendly environment and best practices	i) Identify and rank viable entrepreneurship opportunities taking into account capital requirements and skills required. ii) Promote private sector investments in refugee and host communities	MTIC and MEACA
		iii) Invest in economic infrastructure in refugee and host communities	



Pillar	Priority Strategic Interventions	Intermediate Steps	Sector
		iv) Strengthen market linkagesthrough development of productive alliances	
Pillar 3: Increasing agricultural productivity, production, and marketable volumes	<ol style="list-style-type: none"> 1. Improving access to agricultural extension services. 2. Increasing agricultural production and productivity of refugees and host communities 3. Increasing access to improved agricultural technologies (crop, livestock and fish) and practices in practices in the refugees and host communities. 4. Attracting agro-processors capable of off-taking agricultural products. 5. Supporting farmer groups and farmer organization to access agro-processing and value addition facilities 6. Addressing land management needs through settlement strategy to provide access to land for agriculture 7. Improve coordination and regulatory compliance 	<ol style="list-style-type: none"> i) Improve supervision and monitoring of private and public extension workers ii) Regulate the operations of private extension service providers iii) Promote private investments in agriculture iv) Land management and settlement strategies to be addressed to provide pathways to access land for agriculture v) Support the development and enforcement of agricultural policies 	MAAIF
Pillar 4: Increasing access to market relevant skill training to enhance employability and job creation	<ol style="list-style-type: none"> 1. Increasing access and equity to formal and non-formal technical & vocational training for refugees and host communities. 2. Promoting employment creation and generate Labour Market Information statistics for analysis and dissemination 3. Increasing job placement opportunities to refugees and host communities 4. Strengthening capacities of vocational and technical education institutions 	<ol style="list-style-type: none"> i) Increase enrollment in non-formal training ii) Provide start-up kits for trainees iii) Link trainees to job placements 	UBTEB, Ministry of Education and Sports
Pillar 5: Promoting an effective shock responsive refugee and host community social protection and social inclusion system	<ol style="list-style-type: none"> 1. Increasing effective participation and representation of disadvantaged and vulnerable populations of refugee and host communities in district development planning and community action plans 2. Increasing coverage and improve engagement of disadvantaged and vulnerable populations of refugees and host communities in social protection, social care, and productive activities 	i. Mobilize disadvantaged and vulnerable persons to form groups	MGLSD and MoLG

07

Financing Strategy

The financing strategy for JLIRP presented in the table below shows the indicative budget estimates for prospective donors, financiers and funders with field presence supporting refugees and host communities either directly or indirectly. Not all implementers have been fully mapped against the Strategic Objectives and a comprehensive list of potential implementing partners is included after Table 6. The strategy indicates the Government of Uganda, donors, UN agencies, financial institutions, and Non-Governmental Organizations as potential prospective funders for the 5-year Plan through on-budget and off-budget support.

Table 6 Financing strategy

Strategic Objectives (SO)	Strategic Intervention	Activities	Estimated Budget (USD)	Potential prospective partners
SO1: Peaceful coexistence and economic interaction extended and strengthened between 1,460,584 refugees and 5,760,437 host communities by June 2023	i) Building capacities of refugees, host communities and host local governments to establish local mechanisms for conflict prevention, management and response to violence including GBV and land related matters among others.	a) Conduct community meetings to create safe spaces for dialogue in refugee settlements and host communities. b) Provide capacity building support to welfare and local councils c) Put in place household, group and community level violence response mechanism d) Provide support to institutions for dispute prevention and conflict resolution e) Conduct Community dialogues to manage violence including SGBV and promote peace. f) Strengthen national case management, referral pathways and MIS for GBV and violence against children to incorporate refugees. g) Provide IEC materials for SGBV advocacy Developed, translated and or popularized into local language h) Conduct radio talk shows and spot messages on SGBV to enhance knowledge prevention and response organized i) Integrate SGBV into existing curriculum at various levels (pre-primary primary, secondary and tertiary) j) Conduct periodic advocacy celebration of 16 days of activism against SGBV organized k) Provide facilitation to law enforcement officers to enforce mechanisms for conflict management within and beyond the refugee hosting districts strengthened l) Conduct community policing and sensitization meetings	1,572,348	GoU, World Bank, ILO, UNFPA, UN Women, WFP, EUTF, Brac International, Netherlands, refugee law Project, UNFPA, UNDP



Strategic Objectives (SO)	Strategic Intervention	Activities	Estimated Budget (USD)	Potential prospective partners
	ii) Supporting networks and infrastructure for peace building in refugee settlements and host communities.	a) Establish local peace committees b) Establish multi-stakeholder and women- and youth-led dialogue forums c) Organize trainings on community conflict resolution and management for peace committees	67,925	GoU, ILO, UNFPA, UN Women, WFP, EUTF, Brac International
	iii) Providing refugee and host communities with relevant soft skills, improved knowledge and information for attitudinal change (positive perceptions and mind set change), building resilience, peace and personal empowerment, development and self-reliance.	a) Train refugees and host community household members in soft skills and work ethic training, psychosocial support, mentorship, and peer support. b) Provide support to the refugees and host community household members after training through mentorship, reorientation, follow-up engagement, and the establishment of alumni clubs. c) Provide psychosocial support for refugees and host communities.	426,005	GoU, EUTF, Brac International, private sector, World Bank, Netherlands RLP, ZOA, ICCO, War Child Holland, UNDP.
	iv) Improving literacy and numeracy of refugee and host communities	a) Construct and equip Functional Adult Literacy centers in refugee settlements and host communities b) Recruit, train and facilitate Instructors c) Provide short training in English as a foreign language and English language skills for adults and school going age children in primary and secondary schools in refugee settlements.	4,634,333	RLP
	v) Monitoring and Evaluation	a) Hire a consultant to conduct a baseline survey b) Provide field supervision and monitoring of activities c) Hire a consultant to conduct mid-term evaluation d) Hire a consultant to conduct end of term evaluation	334,843	MGLSD, local and international consultants
Subtotal SO1			7,035,453	

Strategic Objectives (SO)	Strategic Intervention	Activities	Estimated Budget (USD)	Potential prospective partners
SO2: Sustainable economic opportunities created in 12 refugee hosting districts for improved competitiveness and inclusive growth of refugees and host communities by 2024	Increasing investment in economic infrastructure for Micro and Small Enterprises and agricultural household enterprises in refugee and host communities	<ul style="list-style-type: none"> a) Grade and resurface 80 km feeder roads in refugee hosting sub counties to first class marram roads b) Construction of Koboko, Yumbe and Moyo road c) Construct 13 community agricultural markets in the refugee settlements d) Supporting increased affordable on grid and off grid energy solutions to increase business competitiveness e) Facilitate linkages to productive value chains – business matching and marketing including use of ICT in financing opportunities f) Provide microcredit and startup capital for MSE association/groups and link with micro-finance institution g) Plan and setup incubation/common user facilities and technology upgrade - (pre-incubation models, mid-term incubation and post incubation/accelerators) programs h) Conduct TOT Technical training and capacity building - to selected support MSME development to influence investment 	15,532,800	World Bank, GoU, EU, AU, IFAD, AfDB, USAID and KOICA, UNDP.



Strategic Objectives (SO)	Strategic Intervention	Activities	Estimated Budget (USD)	Potential prospective partners
	ii) Strengthening market systems for enabled business friendly environment and best practices	a) Conduct data collection, analysis and dissemination of information on strategic procurement to increase use of local content b) Support quality and standardization system compatible for local and regional markets c) Increase access to entrepreneurial technical Development Services (BDS) d) Implementing partner personnel to provide business coaching and mentorship visits to refugee and host community business premises. e) Improve business environment for stronger participation of the private sector f) Develop and disseminate quality standards manuals for processes and products g) Improve regulatory and policy framework to support value-chain driven employment generation activities focusing on value-addition jobs and increasing formalized employment h) Support enforcement and protection of innovations for elimination of unfair competition i) Strengthen access to finance through effective market-based solutions and settlement-based studies to address barriers to access to finance. j) Support access to market driven business development skills for refugees and host communities	17,592,510	World Bank, GoU, EU, AU, IFAD, AfDB, USAID, UNDP and KOICA, WFP (for agriculture systems)

Strategic Objectives (SO)	Strategic Intervention	Activities	Estimated Budget (USD)	Potential prospective partners
	iii) Providing Business development services, financial education and training (credit and insurance) for refugees and host communities	<ul style="list-style-type: none"> a) Profile and map out target groups – within overall economic opportunities and key drivers of change b) Promote creation of enterprise cooperatives/clusters and Joint ventures – to pull resources, overcome large fixed costs and stimulate resource sharing c) Plan and setup incubation/common user facilities and technology upgrade - (pre-incubation models, mid-term incubation and post incubation/accelerators) programs d) Conduct business clinics to support formation and formalization – of new and existing small-scale women businesses, village savings and loan (VSLs), markets, farming associations etc. e) Facilitate linkages to productive value chains – business matching and marketing including use of ICT in financing opportunities f) Link with micro-finance institutions to provide seed capital funds for the associations and startups g) Link micro-finance institutions with local entrepreneurs to provide digital financial services such as ATMs, debit cards, mobile money, and digital credit to refugee settlements and host communities h) Engage service providers and business actors (large buyers/processors/retailers/farmers) on governance, regulatory, service provision and infrastructure plans i) Conduct TOT Technical training and capacity building - to selected support MSME development to influence investment 	8,627,320	<p>Denmark, EU (CSO-LA), AfDB, World Bank WB, IFC, ILO, UNICEF, UNHCR, Uganda Red Cross Society, Brac International, private sector, WFP, Sweden, UNDP.</p> <p>(Missing from budget)</p>
	iv) Digital financial inclusion	<ul style="list-style-type: none"> a) Strengthen digital infrastructure to enable broader more affordable access to digital services. b) Support access to mobile networks to facilitate business and individual access to mobile money solutions and digital banking. c) Strengthen digital skills to manage finance, support business development, foster innovation and entrepreneurship 	18,847,200	<p>World Bank</p> <p>(Missing from budget)</p>



Strategic Objectives (SO)	Strategic Intervention	Activities	Estimated Budget (USD)	Potential prospective partners
	v) Monitoring and Evaluation Activities	a) Hire a consultant to conduct a baseline survey b) Provide field supervision and monitoring of activities c) Hire a consultant to conduct mid-term evaluation d) Hire a consultant to conduct end of term evaluation e) vi) conduct bi-Annual and Quarterly review meetings	3,029,990	Government Ministries, LGs and Implementing Partners
Subtotal SO2			63,629,820	
SO3: Increased food, nutrition and income security of 486,861 refugee and 1,152,087 host community households improved by 2025	i) Increasing agricultural production and productivity of refugees and host communities.	a) Establish strategic means to systematically collect and analyze agro meteorology data b) Training TOT/Sensitization on quality seed selection criteria and meteorological data interpretation and dissemination c) Profile and conduct inspection of agricultural chemical, seed and other inputs to enhance compliance by the agro-input dealers and establish smallholder farmer linkage and networks with agro-input dealers d) Profiling seed market demand to attract Private Sector Suppliers e) Establish demonstration gardens on improved agricultural technology, on-farm trainings and demonstrations f) Provide irrigation facilities g) Conduct TOT Training of extension workers on water for production management, animal health and production at Sub-county level h) Strengthen farmer level seed and grain storage i) Popularise animal traction and mechanization j) Complete the settlement strategy to facilitate refugee and host community land management planning in existing and for new settlements k) Provide physical development plans for all refugee settlements and hosting districts to better plan land usage and strengthen access for agriculture and livelihoods. l) Strengthen the investment environment with surety of land tenure for refugees and host communities. m) Conduct TOT training for extension workers in best and modern management practices in animal health and production n) Training of livestock farmers o) Provide improved livestock breeds (fish, goats and poultry) to women, youth, persons with disabilities and mixed	19,981,694	GoU, EU, EU (CSO-LA), Denmark (DANIDA) EDF, EUTF / IFAD, AfDB, World Bank, Netherlands, Germany, Norway, UK, Switzerland and Sweden, USAID and KOICA, Brac International, private sector, WFP, World Bank. FAO, UNDP.

Strategic Objectives (SO)	Strategic Intervention	Activities	Estimated Budget (USD)	Potential prospective partners
		<p>smallholder farmer groups</p> <p>p) Conduct compliance inspection for veterinary drugs, acaricides and other inputs</p> <p>q) Put in place a mechanism to reduce disease and parasite burdens for livestock owners</p> <p>r) Pasture establishment, management, conservation and water for increased feed and water availability for both the refugees and hosting communities</p> <p>s) Tighten and Strengthen traceability of refugee and hosting community animals</p> <p>t) Increase animal product safety and value chain development</p> <p>u) Dairy, Poultry, pig, fish and Goat Industries rehabilitated</p> <p>v) Provide 11000 Fingerlings to refugees and host communities in each of 30 ponds</p> <p>w) Fisheries Officer identify suitable sites for ponds</p> <p>x) Train fish farmers on pond and cage establishment and management at district level</p> <p>y) Artificial pond creation one per parish</p> <p>z) Identify gaps in aquaculture value chain and infrastructure and develop possible solutions</p> <p>aa) Establish and manage demonstration breeding centers</p> <p>ab) Surveillance and control of fish activities in the water bodies</p> <p>ac) Establish fish feed mills</p> <p>ad) Establish and maintain of a hatchery per district</p> <p>ae) Sensitize beneficiaries in apiary management, product value chain and ecosystem conservation techniques</p> <p>af) promote the establishment of commercial woodlots</p> <p>ag) Establishment and management of tree nurseries</p> <p>ah) Provide apiary equipment and materials including improved hives and harvesting gears to women, youth, persons with disabilities and mixed smallholder farmer group members</p> <p>ai) Establishment of queen rearing facilities</p> <p>aj) Conduct training on Apiculture product value chain like candle wax production, bee venom for 12 districts</p>		



Strategic Objectives (SO)	Strategic Intervention	Activities	Estimated Budget (USD)	Potential prospective partners
	ii) Improving access to agricultural extension services	a) Carry out extension staff pre – recruitment activities (Advertisement, Short-listing and conducting interviews) for 149 staff in the 149 sub-counties and transport b) Facilitation of deployed staff c) Inception meeting d) Conduct Farmer intra-district exchange visits e) Preparation and coordination of the intra-district exchange visits f) Conduct farmer inter-district exchange visits g) Conduct farmer participation in National Agricultural events h) Update training materials per enterprise/ commodity i) Printing and delivery of training materials	5,276,806	GoU, EU, (CSO-LA), Denmark (DANIDA), EDF, EUTF / , IFAD, AfDB, Netherlands, Norway, UK, Switzerland and Sweden, USAID and KOICA, Brac International, private sector, WFP, FAO
	iii) Strengthening farmer organizations	a) Mobilise and sensitize farmers b) Register and build capacity of 1750 Farmer Organisations and Higher-Level Farmer Organisations through trainings c) Strengthen Farmer organisations in governance, business planning and financial management d) Build farmer organisations capacity for refugee host agreements for land share and commercial production e) Organize smallholder farmers in refugee settlements and host communities to form women, youth, persons with disabilities and mixed farmer groups f) Formation of Multi-Stakeholder Innovation Platforms	4,562,872	GoU, EU, EU (CSO-LA), EDF, EUTF / IFAD, AfDB, Netherlands, Norway, UK, Switzerland and Sweden, USAID and KOICA, Brac International, WFP, FAO
	iv) Promoting household food and nutrition security	a) Do soil mapping b) Soil testing kits c) Tripartite demo farms d) Purchase planting materials e) soil fertility amendments f) irrigation equipment at the demo farm g) Purchase seeds h) Kitchen garden materials i) Nutrient-rich and bio-fortified seeds j) Hold harmonization meeting at national level for DPMOS, DAOs and DCOs j) Training by district and Sub-county staff	3,627,503	GoU, EU, EU (CSO-LA), EDF, EUTF / IFAD, AfDB, Netherlands, Norway, UK, Switzerland and Sweden, SAID and KOICA, Brac International, WFP, FAO

Strategic Objectives (SO)	Strategic Intervention	Activities	Estimated Budget (USD)	Potential prospective partners
	v) Strengthen and upgrade farmer and fisher post-harvest handling	a) Carry out massive Campaigns for safe Fish, Crop and Livestock products b) Purchase and install Post harvest handling equipment c) Conduct User orientation sessions d) Put in place Post harvest Infrastructure e) Construct or install Agro processing value addition facilities g) Train personnel and local artisans on equipment operation and management	5,416,707	GoU, EU, EU (CSO-LA), Denmark (DANIDA) EDF, EUTF / IFAD, AfDB, Netherlands, Norway, UK, Switzerland and Sweden, USAID and KOICA, Brac International, WFP, FAO
	vi) Attract Private Sector Processors capable of off-taking agricultural produce	a) Link commodity profile farmer groups to processors b) Develop Processor profiles c) Develop commodity profiles d) Disseminate Market information to farmers, produce off takers and processors e) Conduct trainings and demonstration on post-harvest handling, food processing and quality control	364,501	GoU, EU, EDF, BMZ, IFAD, AfDB, Netherlands, Norway, UK, Switzerland and Sweden, USAID and Koica, private sector, WFP, FAO
	vii) Coordination, monitoring and evaluation of agricultural activities	a) Provide supervisory visits b) Monitoring and Evaluation activities c) Logistical support to implementation, oversight and supervision	2,353,805	MAAIF, Local and international consultants
Subtotal SO3			41,583,888	
SO4: Skilled refugees and host communities that harnesses employment potentials in the country in existence by 2025	i) Integrating ICT in technical and vocational skills development delivery	a) Provide educational media and educational technology materials including teachers/instructors, text books, audio, video and e-learning materials and communications equipment such as radio, mobile phones, and computer networks to 13 refugee districts. b) Train 26 instructors on ICT use in delivering technical and vocational skills delivery	6,596,440	GoU, EU, EU (CSO-LA), EDF, EUTF / Belgium, Netherlands, Norway and KOICA, Brac International, UNDP.
	ii) Improving access, participation and equity to formal and non-formal technical & vocational training for refugees and host communities	a) Contract private education finance institutions to provide payment for non-formal and formal technical and vocational skills training using the voucher system. b) Establish employer sectoral alliances to provide apprenticeship training scheme, quality assurance, and employment services, micro-financing and disseminate information on the different skills training programmes to refugees and host communities. c) Harmonize and translate Directorate of Industrial Training (DIT) curricula into local languages of refugee host districts. d) Collect, analyze and provide Labor Market needs (LMIS) information to refugees and host communities.	3,585,223	EU, EU (CSO-LA), EDF, EUTF / Belgium, Netherlands, Norway and KOICA, Brac International and UNDP.



Strategic Objectives (SO)	Strategic Intervention	Activities	Estimated Budget (USD)	Potential prospective partners
	iii) Increase job placement opportunities to refugees and host communities	a) Provide short training, including in English, for school going age children in primary and secondary schools in refugee host districts. b) Offer 3-6 months non-formal training in technical, transferrable skills and competencies, career and work navigation skills including career networking and interviewing. c) Organize meetings for private sector engagement around hiring needs d) Facilitate private sector business input into curriculum and training development e) Link trainees to private employers for internship and apprenticeship options. f) Establish career centers and equip them with well trained counselors g) Provide skills certification through 12-month courses.	32,069,360	EU, EU (CSO-LA), EDF, EUTF/ Belgium, Netherlands, Norway and KOICA, Brac International and UNDP.
	iv) Monitoring, evaluation and coordination activities (including baseline)	a) Consultancy fee b) Consultancy professional cost inclusive training data collectors. c) Final baseline report dissemination meeting d) SDAs for District Inspectors of schools e) Mobilization for baseline Annual, bi-annual and quarterly review meetings	1,734,550	
Subtotal SO4			43,985,573	

Strategic Objectives (SO)	Strategic Intervention	Activities	Estimated Budget (USD)	Potential prospective partners
S05: Five (5) per cent of refugee and host communities' vulnerable populations are fully included and actively participating in local 13 LGs	i) Increase the number of disadvantaged and vulnerable populations of refugees and host community's participation in productive activities.	a) Facilitate the formation of youth, women and persons with disabilities groups b) Conduct training in enterprise selection, planning, financial literacy, savings and credit management, entrepreneurship and business management for refugee and host community selected youth, women and persons with disability c) Facilitate youth, women and persons with disabilities and groups to open bank accounts/offer mobile money services. d) Facilitate youth, women and persons with disabilities to register their business e) Support women groups, to access. startup grants in line with UWEP approach f) Support youth groups to access startup grants in line with YLP approach. g) Support PWD groups of 5 persons per group each year to access grants in line with Uganda's PWDS grants approach h) Support elderly persons groups to access finance in line with the SAGE approach i) Mobilize youth, women and persons with disabilities with businesses to form savings and credit associations	8,725,318	GoU, World Bank, Sweden, EUTF, Denmark, EU (CSO-LA), Sweden, DFID, IFAD, LWF, UNDP LDLG, AVSI, IRC ARC, Netherlands, Brac International, WFP EUTF.
	ii) Increase effective participation and representation of disadvantaged and vulnerable populations of refugee and host communities in decision making process	a) Train the youth, women and persons with disabilities in lobbying and advocacy. b) Train the youth, women and persons with disability in planning and budgeting. c) Facilitate representatives of the youth, women and persons with disabilities attend local government planning and budgeting meetings,	353,870	GoU, World Bank, Sweden, EUTF/ EU, Denmark, Sweden, DFID, IFAD, LWF, AVSI, IRC, ARC, Netherlands, WFP
	iii) Reduce harsh parenting practices and create positive parent-child relationships	a) Conduct workshops on positive parenting in refugee and host community household members to create awareness on harsh parenting. b) Provide family-based care and out of school services for children and youth	1,646,550	GoU, World Bank, Sweden, EUTF, Denmark, EU (CSO-LA), Sweden, DFID, IFAD, LWF LDLG, AVSI, IRC ARC, Netherlands, Brac International



Strategic Objectives (SO)	Strategic Intervention	Activities	Estimated Budget (USD)	Potential prospective partners
	iv) Increasing capacity of shock response systems to address individual (idiosyncratic) and community (covariate) shocks to protect development gains and promote self-reliance	a) Strengthened national data systems and management of social protection data across national systems and refugees. b) Roadmap for development of national shock-responsive social protection system which includes refugees and host communities c) Assess disaster risk financing mechanisms to support refugees and host communities	500,000	World Bank
	v) Monitoring and Evaluation Activities	a) Hire a consultant to conduct a baseline survey b) Provide field supervision and monitoring of activities c) Hire a consultant to conduct mid-term evaluation d) Hire a consultant to conduct end of term evaluation	1,571,602	Government Ministries, LGs and Implementing Partners
Subtotal SO5			12,797,340	
Grand Total		UGX 608,515,468,751	USD 169,032,075	

A full list of implementing partners with field presence and able to support JLIRP implementation, some of which have not been mapped against the above Strategic Objectives, but work as part of the Livelihoods and Resilience Sector Working Group includes:

Associazione Centro Aiuti Volontari (ACAV) | Action Against Hunger (ACF) | Agency for Technical Cooperation and Development (ACTED) | Alight | Association of Volunteers in International Service (AVSI) | African Women Raising (AWR) | Building Resources Across Communities (BRAC) | Cooperative for Assistance and Relief Everywhere (CARE) | Caritas Uganda (Caritas) | Community Empowerment for Rural Development (CEFORD) | Cooperazione e Sviluppo (CESVI) | Catholic Relief Services (CRS) | CORDAID | Dan Church Aid (DCA) | Danish Refugee Council (DRC) | Food and Agriculture Organization of the United Nations (FAO) | Finn Church Aid (FCA) | Food for the Hungry (FH) | Finnish Refugee Council (FRC) | GOAL Uganda (GOAL) | Humanity & Inclusion Uganda (HI) | International Aid Services (IAS) | International Labor Organization (ILO) | Inter-Church Organization for Development Cooperation (ICCO) | International Organization for Migration (IOM) | International Rescue Committee (IRC) | Joint Aid Management (JAM) | Joint Effort to Save the Environment (JESE) | Jesuit Refugee Service (JRS) | Kulika Uganda (KULIKA) | Lutheran World Federation (LWF) | Mercy Corps (MC) | Norwegian Refugee Council (NRC) | Northern Uganda Resilience Initiative (NURI) | Oxfam (Oxfam International) | Prime Skills Foundation (PSF) | RICE - West Nile (RICE-WN) | Save the Children International (SCI) | Self Help Africa (SHA) | Samaritan's Purse (SP) | UGAFODE Microfinance Limited (UGAFODE) | United Nations Capital Development Fund (UNCDF) | UNICEF | United Nations Development Programme (UNDP) | United Nations Refugee Agency (UNHCR) | United Nations Office for Project Services (UNOPS) | United Nations Entity for Gender Equality and the Empowerment of Women (UNWOMEN) | Ugandan Red Cross Society (URCS) | Village Enterprise (VE) | Vision Fund International (VFI) | Welthungerhilfe (WHH) | World Food Programme (WFP) | World Vision International (WVI) | ZOA International (ZOA)

08

Implementation arrangements

8.1 Roles and Responsibilities of Implementing Agencies

The implementation of the Jobs and Livelihoods Integrated Response Plan will be government-led involving the respective subsector lead Ministries, United Nations Agencies, Multilateral and Bilateral Agencies, National and International NGOs, local communities, private sector, community based, faith based, cultural organizations and other non-state actors as key stakeholders with clear roles and responsibilities.

Local Communities: in this context refers to refugees and host communities. They will be the primary beneficiaries of the improved livelihoods envisaged by this plan. More importantly, local communities besides providing land to the refugees will participate in the governance structures (management committees) of the jobs and livelihood interventions.

Local Governments: The primary role of local governments jobs and livelihood interventions will be to plan, guide implementation, supervise, monitor service delivery and account for results and resources to the central government and partners.

Central Governments: Government through Ministries, respective subsector leads will take the centre stage in the development, management and governance of the Jobs and Livelihoods Integrated Response Plan. The Ministries in conjunction with partners will support the development of policies, standards, guidelines, and technical support supervision, resources mobilization, regulation of professional practice in the interventions enshrined in this plan.

Development Partners: Support government to achieve the roles outlined above by providing, technical assistance, financial and material resources and supplement the work of government.

Private Sector: will drive the creation of professional, wage and mass employment avenues by working with implementing partners, districts and central government in determination of decent work environment for refugees and host communities. The private sector is a critical engine to increase access and movement of goods and services in the local economy of refugees and host community sustainably.

Non-state Actors: Community Based Organizations, Non-Governmental Organization, and Faith Based Organization, Cultural Organizations will help raise resources and civic awareness, keep in check actors, policy makers and regulators for effectiveness delivery of the outputs articulated in this plan. This response plan is aimed at guiding them to supplement government efforts and have a role to cooperate with DLGs to ensure harmonised interventions.

Table 7 Summary of stakeholder roles and responsibilities

Implementing Agency/Actor	Roles and Responsibilities
1. Ministry of Gender Labour and Social Development- Design, develop and implement	<ul style="list-style-type: none"> i. Play an oversight function for this plan ii. Resource mobilization iii. Establish a JLIRP Secretariat iv. Provision of technical support to directorate of community-based service in local governments v. Monitoring, supervision and evaluation



Implementing Agency/Actor	Roles and Responsibilities
2. CRRF secretariat	i. Resource mobilization ii. Monitoring, supervision and Evaluation iii. Reporting
3. Ministry of Finance Planning and Economic Development	i. Resource mobilization ii. Accountability oversight
4. Ministry of Agriculture, Animal Industry and Fisheries	1. Mobilization of resources from donors and other support agencies ii. Provision of technical support to directorate of production and marketing in local governments iii. Promote agriculture productivity, production and resource mobilisation iv. Monitoring, supervision and evaluation v. Reporting
5. Ministry of Trade, Industry and Cooperatives	i. Support entrepreneurship, market development and quality assured trade in refugees and host communities
6. Ministry of Education and Sports- UBTEB	i. Capacity building, skilling and vocational training ii. Resource mobilization iii. Assessment of Training iv. Monitoring and evaluation of BTJET Programme
7. Ministry of Local Government	i. Coordinate implementation, monitoring and evaluation of programmes at the local level
8. Local governments	i. Mobilization of resources from donors and other support agencies ii. Planning activities and guiding the implementation of the plan iii. Provide supervisory support to implementing agencies including directorates at district local government levels iv. Monitor service delivery in the host communities
7. Refugees and host communities	i. Participation in implementation of the plan ii. Contributing local resources
8. Private Sector (Consulting Firms, financial institutions and businesses)	i. Provision of business development services, training to refugees and host communities to promote business performances ii. Provide financial services iii. Partnerships with NGOs, Cooperatives, farmer associations to provide business and employment opportunities (e.g. through off-take, contract farming) iv. Conduct mid-term and end term evaluation of JLIRP
9. Development partners	i. Financing the plan ii. Provision of technical support to ministries and local governments iii. Monitoring of plan implementation

8.2 Stakeholder Relationship in the Implementation of JLIRP

JLIRP implementation will establish multiple levels of interactions between various implementing agencies in the plan implementation process. The implementing agencies/ actors are classified as: central government ministries; development partners; Private Sector Organizations (PSOs) and Civil Society Organizations (CSOs); local government authorities; and refugees and host communities. Interactions between the five groups characterise the principal-agent relationship and include:

- i. Interactions between central government ministries and local government departments, and among lower local governments (activity planning and budgeting);
- ii. Interactions between local government departments, lower local government units and

- refugees and host communities who will take part in activity implementation
- iii. Interactions between central government ministries, development partners and local governments who are involved in activity reporting
 - iv. Interactions between central government ministries and development partners and among lower local governments who will take part in JLIRP monitoring; and
 - v. Interactions between private sector organizations (Private sector foundation, private companies, consulting firms) and development partners involved in conducting mid-term evaluation and final evaluation of plan implementation (Activity implementation and Plan evaluation).

To engage stakeholders and support their involvement in all aspects of the implementation, evaluation, and change of JLIRP service delivery system there is need to build and maintain interagency co-operation and collaboration. The establishment of a multi-agency steering committee will promote collaboration at administrative and implementation levels both within and between organizations.

Table 8 Partnership and Inter-Agency Co-operation

Development pillars	Agency roles and responsibilities					
	Coordination	Delivery of programme	Monitoring and evaluation			Communication
			Ministerial level	Operational level	Beneficiary level	
Pillar 1: Strengthening refugee and host community social cohesion	Multi-agency steering committee	Local governments, development partners, CSOS, NGOs, line ministries	OPM, line ministries	Multi-agency steering committee	Local government	MGLSD
Pillar 2: Enabling entrepreneurial led development and market growth system	Multi-agency steering committee	Local governments, development partners, CSOS, NGOs	OPM	Multi-agency steering committee	Local government	MTIC/MEACA
Pillar 3: Increasing agricultural productivity, production, and marketable volumes	Multi-agency steering committee	Local governments, development partners, CSOS, NGOs	OPM	Multi-agency steering committee	Local government	MAAIF
Pillar 4: Increasing access to market relevant skills training to enhance employability and job creation	Multi-agency steering committee	Local governments, development partners, CSOS, NGOs	OPM	Multi-agency steering committee	Local government	MOES-UBTEB
Pillar 5: Establishing effective shock responsive refugee and host community social protection system	Multi-agency steering committee	Local governments, development partners, CSOS, NGOs	OPM	Multi-agency steering committee	Local government	MGLSD



The success of JLIRP is premised on a range of partnerships, alliances and network-like arrangements that will connect together refugees and host communities, lower local governments, local governments, CSOs, PSOs, development partners, line ministries and donors involved in the implementation and evaluation of the plan. This will be achieved through creating and strengthening multi-stakeholder partnerships by encouraging integration and adoption of JLIRP activities and budgets at local and national levels as a legitimate Common Standard package.

8.3 Integrating JLIRP into National and local government development plans and budgets

To realize the outcomes of JLIRP there is need for refugee hosting districts to link their plans and budgets to the different strategic objectives and interventions of JLIRP and in accordance with NPA planning guidelines. This will improve policy coherence, which is the key focus of NDP III as coherent plans and budgets, avoid conflicts among activities and different resource allocations. For example, activities and budgets for strategic objective 1 should go hand in hand with activities and budgets of strategic objective 5. It will also improve central and local government's commitment to refugee and host community agenda as well as increasing accountability.

To enforce the links between JLIRP and refugee host districts' plan and budgets, every directorate/ department will provide short information on how their activities and budgets are in relation to the different JLIRP strategic objectives and their contributions to achieving NDP III goals. The Implementing Partners (IPs) including international development agencies, national and local Non-Governmental Organizations (NGOs) operating in refugee host districts will have to submit their activities and budgets on the different JLIRP strategic objectives to be integrated in refugee host district's plans and budgets. This will enable refugee host districts use the JLIRP as a management and negotiation tool during development of national and local plans and budgets and also increase budget support from donors.

To achieve complete integration of JLIRP into national and local development plans and budgets require strengthening the interlinkages across sectors (MGLSD, MTIC, MEACA, MAAIF and MOES) and across actors (Local government, government agencies, private sector, Civil Society Organizations (CSOs), development partners, a refugee and host communities) based on NDP III programme implementation approach and JLIRP pillars.

Table 9 Refugee Hosting District's Development Plan and Budgets

JLIRP pillars	NDP III Program areas					Key links needed	Strategies
	Governance and Security Strengthening	Community Mobilization and Mind-set Change	Private Sector Development	Agro-Industrialization	Human Capital Development and Social Protection		
Pillar 1: Strengthening refugee and host community social cohesion						MGLSD, CSOs, IPs. LGs, refugee and host communities	Partnership among stakeholders
Pillar 2: Enabling entrepreneurial led development and market growth system						MTIC, MoLG, MEACA, PSOs, CSOs, IPs. LGs, refugee and host communities	Active support to Micro and Small Enterprises through effective partnership and commitment
Pillar 3: Increasing agricultural productivity, production, and marketable volumes						MAAIF, PSOs, CSOs, IPs. LGs, refugee and host communities	Commitment to ensure accessible and affordable extension is provided

Pillar 4: Increasing access to market relevant skills training to enhance employability and job creation						MOES, PSOs, CSOs, IPs. LGs, refugee and host communities	Partnership among stakeholders and commitment to ensure both formal and non-formal training and skills development is accessible
Pillar 5: Establishing effective shock responsive refugee and host community social protection system						MGLSD, CSOs, IPs. LGs, refugee and host communities	Partnership among stakeholders and commitment to ensure social services are accessible

8.4 Key Resources, Competencies and Capabilities

For the line ministries to effectively implement JLIRP, they need to align their capabilities, competencies and resources to meet the desired outcomes and impacts of the plan for the effective satisfaction of donors, development partners, refugee and host community needs. The resources of the line ministries have to be aligned to feed the production and management systems that deliver the volume and quality of products needed. The essential resources required by the line ministries include personnel, Information and Community Technology (ICT), finances, and natural resources; the key competencies are understandings of the implementation approaches and personnel skills needed for the implementation of the various activities and the capabilities include the ability to learn and to solve problems within each specific sector.

8.5 Anticipated risks and mitigation in JLIRP Implementation

The plan has highlighted some of the anticipated risks that may threaten its implementation. The coordinating institution may not have the However, since the implementation environment is ever changing, certainty on factors and actors may not be accurately in control of the respective implementing agencies. There will be design of operational level intervention to pay realistic attention to risk management at all stages of implementation.

Table 10: Analysis of some of the anticipated risks to JLIRP implementation

Risks	Likelihood 1-5 low to high	Impact 1-5 low to extreme	Mitigation
Lack of political will to pursue necessary sector reforms	2	4	Work in contact with government; continue policy dialogues and closely coordinate with other DPs. Link increase of investment efforts with the achievement of milestones in sector reform.
Possible insecurity, civil strife, radicalization of vulnerable populations in and around refugee settlements	2	5	Awareness and sensitization programmes, Community Policing
Substantial market price fluctuation	2	3	Keep market prices stable
Fund mismanagement and misappropriation and accounting weaknesses	2	5	Robust fiduciary mechanisms, such as special accounts, disbursements in semi-annual tranches based on approved work plans and quarterly reconciliation of project accounts; regular reports, audits and on spot checks.



Delays in funds transfers to implementing and operational agencies	3	3	Coordination mechanism for transfers will be established. In addition, a bi-annual tracking study will be completed to identify the bottlenecks and corrective measures.
Limited involvement from the private sector to participate into Private Public Partnerships (PPPs) or other private sector-oriented activities within the planned programmes.	3	4	Identify and contribute to the creation of a credit enhancement mechanism(s), offering the necessary collateral to interested investors. Reduce the perceived country risk through the development of a regional mechanism.
Lack of consensus among CRRF actors	1	3	Policy dialogue and focused programming by all the DPs active in the sector.
Drought and unfavorable climatic conditions	4	4	Focus on drought reliance activities which continue to contribute to local economic resilience. Use green technologies
Insufficient collaboration/co-ordination among the participating partners; delays in funds disbursement	2	5	Strong coordination operationally through CRRF OPM and strategically a strong JLIRP steering committee.
Low capacity of participating LGs to identify, develop, contract, manage and monitor projects	3	2	Establish strong connection with CRRF capacity building activities
Low participation of refugees and host communities in activity implementation due to COVID 19 pandemic	3	4	Integrate COVID19 control measures in all activities and budgets in line with MoH COVID-19 Preparedness and Response Plan

8.6 Communication and Advocacy plan

At strategic level, awareness creation and popularization of the plan will be jointly carried out by the respective sub sector lead Ministries and the office of the Prime Minister with support from other national and international level stakeholders.

Communication of aspirations and outcomes of the plan will be embedded in the grand communication strategies of the respective players in the Jobs and livelihood sector. The overall CRRF communication strategy will emphasize the priorities of this plan at operational, strategic and global level. Dissemination workshops, diplomatic notes, newsletters, media engagement targeting professionals, government Ministries, Departments and Agencies, and the general public including the primary beneficiaries will be used as channels for reaching the relevant audience. Include meetings and have a popular version.

Advocacy campaigns to ensure that the various stakeholders play their roles will be crucial. This may take various forms of engagement between actors. The communication plan will also be linked to the implementation plan in order to track progress.

8.7 Implementation Stages

Table 11 Implementation Stages of the JLIRP

Implementation Stage	Implementation Year 1				
Stage1: Pre-take off stage before adoption	1-3 months	1-3 months	4-6 months	7-9 months	10-12 months
	Social Mobilization	Scope mapping & actor profiling	Priority decisions, & signing of MoUs	Developing Activity	Fund appropriation
Stage 2: Action take off stage	Implementation Year 2				
	Very urgent and Very important activities kick start				
	Activities that had started prior to this plan but were aligned in the plan continue				
	Activities preceding core programmes/projects/deliverables in year 3,4 & 5 get started now				
	High risk and less control activities get started.				
Stage 3: Impact Stage	Implementation Year 3 & 4				
	Wide impact activities emphasized				
	Midterm reviews carried out				
	Early finish activities concluded				
Stage 4: Final stage	Implementation Year 5				
	Terminal activities implemented				
	Revision activities carried out				
	Delayed activities fast tracked				
	Summative Evaluation conducted				



8.8 Implications for Refugees and Host Communities

There is need for social, economic and financial inclusion of refugees and host communities through the involvement of host district local governments, civil society organizations, private sector organizations, refugees and host communities at all levels of refugee and host community jobs and livelihood programmes design, implementation, monitoring and evaluation. Social, economic and financial inclusion is represented by right and access to social cohesion, land, labour markets, finance, entrepreneurship training, education at all levels, coaching and job placement services for refugees and host communities through enabling environment shaped by rules and regulations governing rights and security. For the young men and women as well as disadvantaged population of refugees and host communities who will benefit from the interventions, the need to adequately plan, mobilize resources and implement the activities timely at the refugee settlements and host community levels is important. This requires building capacity of the stakeholders to ensure it has resources to sustain long-term viability of the response plan. There is a need for refugee and host community empowerment.

8.9 Implications for UNHCR and National Development

The effective design, implementation, monitoring and evaluation of Jobs and Livelihood Integrated Response Plan (JLIRP) through functional refugee and host community structures and competent implementing partners including refugee host local governments is important. The effective and efficient coordination of refugee and host community structures with implementing partners requires committed local leadership of refugee and host communities and competent work force of implementing partners. The local leadership and implementing partner staff involved in the design, implementation, monitoring and evaluation of the JLIRP projects and programmes need to have the requisite professional and academic qualifications with hands-on experience in the priority areas of social, economic and financial inclusion as well as vulnerability aspects. There are opportunities for enhancing on-job training of JLIRP programme staff in development programming, community participation, planning, monitoring and evaluation.

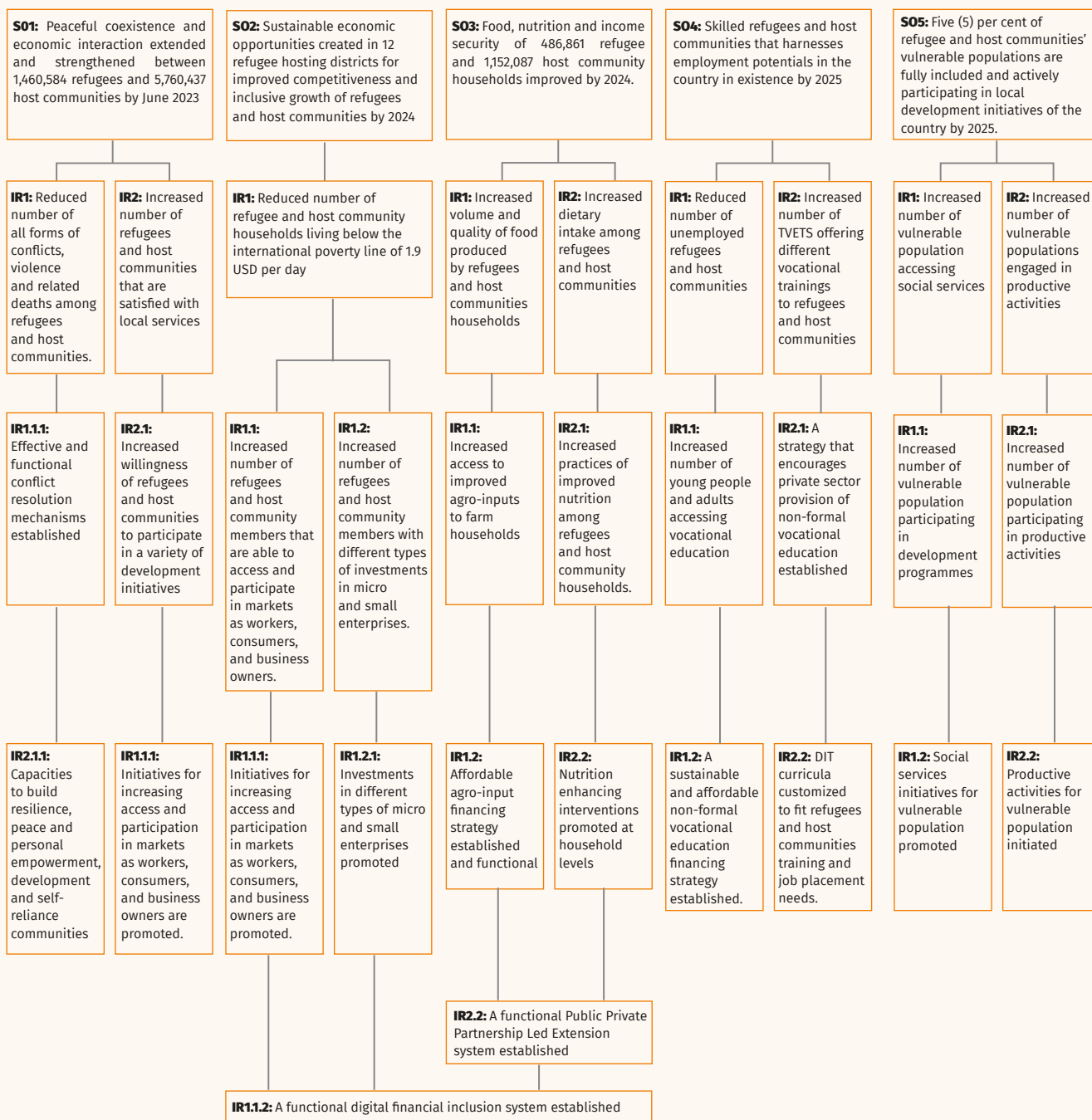


Appendices

Appendix 1: Results Framework

GOAL

The 1,460,584 refugees and 5,760,437 hosting communities are socially, economically and financially included in a sustainable manner in local development by 2025





Appendix 2: Result Framework Assumptions Matrix

Aspects	Assumptions
Vision: A secure self-reliant and resilient refugee and host community households in refugee hosting districts.	<ul style="list-style-type: none"> National and refugee hosting districts economic, social and political security and stability maintained Government and development partners are committed to refugees and hosting district's development initiatives
Goal: The 1,460,584 refugees and 5,760,437 hosting communities are socially, economically and financially included in a sustainable manner in local development by 2025	<ul style="list-style-type: none"> Existing relevant policies and plans targeting refugees and host communities are implemented in a responsive manner Income realized from economic activities are properly used to improve standard of living of refugees and host communities
Strategic Objectives SO1: Peaceful coexistence and socio-economic interaction fostered and strengthened between refugees and host communities by 2025.	<ul style="list-style-type: none"> Local community structures for conflict resolutions and response to violence are functional and well facilitated Social mechanisms for conflict resolutions and management utilized by refugee and host communities
SO2: Sustainable economic opportunities created in 13 refugee hosting districts for improved competitiveness and inclusive growth of refugees and host communities by 2025.	<ul style="list-style-type: none"> Government and development partners are aware, willing and able to support refugee and host community invest in non-agricultural and agricultural enterprises The private sector is willing and able to invest in refugee hosting districts Refugees and host communities position themselves to take advantage of the investment opportunities
SO3: Food, nutrition and income security of 486,861 refugees and 1,152,087 host community households improved by 2025.	<ul style="list-style-type: none"> Refugees and host communities are willing and able to utilize the support provided in agriculture by government and development partners The private sector is willing and able to provide the right quantity and quality of inputs and extension services to refugee and host communities
SO4: Skilled refugees and host communities capable of harnessing employment opportunities in the country by 2025.	<ul style="list-style-type: none"> Public and private technical and vocational training institutions that offer holistic non-formal and life skills training are functional Refugees and host community members are willing to enroll on the non-formal training programmes The government and development partners are willing to support non-formal education The current DIT curricula remain in operation
SO5: A minimum of 361,000 (Five per cent) of refugee and host communities' vulnerable population are included and actively participating in local development initiatives by 2025.	<ul style="list-style-type: none"> Refugee and host community development initiatives fully integrated with affirmative actions for the disadvantaged and vulnerable populations Social structures, systems and policies integrate affirmative actions for disadvantaged and vulnerable populations

Appendix 3: Objective Based Level Result framework with Indicators, Targets and Outcome Values

An indicative results framework has been outlined below but this will need to be reviewed by the relevant line ministries and secretariat following the endorsement of the JLIRP by the CRRF Steering Group in order to: (i) to map out existing data against the baseline; (ii) undertake additional data collection where this data is not available; and (iii) update the targets in line with this revised baseline data.

Appendix 3 Matrix of strategic objectives based on RFW with indicators, Targets and outcome values

SO1: Peaceful coexistence and economic interaction extended and strengthened between 1,460,584 refugees and 5,760,437 host communities by June 2023

Intermediate Results (IR) levels	Output and Outcome Indicators	Baseline (As of December 2020)	Target Values					Data Collection and Reporting		
			YR1	YR2	YR3	YR4	YR5	Frequency and reports	Data collection instruments	Responsibility for data collection
IR1: Reduced number of all forms of conflicts, violence and related deaths among refugees and host communities.	– Percentage of refugees and host communities that are satisfied with local services.	3.5%	5	25	45	75	95	Annually	Activity reports	DCDO
	– Percentage of refugees and host communities that feel safe walking alone.	4.0	5	25	45	75	95	Annually	Activity reports	DCDO
	– Number of refugees and host communities that are willing to participate in a variety of development initiatives	4.5	5	25	45	75	95	Annually	Activity reports	DCDO
	– Percent of refugees and host communities that are satisfied with local services.	0	5	25	45	75	95	Annually	Activity reports	DCDO
IR1.1: Improved social cohesion among refugees and host communities	– Number of land conflict-related cases reported.	75	100	65	35	15	5	Annually	Activity reports	DCDO
	– Number of internal refugee conflict cases reported.	80	100	65	35	15	5	Annually	Activity reports	DCDO
	– Number of SGBV cases reported.	95	100	65	35	15	5	Annually	Activity reports	DCDO



Intermediate Results (IR) levels	Output and Outcome Indicators	Baseline (As of December 2020)	Target Values					Data Collection and Reporting		
			YR1	YR2	YR3	YR4	YR5	Frequency and reports	Data collection instruments	Responsibility for data collection
IR1.1.1: Effective and functional conflict resolution mechanisms established	– Number of spaces created for dialogues	0	5	5	3			Annually	Activity reports	DCDO
	– Number of local peace committees established and functional	6	8	8	10			Annually	Activity reports	DCDO
	– Number of multi-stakeholder dialogue forums formed and operational	5	5	5	3			Annually	Activity reports	DCDO
	– Number of women- and youth-led dialogue forums formed and operational	5	5	5	3			Annually	Activity reports	DCDO
IR2: Increased number of refugees and host communities that are satisfied with local services	– Number of internal conflict cases reported to local council and resolved	90	100	65	35			Annually	Activity reports	DCDO
	– Number of individual refugees and host communities tested for HIV/AIDS and COVID-19	700	750	1000	1350			Annually	Activity reports	DCDO
	– Number of teenage pregnancies in refugee settlements and host communities	170	175	125	75			Annually	Activity reports	DCDO
	– Number of joint refugees and host community groups formed and functioning	10	13	33	78			Annually	Activity reports	DCDO

Intermediate Results (IR) levels	Output and Outcome Indicators	Baseline (As of December 2020)	Target Values					Data Collection and Reporting		
			YR1	YR2	YR3	YR4	YR5	Frequency and reports	Data collection instruments	Responsibility for data collection
IR2.1: Increased willingness of refugees and host communities to participate in a variety of development initiatives	– Number of individual refugees and hosting communities reporting cases of SGBV and other related violence	150	250	775	1500			Annually	Activity reports	DCDO
	– Number of individual refugees and hosting communities accessing psychosocial support services	1,800,000	1,850,500	1,850,500	1,850,500			Annually	Activity reports	DCDO
	– Number of individual refugees and hosting communities accessing HIV/AIDS and COVID-19 control services	1,800,000	1,850,500	1,850,500	1,850,500			Annually	Activity reports	DCDO
	– Number of individual refugees and host communities participating in community dialogues	1,800,000	1,850,500	1,850,500	1,850,500			Annually	Activity reports	DCDO
IR2.1.1: Capacities to build resilience, peace and personal empowerment, development and self-reliance communities	– Number of individual refugees and hosting communities trained in peace building, counseling, HIV/AIDS prevention and COVID-19 spread and control	1,500,000	1,850,500	1,850,500	1,850,500			Annually	Activity reports	DCDO



Intermediate Results (IR) levels	Output and Outcome Indicators	Baseline (As of December 2020)	Target Values					Data Collection and Reporting		
			YR1	YR2	YR3	YR4	YR5	Frequency and reports	Data collection instruments	Responsibility for data collection
	– Number of individual refugees and hosting communities provided with psychosocial support services	1,800,000	1,850,500	1,850,500	1,850,500			Annually	Activity reports	DCDO
	– Number of individual refugees and hosting communities provided mentorship after training	1,450,000	1,850,500	1,850,500	1,850,500			Annually	Activity reports	DCDO
	– Number of refugee and hosting communities provided with HIV/AIDS and COVID-19 control services	1,800,000	1,850,500	1,850,500	1,850,500			Annually	Activity reports	DCDO
	– Number of individual refugees and host communities attending FAL classes	1,550,000	1,850,500	1,850,500	1,850,500			Annually	Activity reports	DCDO
	– Number of individual refugees provided short English as a foreign language training	1,550,000	1,850,500	1,850,500	1,850,500			Annually	Activity reports	DCDO
	– Number of adult literacy training centers established and functional	20	26	26	30	35	40	Annually	Activity reports	DCDO
	– Number instructors trained	6,000	7800	7800	7800	8000	8500	Annually	Activity reports	DCDO

SO2: Sustainable economic opportunities created in 13 refugee hosting districts for improved competitiveness and inclusive growth of refugees and host communities by 2024

Intermediate Results (IR) levels	Output and Outcome Indicators	Baseline (As of December 2020)	Target Values					Data Collection and Reporting		
			YR1	YR2	YR3	YR4	YR5	Frequency and reports	Data collection instruments	Responsibility for data collection
IR1: Reduced number of refugee and host community households living below the international poverty line of 1.9 USD per day	– % of refugees and host communities with average monthly income of 60 USD	2%	5%	8%	15%	35%		Annually	Activity reports	DCO
	– % economic infrastructure investment created and graded	5	15	20	30	50		Annually	Activity reports	DCO
	– % increase of enterprises using quality infrastructure for economic activities	0.5	10	12	15	25		Annually	Activity reports	DCO
	– Number of individual refugees and host community members livelihoods improved due to reduces business operational cost	1,500,000	1,850,500	1,850,500	1,850,500	1,850,500		Annually	Activity reports	DCO
	– Number of new and existing formalized enterprises created and survive/ grow	100	350	400	450	500		Annually	Activity reports	DCO
IR1.1: Increased number of refugees and host community members that are able to access and participate in markets as workers, consumers, and business owners.	– Number of individual refugees and host community businesses marketing their products in local and regional markets	100	135	175	215	350		Annually	Activity reports	DCO



	-	Number of new products/processes value added and certified for local and regional market	50	225	290	350	500		Annually	Activity reports	DCO
	-	% increase in local demand and purchasing power and use of local content	5	20	25	40	50		Annually	Activity reports	DCO
	-	Number of decent and sustainable jobs created as local and regional businesses	500	950	1,115	1,850	2,550		Annually	Activity reports	DCO
IR1.2.1: Business development services to refugees and host communities delivered Investments in different types of micro and small enterprises promoted	-	Number of individual refugee and host community businesses formed into cooperatives	200	1,750	2,650	3,350	4,825		Annually	Activity reports	DCO
	-	Number of shared common user facilities constructed for reduced business operational costs	0	26	52	65	78		Annually	Activity reports	DCO
	-	Number of enterprises using digital ICT for marketing and financing solutions	200	1,750	2,650	3,350	4,825		Annually	Activity reports	DCO
IR1.1.2: A functional digital financial inclusion system established	-	Number of individual refugee and host community business owners linked to microfinance institutions and Mobile Telephone Companies	500	1,750	2,650	3,350	4,825		Annually	Activity reports	DCO
	-	Number of digital skills developed to support entrepreneurial innovation	10	10	15	15	20		Annually	Activity reports	DCO

SO3: Food, nutrition and income security of 486,861 refugee and 1,152,087 host community households improved by 2024

Intermediate Results (IR) levels	Output and Outcome Indicators	Baseline (As of December 2020)	Target Values					Data Collection and Reporting		
			YR1	YR2	YR3	YR4	YR5	Frequency and reports	Data collection instruments	Responsibility for data collection
IR1: Increased volume and quality of nutritious food produced by refugees and host communities' households	– % farm households with adequate and nutritious food throughout the year	6800	20	35	45	65		Annually	Questionnaire	District Production Officer (DPO)
	– % yield increase in crop and livestock production	3.5%	7	10	15	30		Annually	Questionnaire	DPO
	– % farmers with increased income from sale of agricultural products	20%	35	45	55	75		Annually	Questionnaire	DPO
IR1.1: Increased access to improved agro-inputs to farm households	– Number of farmers and farmer groups accessing digital agro input credits	----- ----	250	300	450	750		Annually	Questionnaire	DPO
	– Number of farmers and farmer groups using improved agro-technologies	4500 farmers and 130 farmer groups	250	300	450	750		Annually	Questionnaire	DPO
IR1.2: Affordable agro-input financing strategy established and functional	– Number of farmers and farmer groups linked to microfinance institutions for agro input credit and insurance	800 farmers and 40 farmer groups	250	300	450	750		Annually	Questionnaire	DPO
	– Number of farmers and farmer groups linked to credible agro input dealers	500farmers and 180 farmer groups	250	300	450	750		Annually	Questionnaire	DPO



IR2: Increased dietary intake among refugees and host communities	– % refugee and host community households with improved dietary intake	18%	20	35	45	65		Annually	Questionnaire	DPO
	– % of refugees and host community households able to provide adequate and nutritious food for their members throughout the year	16%	20	35	45	65		Annually	Questionnaire	DPO
IR2.1: Increased practices of improved nutrition among refugees and host community	– Number of refugees and host community households eating balanced diets	5000	450	700	950	1,750		Annually	Questionnaire	DPO
	– Number of refugees and host community households producing a variety of nutrient rich crops and keeping livestock	2000	450	700	950	1,750		Annually	Questionnaire	DPO
IR2.2: Nutrition enhancing interventions promoted at household levels	– Number of refugees and host community households provided with nutrition education	6000	450	700	950	1,750		Annually	Questionnaire	DPO
	– Number of refugees and host community households provided planting materials, livestock breeds, agrochemicals and equipment for own production	1500	450	700	950	1,750		Annually	Questionnaire	DPO

IR2.2: A functional Public Private Partnership Led Extension system established	– Number of public and private extension service providers attracted to work in refugee settlements and host communities	6	5	8	8	5		Annually	Questionnaire	DPO
	– Number of online advisory services provided to farmers in refugee settlements and host communities	-----	200	200	200	200			Annually	Questionnaire
IR1.1.2: A functional digital financial inclusion system established	– Number of Individual farmers and farmer groups linked to microfinance institutions and mobile telephone companies	3000 farmers and 150 farmer groups	250	300	450	750			Annually	Questionnaire

SO4: Skilled refugees and host communities that harnesses the employment potentials in refugee hosting districts in existence by 2025

Intermediate Results (IR) levels	Output and Outcome Indicators	Baseline (As of December 2020)	Target Values					Data Collection and Reporting		
			YR1	YR2	YR3	YR4	YR5	Frequency and reports	Data collection instruments	Responsibility for data collection
IR1: Reduced number of unemployed refugees and host communities	– % refugees and host community members employed in own jobs	12%	15	20	25	30	40	Annually	Questionnaire	District Labor Officer (DLO)
	– % refugees and host community members employed in formal employment	10%	25	35	45	55	65	Annually	Questionnaire	DLO



	– % refugees paid same salaries with nationals	15%	40	55	70	85	100	Annually	Questionnaire	DLO
IR1.1: Increased number of young people and adults accessing vocational education	– Number of students enrolled in the TVETS in the different courses	221	260	390	540	650	780	Annually	Questionnaire	DLO
IR1.2: A sustainable and affordable non-formal vocational education financing strategy established	– Number of privately sponsored students in TVETS	115	260	390	540	650	780	Annually	Questionnaire	DLO
	– Number of young and adult refugees and host community members offered education loan	59	130	260	390	420	450	Annually	Questionnaire	DLO
IR2: Increased number of TVETS offering different vocational trainings to refugees and host communities	– Number private technical and vocational schools offering the different courses	10	13	26	39	54	67	Annually	Questionnaire	DLO
	– Number of private run technical and vocational institutions in refugee and host communities	5	13	17	21	24	25	Annually	Questionnaire	DLO
IR2.1: A strategy that encourages private sector provision of non-formal vocational education established	– Number of private businesses linked to financial institutions to access credit for the establishment of TVETS	9	13	26	39	54	67	Annually	Questionnaire	DLO
	– Number of private businesses offered land in refugee and host communities to construct TVETS	2	13	26	39	54	67	Annually	Questionnaire	DLO

IR2.2: DIT curricula customized to fit refugees and host communities training and job placement needs	– Number of different courses customized to fit job placement needs of refugees and host communities	7	12					Annually	Questionnaire	DLO
	– Number instructors provided refresher courses on delivery of the customized curricula	6	12	24	36	48	50	Annually	Questionnaire	DLO

SO5: Five (5) per cent of refugee and host communities' vulnerable populations are fully included and actively participating in local development initiatives of the country by 2025

Intermediate Results (IR) levels	Output and Outcome Indicators	Baseline (As of December 2020)	Target Values					Data Collection and Reporting		
			YR1	YR2	YR3	YR4	YR5	Frequency and reports	Data collection instruments	Responsibility for data collection
IR1: Increased number of vulnerable populations accessing social services	– Percentage of vulnerable persons owning productive assets	0.3%	5	15	25	30	35	Annually	Questionnaire	DCDO
	– Percentage of vulnerable persons with increased per capita income	0.3%	5	15	25	30	35	Annually	Questionnaire	DCDO
IR1.1: Increased number of vulnerable populations participating in development programmes	– Percentage of vulnerable persons actively participating in development programmes including decision making process	3.9	5	30	45	65	80	Annually	Questionnaire	DCDO
IR1.2: Social services initiatives for vulnerable populations promoted	– Number of social services initiated for vulnerable persons	7	2	5	8	10	12	Annually	Questionnaire	DCDO



IR2: Increased number of vulnerable populations engaged in productive activities	- Percentage of vulnerable persons owning productive assets	0.3	5	15	25	30	35	Annually	Questionnaire	DCDO
	- Percentage of vulnerable persons with increased per capita income	8.3	5	15	25	30	35	Annually	Questionnaire	DCDO
IR2.1: Increased number of vulnerable populations participating in productive activities	- Number of vulnerable persons benefiting from microcredit services, and social development, skills training and market-enterprise projects	1,000,000	720000	720000	720000	720000	720000	Annually	Questionnaire	DCDO
	- Number of vulnerable persons that received cash and or food transfers and monthly stipends.	1,500,000	720000	720000	720000	720000	720000	Annually	Questionnaire	DCDO
IR2.2: Productive activities for vulnerable populations initiated	- Number of microcredit services, and social development, skills training and market-enterprise projects promoted	6	15	20	25	30	35	Annually	Questionnaire	DCDO
	- Amount of cash or food transferred to households with children, orphans, elderly and disabled persons	28.5	1.5 Bn	1.5 Bn	1.5 Bn	1.5 Bn	1.5 Bn	Annually	Questionnaire	DCDO

Monitoring Result Framework Assumptions

Appendix 4: Matrix for Monitoring Result Framework Assumptions

Assumptions	Indicators	Sources of information	Consequences and steps to be taken if assumptions do not materialize
1. National and refugee hosting districts economic, social and political security and stability maintained	Reported cases of corruption, conflict, violence and related deaths reduced.	Reports from IGG, anticorruption court, police and local courts	<p>Consequences</p> <p>There will be increased loss of public funds, poor service delivery, loss of trust in government, loss of property and lives</p> <p>Steps to be undertaken</p> <p>Strengthen community awareness and feedback on corruption, hire foreign audit firms and equip local conflict resolution mechanism offices.</p>
2. Government and development partners are committed to refugees and hosting district's development initiatives	The number of development projects on jobs and livelihoods for refugees and host communities increased.	OPM refugee desk report MFPED financial reports	<p>Consequences</p> <p>There will be limited access to social services, food and nutrition insecurity, decline in income and limited jobs available to the refugees and host communities</p> <p>Steps to be undertaken</p> <p>A deliberate affirmative action taken by respective local governments to integrate refugees and host communities in their annual plans and budgets.</p>
3. Local community structures for conflict resolutions and response to violence are functional and well facilitated	Reported cases of delayed conflict, violence and related deaths resolutions reached in the communities.	Reports from local community conflict management offices	<p>Consequences</p> <p>There will be increased crimes, GBV and related deaths in the communities</p> <p>Steps to be undertaken</p> <p>Instituting a locally funded conflict, violence and related deaths response fund through household contributions.</p>
4. Community social mechanisms for conflict resolutions and management utilized by refugee and host communities	The number of victims assisted	Reports from local community conflict management offices	<p>Consequences</p> <p>There will be increased incidences of crime, GBV and related deaths in the communities</p> <p>Steps to be undertaken</p> <p>Conducting household and community levels sensitization on the use of conflict resolution structures</p>
5. Government and development partners are aware, willing and able to support refugee and host community invest in non-agricultural and agricultural enterprises	The number of refugees and host communities financed by government and development partners to start and operate non-agricultural and agricultural businesses increased.	Reports from the District Commercial Officers	<p>Consequences</p> <p>There will be reduced employment opportunities leading to increased income poverty and crime rates among refugee and host communities</p> <p>Steps to be undertaken</p> <p>Establish linkages and network between refugees and host communities and microfinance institutions as well as business development service providers.</p>



Assumptions	Indicators	Sources of information	Consequences and steps to be taken if assumptions do not materialize
6. The private sector is willing and able to invest in refugee hosting districts	The number and category of private sector investments increased	Reports from District Commercial Officers	<p>Consequences</p> <p>There will be limited employment opportunities among refugee and host communities</p> <p>Steps to be undertaken</p> <p>Establish incentive system for local firms to get into business with refugees and host communities.</p>
7. Refugees and host communities position themselves to take advantage of the investment opportunities	The number of refugees and host communities seeking for financial and operational support for personal businesses increased.	Report from financial institutions and private business development service providers.	<p>Consequences</p> <p>There will be reduced employment opportunities leading to increased income poverty and crime rates among refugee and host communities</p> <p>Steps to be undertaken</p> <p>Establish linkages and network between refugees and host communities and microfinance institutions as well as business development service providers.</p>
8. Government is willing to relax labour regulations to incorporate minimum wage, contracting and health safety measures	The number of labour regulations that incorporate minimum wage, contracting and health safety measures increased.	Report from MGLSD	<p>Consequences</p> <ul style="list-style-type: none"> – There will be reduced average monthly earnings of female and male employees, by occupation, age and persons with disabilities of refugee and host communities. – There will be increased rates of fatal and non-fatal occupational injuries, by sex among refugees and host communities. <p>Steps to be undertaken</p> <p>Develop strategies aimed at fostering an entrepreneurial mind-set, attitudes and culture change; providing information, advice, coaching and mentoring; and removing perceived practical barriers and easing access to credit.</p>
9. Refugees and host communities are willing and able to utilize the support provided in agriculture by government and development partners	The number and types of non-agricultural and agricultural enterprises initiated and operational increased	Reports from District Commercial Officers and agricultural officers	<p>Consequences</p> <p>The number of refugees and host communities farm households with non-agricultural and agricultural enterprises will be reduced.</p> <p>Steps to be undertaken</p> <p>Institute agro-input and micro-enterprise development fund for farmers to be managed at farmer group level</p>

Assumptions	Indicators	Sources of information	Consequences and steps to be taken if assumptions do not materialize
10. The private sector is willing and able to provide the right quantity and quality of inputs and extension services to refugee and host communities	The number and types of agro-inputs procured and extension services accessed increased	Reports from District Commercial Officers and agricultural officers	<p>Consequences</p> <p>The quantity and quality of agro-inputs and extension services will be reduced.</p> <p>Steps to be undertaken</p> <p>Provide low interest loan for agro-inputs to microfinance institutions and private extension service contracts for local firms.</p>
11. Public and private technical and vocational training institutions that offer holistic non-formal and life skills training are functional	The number of public and private technical and vocational schools offering formal and non-formal trainings increased	Report from MoES	<p>Consequences</p> <p>There will be reduced number of refugees and host communities accessing technical and vocational training thus limiting their employment opportunities.</p> <p>Steps to be undertaken</p> <p>Lobby development partners to increase financing of technical and vocational training for refugees and host communities.</p>
12. Refugees and host community members are willing to enroll on the non-formal training programmes	The number of refugees and host community members trained and provided with start-up kits increased.	Reports from community development officers and education officers	<p>Consequences</p> <p>There will be reduced number of refugees and host communities who are self-employed thus limiting their income.</p> <p>Steps to be undertaken</p> <p>Institute mobilization programmes targeting refugees and host communities.</p>
13. The government and development partners are willing to support non-formal education	The amount of funds allocated and disbursed for non-formal education increased.	Reports from Ministry of Finance, Economic Development and Planning and Chief Finance Officers	<p>Consequences</p> <p>There will be reduced funding of non-formal education thus narrowing employment opportunities for refugees and host communities.</p> <p>Steps to be undertaken</p> <p>Lobby government and development partners to increase financing of vocational training for refugees and host communities.</p>
14. The current DIT curricula remain in operation	The number of public and private technical and vocational schools that has integrated DIT curricula into their trainings increased.	Report from MOES	<p>Consequences</p> <p>The number of refugees and host communities with marketable skills will be reduced.</p> <p>Steps to be undertaken</p> <p>MoES to facilitate District Inspector of Schools to follow up the technical and vocational schools to implement DIT curricula.</p>



Assumptions	Indicators	Sources of information	Consequences and steps to be taken if assumptions do not materialize
15. Refugee and host community development initiatives fully integrated with affirmative actions for the disadvantaged and vulnerable populations	The number of affirmative actions initiated and being implemented for disadvantaged and vulnerable population increased.	Report by MGLSD	<p>Consequences</p> <p>There will be increased number of disadvantaged and vulnerable persons with limited access to services.</p> <p>Steps to be undertaken</p> <p>Lobby local councils and technical officers in refugee and host communities to integrate affirmative actions for the disadvantaged and vulnerable populations in the annual Plans and Budgets.</p>
16. Social structures, systems and policies integrate affirmative action for disadvantaged and vulnerable population	The number of affirmative action for disadvantaged and vulnerable population integrated into social structure, systems and policies increased.	Report by MGLSD	<p>Consequences</p> <p>There will be increased number of disadvantaged and vulnerable persons with limited access to services.</p> <p>Steps to be undertaken</p> <p>Lobby technical officers in refugee and host communities to integrate affirmative actions for the disadvantaged and vulnerable populations in to the local social structures and systems.</p>
17. Community Development Officers, Law enforcement officers and local councils are facilitated to respond to GBV issues and facilitate communities to resolve conflicts	The percent of funding and number of facilities for CDOs and law enforcement officers increased.	Report by MGLSD	<p>Consequences</p> <p>There will be increased number of cases of conflict, GBV and related deaths reported and resolved among refugees and host communities.</p> <p>Steps to be undertaken</p> <p>Lobby MFPED, local councils and technical officers in refugee and host districts to increase funding of conflict, GBV and related deaths response activities.</p>
18. Commercial and labour officer are facilitated to mobilize and build capacities of refugees and host communities.	The percent of funding and number for DCOs and Labour officers increased.	Reports by MGLSD and MTIC	<p>Consequences</p> <p>There will be reduced number of refugees and host communities with capacity to participate in local development arena.</p> <p>Steps to be undertaken</p> <p>Lobby MFPED, local councils and technical officers in refugee and host districts to provide funding for commercial and Labour offices.</p>

Assumptions	Indicators	Sources of information	Consequences and steps to be taken if assumptions do not materialize
19. Microfinance institutions are willing to provide credits to refugee and host community businesses	The number of refugees and host communities accessing credits from microfinance institutions increased	Report from MTTIC	<p>Consequences</p> <p>There will be increased number of refugees and host communities with inadequate starting and working capitals to operate their businesses.</p> <p>Steps to be undertaken</p> <p>Establish linkages and network between refugees and host communities and microfinance institutions as well as business development service providers.</p>
20. The refugee and host communities' smallholder farmers are willing and able to utilize agricultural inputs well.	The percent of smallholder refugees and host communities using improved agricultural inputs increased.	Report by MAAIF	<p>Consequences</p> <p>There will be low uptake of improved agricultural technologies by refugees and host communities.</p> <p>Steps to be undertaken</p> <p>Establish linkages and network between refugees and host communities and agro-input dealers.</p>
21. The extension workers are committed to interacting with smallholder farmers regularly	Number of extension workers regularly visiting and mentoring farmers increased	Report by MAAIF	<p>Consequences</p> <p>There will be low uptake of improved agricultural technologies by refugees and host communities.</p> <p>Steps to be undertaken</p> <p>Strengthen joint farmer extension monitoring.</p>
22. Extension workers are well facilitated	Number and types of facilitations provided to extension workers increased	Report by MAAIF	<p>Consequences</p> <p>There will be low interaction between extension workers and smallholder farmers.</p> <p>Steps to be undertaken</p> <p>Establish Public Private Partnership extension service provision arrangement.</p>
23. Public and private sector actors are willing and able to invest in technical and vocational education	Number of private and public BTVETs offering non-formal education increased	Report by UBTEB	<p>Consequences</p> <p>There will be low enrollment of refugees and host communities in non-formal education.</p> <p>Steps to be undertaken</p> <p>Establish linkages and network between financial institutions and BTVETs for credit facilities.</p>



Assumptions	Indicators	Sources of information	Consequences and steps to be taken if assumptions do not materialize
24. Government and development partner's staff are willing to involve vulnerable refugee and host communities in all development initiatives	The number of vulnerable refugees and host communities participating in development initiatives increased	Reports by DCDOs	<p>Consequences</p> <p>There will be increased vulnerability of refugees and host communities.</p> <p>Steps to be undertaken</p> <p>Establish affirmative action that promote the participation of vulnerable refugees and host communities in development initiatives.</p>
25. Government and donors are willing and able to fund the budget	The number of donors funding JLIRP activities and amount provided increased	Reports by District Finance Officers, MFPED and implementing partners	<p>Consequences</p> <p>There will be limited implementation of JLIRP activities in refugees hosting districts.</p> <p>Steps to be undertaken</p> <p>Establish donor funding lobby group for JLIRP.</p>
26. Microfinance institutions are willing and able to provide low interest loans to refugee and host communities	The number of microfinance institutions providing low interest loans to refugees and host communities increased	Reports by Microfinance Institutions	<p>Consequences</p> <p>There will be low financing of non-agricultural and agricultural enterprises by refugees and host communities.</p> <p>Steps to be undertaken</p> <p>Bank of Uganda to reduce interest rates on Micro and Small Enterprises.</p>

Sustainability plan

For JLIRP to be sustainable there is need to establish and make functional planning and implementation council with a mixture of private sector and public representatives that will promote sustainability, determine intermediate and long-term benchmarks, measure success, coordinate cross sector and actors' efforts, and dialogue and report to OPM and development partners including private sector leaders on the progress.

Appendix 5: Sustainability Plan Matrix

Key aspects of sustainability	Actions to be taken	Indicators	Actor	Time frame
Integrating plan and budgets into national and local plans and budgets	Encouraging local governments and line ministries to integrate JLIRP activities and budgets	Number of local governments and line ministries with annual budgets addressing JLIRP activities	MoLG	September 2020-2025
	Mapping and tracking the budget execution	Number and type of JLIRP activities implemented	Local governments	Quarterly
Reliable sources of funding	Prioritization, negotiation and arbitration between different ministries and line agencies	Number of donors and development partners providing funding for JLIRP	CRRF secretariat	2020/2021-2024/2025
Operational support	Establishing effective multi-stakeholder partnership coordination unit	Number of functional stakeholder partnerships	OPM	August 2020
	Establishing functional community structures	Number of functional community structures in refugee and host communities	Local governments	August 2020



Sector Development Mandates and JLIRP Implementation

Solving the many socio-economic problems facing refugees and host communities requires a comprehensive activity planning and actions by specific related sectors and development partners in line with the strategic objectives and pillars. The specific line ministries retain their individual unique legitimacy playing a facilitative role due to the public nature of their mandates in implementing JLIRP activities.

Appendix 6: Sector Development Mandates and JLIRP Implementation

Sector	Mandate
Ministry of Gender Labour and Social Development	To Empower Communities to Harness their Potential through Skills Development, Labour Productivity and Cultural Growth for Sustainable and Gender Responsive Development.
Ministry of Agriculture, Animal Industry and Fisheries	<ul style="list-style-type: none"> a) Formulate, review and implement national policies, plans, strategies, regulations and standards and enforce laws, regulations and standards along the value chain of crops, livestock and fisheries; b) Control and manage epidemics and disasters, and support the control of sporadic and endemic diseases, pests and vectors; c) Regulate the use of agricultural chemicals, veterinary drugs, biological, planting and stocking materials as well as other inputs; d) Support the development of infrastructure and use of water for agricultural production along livestock, crop and fisheries value chains; e) Establish sustainable systems to collect, process, maintain and disseminate agricultural statistics and information; f) Support provision of planting and stocking materials and other inputs to increase production and commercialization of agriculture for food security and household income; g) Develop public infrastructure to support production, quality / safety assurance and value-addition along the livestock, crop and fisheries commodity chains; h) Monitor, inspect, evaluate and harmonize activities in the agricultural sector including local governments; i) Strengthen human and institutional capacity and mobilize financial and technical resources for delivery of agricultural services; and j) Develop and promote collaborative mechanisms nationally, regionally and internationally on issues pertaining to the sector
Ministry of Trade, Industry and Cooperatives	To formulate, review and support policies, strategies, plans and programs that promote and ensure expansion and diversification of trade, cooperatives, environmentally sustainable industrialization, appropriate technology development and transfer to generate wealth for poverty eradication and benefit the country socially and economically.
Ministry of East Africa Community Affairs	To steer Uganda's regional integration agenda in accordance with the objectives of the Treaty for Establishment of East African Community.
Ministry of Education and Sports	To provide quality education and sports services in the country, which are constitutional obligations for the Ugandan State and Government

Budget

Appendix 7: Strategic Objective Based Budget

Pillar 1: Strengthening refugee and host community social cohesion		
Strategic objective 1:	Peaceful coexistence and socio-economic interaction fostered and strengthened between refugees and host communities by 2025.	
Strategic Intervention 1:	Building capacities of refugees, host communities and host local governments to establish local mechanisms for conflict prevention, management and response to violence including GBV and land related matters among others.	
Activity Number	Activity description	Total budget (US\$)
	Conduct community meetings to create safe spaces for dialogue in refugeesettlements and host communities.	32,682
	Provide capacity building supports to welfare and local councils	65,438
	Put in place household, group and community level violence response mechanism	80,271
	Provide support to institutions for dispute prevention and conflict resolution	11,011
	Conduct Community dialogues to manage violence including SGBV and promotepeace.	37,010
	Provide IEC materials for SGBV advocacy Developed, translated and or popularizedinto local language	515,750
	Conduct radio talk shows and spot messages on SGBV to enhance knowledgeprevention and response organized	177,216
	Integrate SGBV into existing curriculum at various levels (pre-primary primary,secondary and tertiary)	1,050
	Conduct periodic advocacy celebration of 16 days of activism against SGBV	249,155
	Provide facilitation to law enforcement officers to enforce mechanisms for conflictmanagement within and beyond the refugee hosting districts.	251,600
	Conduct community policing and sensitization meetings	151,165
	Sub total	1,572,348
Strategic Intervention 2:	Supporting networks and infrastructure for peace building in refugee settlements andhost communities.	
Activity Number	Activity description	Total budget (US\$)
	Establish local peace committees	17,120
	Establish multi-stakeholder and women- and youth-led dialogue forums	27,340
	Organize trainings on community conflict resolution and management for peacecommittees	23,465
	Sub total	67,925



Strategic Intervention 3:	Providing refugee and host community with relevant soft skills, improved knowledge and information for attitudinal change (positive perceptions and mind set change), building resilience, peace and personal empowerment, development and self-reliance.	
Activity Number	Activity description	Total budget (US\$)
	Train refugees and host community household members in soft skills and workethic training, psychosocial support, mentorship, and peer support.	275,222
	Provide support to the refugees and host community household members after training through mentorship, reorientation, follow-up engagement, and the establishment of alumni clubs.	107,985
	Provide psychosocial support for refugees and host communities.	42,798
	Sub total	426,005
Strategic Intervention 4:	Improving literacy and numeracy of refugee and host communities	
Activity Number	Activity description	Total budget (US\$)
	Construct and equip Functional Adult Literacy centers in refugee settlements and host communities.	3,901,500
	Recruit, train and facilitate Instructors	212,733
	Provide short training in English as a foreign language and English language skills for adults and school going age children in primary and secondary schools in refugee settlements.	520,100
	Sub total	4,634,333
	Monitoring and Evaluation Activities (5% of total budget)	334,843
	Total strategic objective 1	7,035,453
Pillar 2:	Enabling entrepreneurial led development and market growth system	
Strategic objective 2:	Sustainable economic opportunities created in refugees and host communities for improved competitiveness and inclusive growth by 2025	
Strategic Intervention 1:	Increasing investment in Micro and Small Enterprises and agricultural household enterprises for refugee and host communities	
Activity Number	Activity description	Total budget (US\$)
	Map, profile and identify target groups – within overall economic opportunities and key drivers of change	65,520
	Provide microcredit and startup capital for MSE association/ groups and link with micro-finance institutions	4,500,000
	Facilitate linkages to productive value chains – business matching and marketing including use of ICT in financing opportunities	72,000
	Engage service providers and business actors (large buyers/ processors/retailers/farmers) on governance, regulatory, service provision and infrastructure plans	21,600

	Promote creation of enterprise cooperatives/clusters and joint ventures – to pull resources, overcome large fixed costs, stimulate interaction and resource sharing	37,200
	Support investment in economic infrastructure (Market and storage infrastructure, roads, water, power, ICT digital hubs connectivity, etc.)	2,280,000
	Plan and setup incubation/common user facilities and technology upgrade (pre-incubation models, mid-term incubation and post incubation/accelerators) programmes	144,000
	Conduct TOT Technical training and capacity building - to selected support MSME development to influence investment	8,412,480
	Sub total	15,532,800
Strategic Intervention 2:	Strengthening market systems for enabled business friendly environment and best practices	
Activity Number	Activity description	Total budget (US\$)
	Conduct data collection, analysis and dissemination of information on strategic procurement to increase use of local content	32,760
	Automate asset inventory management to eliminate illegal destination and counterfeit (bar coding, e-commerce software) to support economy and boost consumer purchasing power	7,500
	Support quality and standardization system compatible for local and regional markets	62,500
	Implementing partner personnel to provide business coaching and mentorship visits to refugee and host community business premises	6,353,600
	Improve business environment for stronger participation of the private sector	2,409,600
	Develop and disseminate quality standards manuals for processes and products	260,750
	Improve regulatory and policy framework to support friendly labor and market regulations and practices	625,800
	Support enforcement and protection of innovations for elimination of unfair competition.	360,000
	Strengthen access to finance through effective market-based solutions and settlement-based studies to address barriers to access to finance	6,480,000
	Sub total	17,592,510
Strategic Intervention 3:	Providing Business development services, financial education and training (credit and insurance) for refugees and host communities	
Activity Number	Activity description	Total budget (US\$)
	Profile and map out target groups – within overall economic opportunities and key drivers of change	65,520



	Promote creation of enterprise cooperatives/clusters and Joint ventures – to pull resources, overcome large fixed costs and stimulate resource sharing	3,240,000
	Plan and setup incubation/common user facilities and technology upgrade (pre-incubation models, mid-term incubation and post incubation/accelerators) programmes	2,000,000
	Conduct business clinics to support formation and formalization – of new and existing small-scale women businesses, village savings and loan (VSLs), markets, farming associations etc.	64,800
	Facilitate linkages to productive value chains – business matching and marketing including use of ICT in financing opportunities	72,000
	Link with micro-finance institutions to provide seed capital funds for the associations and startups	1,562,500
	Link micro-finance institutions with local entrepreneurs to provide digital financial services such as ATMs, debit cards, mobile money, and digital credit to refugees settlements and host communities	30,000
	Engage service providers and business actors (large buyers/processors/retailers/farmers) on governance, regulatory, service provision and infrastructure plans	30,000
	Conduct TOT Technical training and capacity building - to selected support MSME development to influence investment	1,562,500
	Sub total	8,627,320
Strategic Intervention 4:	Digital financial inclusion	
Activity Number	Activity description	Total budget (US\$)
	Strengthen digital infrastructure to enable broader more affordable access to digital services.	11,676,000
	Support access to mobile networks to facilitate business and individual access to mobile money solutions and digital banking	691,200
	Strengthen digital skills to manage finance, support business development, foster innovation and entrepreneurship	6,480,000
	Sub total	18,847,200
	Monitoring and Evaluation Activities (5% of total budget)	3,029,990
	Total strategic objective 2	63,629,820
Pillar 3:	Increasing agricultural productivity, production, and marketable volume	
Strategic objective 3:	Increased food, nutrition and income security of 486,861 refugee and 1,152,087 host community households improved by 2025	
Strategic Intervention 1:	Increasing agricultural production and productivity of refugees and host communities.	
Activity Number	Activity description	Total budget (US\$)
	Establish strategic means to systematically collect and analyze agro meteorology data	92,466

	Conduct Training of Trainers/Sensitization on quality seed selection criteria and meteorological data interpretation and dissemination	93,087
	Profile and conduct inspection of agricultural chemical, seed and other inputs to enhance compliance by the agro-input dealers and establish smallholder farmer linkage and networks with agro-input dealers	269,642
	Profiling seed market demand to attract Private Sector Suppliers	40,270.2
	Establish demonstration gardens on improved agricultural technology, on-farm trainings and demonstrations	4,027,023
	Provide irrigation facilities	4,308,915
	Conduct TOT for extension workers on water for production management, animal health and production at sub county level	10,875
	Strengthen farmer level seed and grain storage	340,512
	Popularize animal traction and mechanization	121,520
	Complete the settlement strategy to facilitate refugee and host community land management planning in existing and for new settlements	253,551
	Provide physical development plans for all refugee settlements and hosting districts to better plan land usage and strengthen access for agriculture and livelihoods.	280,199
	Strengthen the investment environment with surety of land tenure for refugees and host communities.	150,000
	Conduct TOT training for extension workers in best and modern management practices in animal health and production	31,539
	Training of livestock farmers	11,655
	Provide improved livestock breeds (fish, goats and poultry) to women, youth, persons with disabilities and mixed smallholder farmer groups	649,679
	Conduct compliance inspection for veterinary drugs, acaricides and other inputs	32,201
	Put in place a mechanism to reduce disease and parasite burdens for livestock owners	3,061,736
	Pasture establishment, management, conservation and water for increased feed and water availability for both the refugees and hosting communities	3,074,321
	Tighten and Strengthen traceability of refugee and hosting community animals	136,213
	Increase animal product safety and value chain development	90,216
	Dairy, Poultry, pig, fish and Goat Industries rehabilitated	205,542
	Provide 11000 Fingerlings to refugees and host communities in each of 30 ponds	222,750
	Fisheries Officer identify suitable sites for ponds	26,980
	Train fish farmers on pond and cage establishment and management at district level	124,550
	Artificial pond creation one per parish	148,654
	Identify gaps in aquaculture value chain and infrastructure and develop possible solutions	51,357



	Establish and manage demonstration fish breeding centers	95,996
	Conduct surveillance and control of fish activities in the water bodies	60,830
	Establish and maintain of a hatchery per district	47,835
	Sensitize beneficiaries in apiary management, product value chain and ecosystem conservation techniques	1,304,048
	Promote the establishment of commercial woodlots	167,400
	Establishment and management of tree nurseries	243,240
	Provide apiary equipment and materials including improved hives and harvesting gears to women, youth, persons with disabilities and mixed smallholder farmer group members	241,618
	Establishment of queen rearing facilities	161,098.8
	Conduct training on Apiculture product value chain like candle wax production, bee venom for 12 districts	26,925
	Sub total	19,981,694
Strategic Intervention 2:	Improving access to agricultural extension services	
Activity Number	Activity description	Total budget (US\$)
	Carry out extension staff pre –recruitment activities (Advertisement, Short-listing and conducting interviews)	11,019
	Facilitation of 149 deployed staff	4,426,789
	Inception meeting	89,034
	Conduct Farmer intra-district exchange visits	162,962
	Preparation and coordination of the intra-district exchange visits	2,880
	Conduct farmer inter-district exchange visits	56,882
	Conduct farmer participation in National Agricultural events	224,865
	Update training materials per enterprise/commodity	27,028
	Printing and delivery of training materials	302,375
	Sub total	5,276,806
Strategic Intervention 3:	Strengthening farmer organizations	
Activity Number	Activity description	Total budget (US\$)
	Mobilize and sensitize farmers	559,270
	Register and build capacity of 1750 Farmer Organizations and Higher-Level Farmer Organizations through trainings	3,292,692
	Strengthen Farmer organizations in governance, business planning and financial management	310,240
	Build farmer organizations capacity for refugee host agreements for land share and commercial production	240,725

	Organize smallholder farmers in refugee settlements and host communities to form women, youth, persons with disabilities and mixed farmer groups	40,497.5
	Formation of Multi-Stakeholder Innovation Platforms	119,448
	Sub total	4,562,872
Strategic Intervention 4:	Promoting household food and nutrition security	
Activity Number	Activity description	Total budget (US\$)
	Do soil mapping	3,256,455
	Hold harmonization meeting at national level for DPMOS, DAOs and DCOs	362,422
	Training by district and Sub-county staff	8,626
	Sub total	3,627,503
Strategic Intervention 5:	Strengthen and upgrade farmer and fisher post-harvest handling	
Activity Number	Activity description	Total budget (US\$)
	Carry out massive Campaigns for safe Fish, crop and Livestock products	366,229
	Purchase and install Post harvest handling equipment	745,000
	Conduct User orientation sessions	30,154
	Put in place Post harvest Infrastructure	1,950,000
	Construct or install Agro processing value addition facilities	2,255,053
	Train personnel and local artisans on equipment operation and management	70,270
	Sub total	5,416,707
Strategic Intervention 6:	Attract Private Sector Processors capable of off-taking agricultural produce	
Activity Number	Activity description	Total budget (US\$)
	Link commodity profile farmer groups to processors	25,710
	Develop Processor profiles	19,183
	Develop commodity profiles	19,183
	Disseminate Market information to farmers, produce off takers and processors	273,500
	Conduct trainings and demonstration on post-harvest handling, food processing and quality control	26,925
	Sub total	364,501
	Monitoring and Evaluation Activities (5% of total budget)	2,353,805
	Total strategic objective 3	41,583,888



Pillar 4:	Increasing access to market relevant skills training to enhance employability and jobcreation	
Strategic objective 4:	Skilled refugees and host communities that harnesses employment potentials in the country in existence by 2025	
Strategic Intervention 1:	Integrating ICT in technical and vocational skills development delivery	
Activity Number	Activity description	Total budget (US\$)
	Provide educational media and educational technology materials including teachers/instructors, text books, audio, video and e-learning materials and communications equipment such as radio, mobile phones, and computer networks to 13 refugee districts.	1,283,100
	Train 26 instructors on ICT use in delivering technical and vocational skills delivery	5,313,340
	Sub total	6,596,440
Strategic Intervention 2:	Improving access, participation and equity to formal and non-formal technical & vocational training for refugees and host communities	
Activity Number	Activity description	Total budget (US\$)
	Contract private education finance institutions to provide payment for non-formal and formal technical and vocational skills training using the voucher system.	3,250,000
	Establish employer sectoral alliances to provide apprenticeship training scheme, quality assurance, and employment services, micro-financing and disseminate information on the different skills training programmes to refugees and host communities.	81,423
	Harmonize and translate Directorate of Industrial Training (DIT) curricula into local languages of refugee host districts.	63,050
	Collect, analyze and provide Labor Market needs (LMIS) information to refugees and host communities.	190,750
	Sub total	3,585,223
Strategic Intervention 3:	Increase job placement opportunities to refugees and host communities	
Activity Number	Activity description	Total budget (US\$)
	Provide short training, including in English, for school going age children in primary and secondary schools in refugee host districts.	684,595
	Offer 3-6 months non-formal training in technical, transferrable skills and competencies, career and work navigation skills including career networking and interviewing.	25,675,784
	Organize meetings for private sector engagement around hiring needs	74,014
	Facilitate private sector business input into curriculum and training development	2,702,930

	Link trainees to private employers for internship and apprenticeship options.	181,579
	Establish career centers and equip them with well trained counselors	2,013,514
	Provide skills certification through 12-month courses.	736,946
	Sub total	32,069,361
	Monitoring and Evaluation Activities (5% of total budget)	1,734,550
	Total strategic objective 4	43,985,573

Pillar 5:	Establishing effective shock responsive refugee and host community social protection and social inclusion systems	
Strategic objective 5:	Five (5) per cent of refugee and host communities' vulnerable populations are fully included and actively participating in local 13 LGs	
Strategic Intervention 1:	Increase the number of disadvantaged and vulnerable populations of refugees and host community's participation in productive activities.	
Activity Number	Activity description	Total budget (US\$)
	Facilitate the formation of youth, women and persons with disabilities groups	45,123
	Conduct training in enterprise selection, planning, financial literacy, savings and credit management, entrepreneurship and business management for refugee and host community selected youth, women and persons with disability.	61,595
	Facilitate youth, women and persons with disabilities and groups to open bank accounts/offer mobile money services.	47,945
	Facilitate youth, women and persons with disabilities to register their business	155,580
	Support 184 women groups, of 10 women per group each year to access UGX 2m. startup grants in line with UWEPP approach	496,800
	Support 1,000 youth groups of 10 youths per group each year to access UGX 2m. Startup grants in line with YLP approach.	5,940,000
	Support 584 PWD groups of 5 persons per group each year to access grants in line with Uganda's PWDS grants approach	1,576,800
	Support 130 elderly persons groups to access UGX 2 m per Group in line with the SAGE approach	351,000
	Mobilize youth, women and persons with disabilities with businesses to form savings and credit associations	50,475
	Sub total	8,725,318
Strategic Intervention 2:	Increase effective participation and representation of disadvantaged and vulnerable populations of refugee and host communities in decision making process	
Activity Number	Activity description	Total budget (US\$)
	Train the youth, women and persons with disabilities in lobbying and advocacy.	33,125



	Train the youth, women and persons with disability in planning and budgeting.	33,125
	Facilitate representatives of the youth, women and persons with disabilities attend local government planning and budgeting meetings.	287,620
	Sub total	353,870
Strategic Intervention 3:	Reduce harsh parenting practices and create positive parent-child relationships	
Activity Number	Activity description	Total budget (US\$)
	Conduct workshops on positive parenting in refugee and host community household members to create awareness on harsh parenting.	1,481,870
	Provide family-based care and out of school services for children and youth	164,680
	Sub total	1,646,550
Strategic Intervention 3:	Increasing capacity of shock response systems to address individual (idiosyncratic) and community (covariate) shocks to protect development gains and promote self-reliance	
Activity Number	Activity description	Total budget (US\$)
	Strengthened national data systems and management of social protection data across national systems and refugees.	100,000
	Roadmap for development of national shock-responsive social protection system which includes refugees and host communities	140,000
	Assess disaster risk financing mechanisms to support refugees and host communities	260,000
	Sub total	500,000
	Monitoring and Evaluation Activities (5% of total budget)	1,571,602
	Total strategic objective 5	15,491,516

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