



OFFICE OF THE PRIME MINISTER



COMPREHENSIVE  
REFUGEE  
RESPONSE  
FRAMEWORK

# ANNUAL REPORT 2021

EMPOWERING REFUGEES AND HOST  
COMMUNITIES OF UGANDA





**PREPARED BY THE CRRF SECRETARIAT  
OFFICE OF THE PRIME MINISTER**

**May 2022**

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## ACRONYMNS

<b>AAP</b>	Accountability to Affected Populations	<b>MoES</b>	Ministry of Education and Sports
<b>AMP</b>	Aid Management Platform	<b>MoGLSD</b>	Ministry of Gender, Labour and Social Development
<b>CAOs</b>	Chief Accounting Officers	<b>MoLHUD</b>	Ministry of Labour, Housing and Urban Development
<b>CME</b>	Continuous Medical Education	<b>MoH</b>	Ministry of Health
<b>CRRF</b>	Comprehensive Refugee Response Framework	<b>MoLG</b>	Ministry of Local Government
<b>DEF</b>	District Engagement Forum	<b>MOWT</b>	Ministry of Works & Transport
<b>DFID</b>	Department for International Development	<b>MWE</b>	Ministry of Water and Environment
<b>DIS</b>	District Information System	<b>NAP</b>	National Action Plan
<b>DOR</b>	Department of Refugees	<b>NDP</b>	National Development Plan
<b>DRDIP</b>	Development Response to Displacement Impact Project	<b>NPA</b>	National Planning Authority
<b>ERP</b>	Education Response Plan	<b>PDFs</b>	Physical Development Frameworks
<b>FAO</b>	Food and Agricultural Organization	<b>PPA</b>	Project Partnership Agreement
<b>GIZ</b>	German Development Agency	<b>PS/ST</b>	Permanent Secretary/Secretary to the Treasury
<b>GCR</b>	Global Compact for Refugees	<b>RCM</b>	Refugee Coordination Model
<b>GRF</b>	Global Refugee Forum	<b>REF</b>	Refugee Engagement Forum
<b>HLOM</b>	High Level Officials Meeting	<b>RHDs</b>	Refugee Hosting Districts
<b>IFIs</b>	International Financial Institutions	<b>RWL</b>	Refugee Welfare Leaders
<b>JIIRP</b>	Jobs and Livelihoods Integrated Response Plan	<b>SERP</b>	Sustainable Energy Response Plan
<b>LDPG</b>	Local Development Partners Group	<b>SG</b>	Steering Group
<b>LG</b>	Local Government	<b>SRP</b>	Sector Response Plan
<b>LGDP</b>	Local Government Development Programme	<b>TORs</b>	Terms of References
<b>MAAIF</b>	Minister of Agriculture, Animal Industry and Fisheries	<b>UBOS</b>	Uganda Bureau of Statistics
<b>MDAs</b>	Ministries, Departments and Agencies	<b>UCRRP</b>	Uganda Country Refugee Response Plan
<b>MEACA</b>	Ministry of East African Community Affairs	<b>UN</b>	United Nations
<b>MEMD</b>	Ministry of Energy & Mineral Development	<b>UNDP</b>	United Nations Development Programme
<b>MHPSS</b>	Mental Health & Psycho-social Support	<b>UNHCR</b>	United Nations High Commissioner for Refugees
		<b>UNICEF</b>	United Nations Children's Fund
		<b>WASH</b>	Water, Sanitation and Hygiene
		<b>WERP</b>	Water & Environment Response Plan

## ACKNOWLEDGEMENTS

Following the launch of the Comprehensive Refugee Response Framework (CRRF) in March 2017, the Government of Uganda, in partnership with key stakeholders, has registered considerable outcomes in implementing the CRRF. This would not be possible if it were not for the immense support of our partners and friends of the CRRF.

I profoundly thank the CRRF Steering Group Chair and Co-Chair, the Ministers of Refugees and Disaster Preparedness and Local Government, respectively and all the Steering group members for their active participation over the last year and their dedication to steer the CRRF to new heights.

I would also like to welcome our new CRRF Steering members, the Chair & Co-Chair of the SG, new representatives of the UN, IFIs, CAOs and District Chairpersons who joined us in 2021. I trust that their membership will further strengthen the CRRF Steering Group.

I would also like to take this opportunity to thank all our donors and partners for their support towards Uganda's refugee response, particularly UNHCR, for facilitating the running costs of the CRRF Secretariat. We are also grateful for the organizations that have seconded their staff to the CRRF Secretariat; OPM, UNHCR, UNDP, UNICEF, BMZ/GIZ, and the INGOs. As a result, we have created a multi-skilled team at the CRRF Secretariat.

In a particular way, I would like to appreciate the local governments, implementing partners, operating partners, and volunteers who respond and enforce the CRRF in practice. They have shown that burden and responsibility sharing are fundamental principles for the global refugee response.

As we continue to pursue our mandate laid out in the Global Compact of Refugees & the CRRF, we must also strengthen the CRRF Secretariat by funding its activities to continue evolving and fulfilling its noble obligations.

For God and My Country,



**KEITH MUHAKANIZI,**  
**Permanent Secretary,**  
Office of the Prime Minister





The Mortar Bridge on River Kaya connecting Uganda and South Sudan via Yumbe district constructed by DRDIP. The bridge has brought hope for the South Sudanese nationals and Ugandans crossing from one country to another.





Members of Nakivale Lake Shore line restoration sub project in Isingiro district



## FOREWORD

As the Chairperson of the CRRF Steering Group, I would like to commend the CRRF fraternity for making it through 2021. The last year was a challenging year for everyone due to the unending suffering and disruption caused by the COVID-19 pandemic. However, we are hopeful that 2022 will be a better year for us.

Through the embrace of the government led CRRF approach by our key partners and their collective efforts to oversee its implementation through the CRRF Steering Group, Uganda remains at the forefront of international and moral obligations to refugees and asylum seekers. As highlighted by the UNHCR High Commissioner, H.E Filippo Grandi, during visit to Uganda and participation in the 13th CRRF Steering Group meeting in March 2021.

In this annual report, you will find some of the notable CRRF milestones in 2021 including but are not limited to; the endorsement of the District Engagement Forum, the adoption of the Sustainable Energy Response Plan, implementation status of the sector response plans, the adoption of the revised National Plan of Action 2021-2022, Uganda's participation at the High-Level Ministerial Meeting to follow-up on the Global Refugee Forum pledges - to mention but a few milestones. You will also find the challenges, the way forward and priorities for 2022.

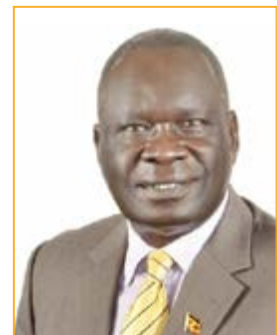
It must be said that the progress registered in 2021 would not have been possible without the continued support of our humanitarian and development partners. I want to thank you all for the direct and indirect support rendered towards the CRRF through staffing arrangements to the CRRF Secretariat, direct funding of the Secretariat, and continued support to Uganda's refugee response.

However, the success of the CRRF in Uganda relies on robust and well-functioning arrangements for burden-and responsibility-sharing and the international community to live up to their commitments in the Global Compact for Refugees. Therefore, development partners and humanitarian partners must work together and commit to supporting the Government to lead a comprehensive refugee response that eases the pressure on host communities.

As the Government, we are committed to advancing the GCR and its CRRF. We continue to invest significant domestic resources to uphold the safety, well-being and dignity of refugees and the host communities of Uganda.

I pray that our partners rally around us to ensure that we uphold the commitments we have made to preserve and protect Uganda's refugee model that guarantees the safety of our brothers and sisters, the refugees, and the communities that host them.

For God and my country,



**ENG. HILARY ONEK (MP)**  
Minister for Relief, Disaster Preparedness and Refugees & Chair of the CRRF Steering Group

With 1,573,291 million refugees (as of 31 December 2021), Uganda is home to the largest refugee population in Africa and the third largest globally. Hailed as having some of the most progressive refugee policies globally, Uganda's refugee model provides refugees with the right to work, establish businesses and access public services, including education and health. Moreover, refugees are not encamped – upon arrival, they are granted plots of land in settlements – and they are free to move.

On 19 September 2016, the United Nations General Assembly unanimously adopted the New York Declaration for Refugees and Migrants. As a result, Uganda was among the first countries to launch the Comprehensive Refugee Response Framework (CRRF) in March 2017 to sustain its model approach to refugee management in the face of significant influx.

By engaging a comprehensive approach, harnessed by a whole-of-society approach in responding and finding solutions to refugee crises, Uganda is building on existing initiatives and policies to address the needs of refugees and host communities.

As stipulated in the Global Compact for Refugees, Uganda has set up several national arrangements that work towards a government-led multi-stakeholder approach that benefits refugees and host communities. Some of these arrangements include forming a multi-stakeholder, high-level decision-making body called the CRRF Steering Group with a current composition of 38 members drawn from different MDAs, national and international actors, and refugee and host community representatives, and its technical arm the CRRF Secretariat.

In addition, in consultation with key partners, the government has developed response plans in health, education, water & environment, jobs, and livelihoods that cater to the needs of both refugees and host communities.

Also, Uganda's National Development Plan III explicitly includes refugees into national, sectoral and district planning. These efforts have enabled Uganda to integrate longer-term resilience approaches within the refugee response and released development funding to the benefit of refugees and host communities.

This annual report focuses on the progress of CRRF in Uganda in 2021. It is prepared against the background of the National Plan of Action 2021-22, implementation of the decisions of the CRRF SG meetings, progress on the refugee response plans, outcomes of the engagements undertaken and challenging factors that continue to constrain the performance of the CRRF.



Hon. Anyakun Esther Davina, Minister of State for Relief, Disaster Preparedness and Refugees in a panel session on durable solutions during the Regional Protection and Solutions Dialogue held in Nairobi 6-7 December 2021

## 1.1 ABOUT THE CRRF SECRETARIAT

The CRRF Secretariat was set up under the Office of the Prime Minister in October 2017. The technical arm of the CRRF Steering Group facilitates the implementation of the CRRF in line with the National Plan of Action to implement the Global Compact on Refugees and its CRRF.

Guided by the agreed ToRs, the Secretariat supports coordinated planning, programming, and resourcing of the CRRF roll-out in Uganda and ensures cross pillar information flow and linkages. Lessons learned are documented through monitoring and evaluation and workshops and studies.

“Through the CRRF, we have an opportunity to empower refugees and host communities for a sustainable future. However, whether meeting the development needs of refugees, providing humanitarian assistance, or even improving outcomes in health and education, we are strongest when we work together to find solutions and implement them effectively.”

**Ms. Susan Ngongi Namondo,**  
United Nations Resident  
Coordinator, Member of the  
CRRF Steering Group

### 1.1.1 WHAT WE DO

A summary of the CRRF Secretariat tasks as per its TORs (Terms of References) are here below:

- Organize regular CRRF Steering Group Meetings and ensure implementation of Steering Group decisions.
- Support sectoral planning, monitoring and evaluation, and District capacity development.
- Enhance coordination, partnerships and networking at district, national, regional, and global levels.
- Undertake resource mobilization and fund management.
- Function as a policy think tank to undertake policy research, present proposals, policy briefs and facilitate policy dialogues.
- Undertake effective communication, visibility, and outreach to support information, knowledge sharing and transfer.

### 1.1.2 THE CRRF SECRETARIAT STAFF COMPOSITION

The CRRF Secretariat is headed by a director and currently employs 17 staff including support staff.<sup>1</sup> In addition to members seconded from the OPM Department of Refugees, several international agencies have seconded staff into the Secretariat. As of Dec 2021, BMZ/GIZ, a consortium of INGOs, UNHCR, UNDP and UNICEF are supporting technical staff at the Secretariat. A detailed list of the CRRF staff composition as well as seconded staff is provided under Annex I.

<sup>1</sup> While the CRRF Steering Group approved a staff structure of 12 employees, additional staff have been nominated to the Secretariat with SG approval to offset technical gaps which have emerged during the implementation of the CRRF.





The CRRF Secretariat Team at the CRRF Staff Retreat in Entebbe at Lake Heights Hotel, 27<sup>th</sup> - 28<sup>th</sup> October 2021

## 1.2 CURRENT FUNDING MODALITIES OF THE CRRF SECRETARIAT

The CRRF Secretariat is dependent on financial support and technical support from various partners (government, donors, UN Agencies, INGOs) for its day-to-day activities and operations. The CRRF Secretariat's core operational budget for 2021 was covered by UNHCR. This budget, while covering the organization of SG meetings, staff costs, vehicle maintenance, fuel, stationery and office supplies and travel costs, does not cover any other of the key activities. Additional support was provided by various international partners including GIZ, UNDP, UNICEF, UNHCR, UN WOMEN and others.

### 1.2.1 FINANCIAL STATEMENT 2021

The financial statement supplied below is the consolidated financial statement arising from the operations of the CRRF Secretariat for the financial year 2021.

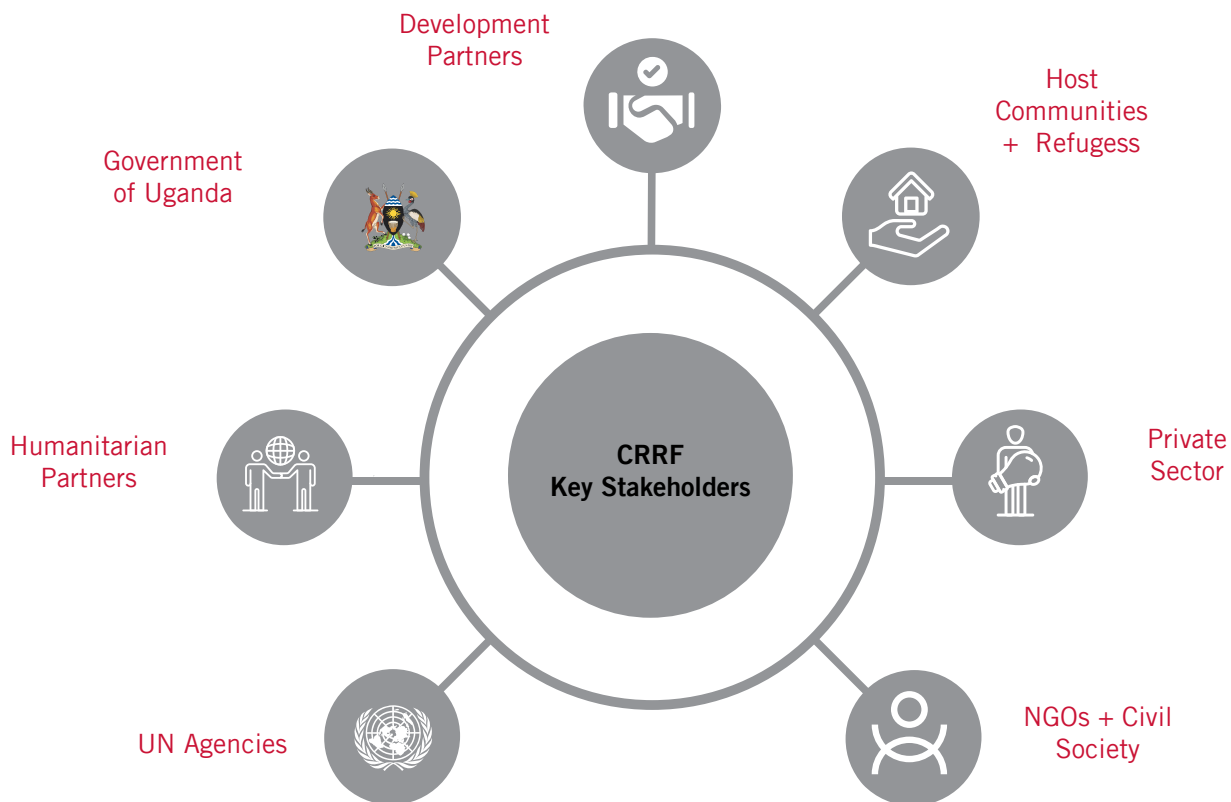
**Table 1: Breakdown of UNHCR support to the CRRF Secretariat in 2021**

Account Description	Total	USD Total
Stationery and Other Office Supplies	12,000,000	3,239
Office - Maintenance	3,200,000	864
Partner Personnel Costs - National	56,640,000	15,287
Partner Personnel Costs - National	709,483,536	191,494
Vehicle Maintenance	11,300,000	3,050
Insurance	12,000,000	3,239
Other Operating Expense	10,850,000	2,928
Partner Travel	105,000,000	28,340
Communication - Telecommunications	34,200,000	9,231
Bank Charges - Partners	500,000	135
Software Development Service	20,000,000	5,398
Seminars and Workshops	43,600,000	11,768
Printing / Publications	10,500,000	2,834
Seminars and Workshops	51,000,000	13,765
<b>Total Budget</b>	<b>1,080,273,536</b>	<b>291,572</b>

## MULTI-STAKEHOLDER COORDINATION

02

The Global Compact of refugees emphasizes a multi-stakeholder and partnership approach. In Uganda, the CRRF is Government-led, spearheaded by the Office of the Prime Minister (OPM) and the Ministry of Local Government (MoLG), facilitated by UNHCR, and guided by the participation of a wide range of stakeholders. The image below reflects the current spectrum of CRRF stakeholders



The CRRF Stakeholders at a glance

The nexus between the humanitarian and development stakeholders is a reality in Uganda through close collaboration of, and open dialogue with all stakeholders, supported by the CRRF. The vision of the Government that refugees can positively contribute to the development of refugee-hosting districts has been instrumental in the success of the CRRF. Despite this enlightened policy, there is a worrying trend toward reducing the support to the refugee response, when burden sharing is more crucial than ever. This could jeopardize the many successes and ground breaking gains made over the past several years. Uganda needs more, not less support from the international community for Uganda's refugee response, as the country keeps receiving more refugees on a daily basis, while continuing to integrate refugee assistance into national systems."

**Mr. Joel Boutroue, UNHCR Representative to Uganda**

## 2.1 CRRF STEERING GROUP MEETINGS

The CRRF Steering Group met three times in 2021 - on 10<sup>th</sup> March, 6<sup>th</sup> October, and December 8<sup>th</sup> 2021. The fourth meeting was cancelled due to a national lockdown imposed by the President to curb the spread of COVID-19. The meetings were chaired at the ministerial level with the following key highlights.

- ➔ Following the national and parliamentary elections and consequently a cabinet review, two new co-chairs, namely Hon. Esther Davinia Anyakun, Minister of State for Disaster Preparedness, Relief and Refugees, Hon. Businge Victoria Rusoke, Minister of State for Local Government, took the Steering Group's leadership. Similarly, two new District Chairpersons took over from the previous RHD representatives of Yumbe and Kamwenge.
- ➔ The 13<sup>th</sup> SG meeting of March 10<sup>th</sup>, 2021 was honoured by the visit of UNHR Commissioner H.E Filippo Grandi, who thanked the Government of Uganda and UNHCR for advancing the CRRF Agenda through the functioning of the national arrangements.
- ➔ The SG Chair, Hon. Esther Anyakun, and other members contributed to the virtual highlights of the Global Refugee Forum stock-taking exercise in December 2021.
- ➔ On a sad note, the Steering Group lost a member, the Executive Director of Private Sector Foundation, Mr. Gideon Badagawa.

### Key decisions by the Steering Group that guided performance in 2021

1. The CRRF Secretariat to spearhead establishment of the District Engagement Forum for adoption in the 16<sup>th</sup> SG Meeting.
2. The Sustainable Energy Response plan was adopted in the 15<sup>th</sup> SG
3. The TORs and membership to the Localization Task Force were adopted with a call for a detailed time-bound roadmap to guide the task force come 2022.
4. The Ministry of Works and Transport to develop the Infrastructure Response Plan in a consultative process for consideration in the 16<sup>th</sup> SG.
5. Development partners to implement the guidance of the Minister of Finance Planning and Economic Development, as per communication dated 6<sup>th</sup> September 2021, particularly Section (vi) on reporting using the Aid Management Platform (AMP), which is hosted at MoFPED.
6. MoLHUD, MLoG, and DOR to support the relevant line ministries engaged in Refugee projects in acquiring land documents where infrastructure already exists.





L-R: Ms, Fathiaa Abdalla, H.E. Fillipo Grandi,(UNHCR High Commissioner), Hon. Hilary Onok (Minister of Relief, Disaster Preparedness and Refugees), Hon. Jenipher Namuyangu (Minister of State for Local Government) Steering Group Co-Chair at the 13<sup>th</sup> CRRF Steering Group Meeting in Kampala

7. The Ministry of Agriculture and FAO to develop and implement an Agricultural Strategy to operationalize the JLIRP.
8. UNHCR and DOR to spearhead a tree-planting campaign in all RHDs during the week before the 2022 World Refugee Day.
9. MEACA to brief the 16<sup>th</sup> SG on the process of developing the EAC Regional Refugee Management Policy and Action Plan.
10. OPM and MoFPED to take the lead in developing a framework that will guide the transition of partners' services and facilities to mainstream government systems.
11. All partners to align all projects to the individual sector refugee response plans.
12. The CRRF Strategic Direction 2021-2025 and National plan of action 2021-2022 were adopted as the national CRRF planning frameworks.
13. The TORs for the CRRF Evaluation were adopted, and the consultant undertook the evaluation process.
14. The 2022 CRRF Secretariat priorities were approved in the 15<sup>th</sup> Steering Group meeting.

## 2.2. REFUGEE ENGAGEMENT FORUM (REF)

The Refugee Engagement Forum (REF) met three times in 2021, including the resumption of in-person meetings held in conjunction with the CRRF Steering Group Meeting. For the 11th and 12th REF meetings, REF members gathered in Kampala for 3 days of meetings and workshops, and online for the 10th REF meeting in March 2021. REF members have been building and expanding their roles in the CRRF SG, ensuring to bring the core issues and priorities identified at the REF to the CRRF SG for consideration and discussion. REF members identify priority issues and craft strategic messages, which the 2 REF representatives to the SG then raise from the floor. The key takeaways and outcomes from 2021 REF meetings included:

“As REF leaders we have witnessed good achievements in some settlements like Nakivale and Kyaka II where schools have been built, safe voluntary repatriation recorded (case of Burundian refugees) and the registration process of Rwanda refugees in Nakivale took place, intervention of the government during the recent atrocity at Bunagana...these are some of the great records amongst others that one could feel heard and proud of as result of REF advocacy actions.”

**Ms. Noella Kabale Kalu**  
Refugee representative to  
the CRRF Steering Group

- REF members committed to sensitize the refugees to refrain from spontaneous returns and that they would get involved in community engagements as their oversight role.
- To strengthen community feedback, REF members agreed and committed to working with OPM, UNHCR, Partners and Refugee Welfare Councils (RWCs).
- A training on community-based protection was delivered with the purpose of improving the understanding of the framework and the approaches on processes and key stages of CBP programing.
- Key priorities were identified by REF members, among these was the need to improve communication. OXFAM support was committed; 37 tablets to be procured for REF to improve communication and information sharing amongst the REF members.
- Financial support from IRC, CARE and U-learn enabled the taskforce to organize and hold REF meetings and provide additional support such as note taking, surveys and training sessions to the REF members.
- Community consultative meetings were held regularly before each REF meeting, which helped REF members to have more systematic consultations with their community members and seek their feedback which REF members bring to the REF meetings.
- As both short term and long-term solution, REF members requested for more livelihood interventions especially income generating activities to respond to reduced food rations in the settlements.



Ms. Noella Kabale and Mr. Gakuru Hitimana, Representatives of the Refugee Engagement Forum at the 15<sup>th</sup> CRRF Steering Group meeting held on 8th December 2021 in Kampala.

## 2.3 INTER-SECTOR DIALOGUE

The CRRF secretariat regularly organizes inter-sector dialogue meetings for the MDAs coordinating the implementation of the sector response plans. They come together to share experiences, share lessons learnt and to address shared challenges of implementation. As a result, there has been improved inter-sector coordination, reduced duplications, and increased joint actions on implementing government led programmes in the refugee response.

During the year 2021, the CRRF secretariat organized two inter-sector dialogue meetings. The first dialogue took place on 6th and 7th May 2021, under the alignment of the sector response plans to programme implementation action plans under NDP III. The second dialogue took place on 26th -27th November 2021, focusing on harmonizing the reporting framework. The outcomes of these meetings were presented in the steering group meetings as an update to key stakeholders.



Uganda's National Plan of Action (2021-2022) to implement the Global Compact on Refugees and its CRRF was adopted in March 2021 and is now in its second year of operationalization. This key document provides guidance for the CRRF implementation until 2022 by clearly defining common milestones and deliverables to advance key expected results – highlighted below. Below is a table highlighting what was achieved against the expected results.

### 3.1 IMPLEMENTATION OF THE NATIONAL PLAN OF ACTION 2021-2022

Following the adoption of the CRRF National Plan of action 2021-2022, as the implementation tool for the first two years of the CRRF Strategic Direction (2021-2025) several milestones were achieved in 2021 as follows:

Accountable and Inclusive Coordination Arrangements at National and Sub-National Level		
EXPECTED RESULT	IMPLEMENTATION STATUS FOR 2021	
1.1. Strong national arrangements are in place to coordinate and facilitate the efforts of all stakeholders working to achieve a comprehensive refugee response.	<ul style="list-style-type: none"> <li>• Three quarterly Steering Group meetings were well attended, and strategic decisions were made.</li> <li>• The SG welcomed new Co-chairs at Ministerial level and chaired the 14<sup>th</sup> and 15<sup>th</sup> SG meetings</li> <li>• The CRRF Secretariat received a new Acting Director who doubles as Director DRDIP (Development Response to Displacement Impact Project).</li> <li>• As decided by the 12<sup>th</sup> SG, sectors implementing refugee response plans were supported on the 6<sup>th</sup> and 7<sup>th</sup> May 2021 by NPA to align response plans with the NDP3 Programme Approach.</li> <li>• Three Refugee Engagement Forum (REF) meetings were organized with the support of the REF Taskforce led by OPM DOR and UNHCR, comprising the CRRF Secretariat and partners.</li> <li>• In preparation for joint reporting in the 13<sup>th</sup> and 15<sup>th</sup> SG, 02 Intersectoral dialogue meetings were held to nurture inter sectoral coordination, share experiences, support joint monitoring and strengthen feedback by the Sectors to the SG.</li> <li>• The CRRF Secretariat coordinated a joint UGIFT [Uganda Inter-Governmental Fiscal Transfers program] field visit by MoFPED, MoH, MoES, MoWE and MGLSD to the 13 Refugee Hosting Districts during the week of 25<sup>th</sup>-31<sup>st</sup> March 2021. The mission aimed at disseminating 'Social and Health Safeguards and Environmental Guidelines' to local governments for strengthening compliance of development projects in the refugee response. The technical team conducted physical assessments of the schools and health centers submitted by districts for government takeover for the financial year 2021. Key challenges were identified, and actions are being taken.</li> </ul>	



EXPECTED RESULT	IMPLEMENTATION STATUS FOR 2021
<b>1.2.</b> DLGs of refugee hosting districts are fully engaged in the refugee response and, as a result, refugee and host communities' needs are included in DDPs.	<ul style="list-style-type: none"> <li>• Draft Terms of Reference for establishing the District Engagement Forum to enhance representation of the DLG at the Steering Group, strengthen accountability and feedback to the Refugee Hosting Districts (RHD) and support better implementation of the decisions were developed by CRRF Secretariat. Stakeholder consultations started in December 2021 and are ongoing.</li> <li>• The new UN Resident Coordinator, two new District Chairpersons and three CAOs to the SG were inducted on the CRRF SG operational modalities prior to the 14<sup>th</sup> SG.</li> </ul>
<b>1.3</b> Accountability to affected populations and the role of local and national assistance providers are strengthened.	<ul style="list-style-type: none"> <li>• Mutual learning, peer support, and replication of good practices were promoted through trainings, presentations, and information-sharing by members through the AAP Task Team.</li> <li>• Communities were sensitized and engaged on key topics of common concern, including age, gender and diversity, PSEA and feedback mechanisms.</li> <li>• Increased participation and inclusion of women, men, girls and boys of diverse backgrounds at all stages of programming by partners in the Uganda refugee response promoted through advocacy, awareness-raising and capacity-building support on AAP.</li> <li>• The CRRF Secretariat developed a framework to guide the process for establishing a taskforce committee and a strategy to strengthen the capacity of local responders.</li> <li>• TORs and membership of the Localization Taskforce were adopted by the 15<sup>th</sup> SG</li> </ul>
<b>2 Mainstreaming CRRF into national planning</b>	
<b>2.1.</b> Refugees are included into national education, health and WASH service delivery in line with the ERP, HSIRRP and WESRRP, and there is a visible transition from humanitarian to Government services.	<ul style="list-style-type: none"> <li>• Sector Response Plans have been developed by line ministries with the support of and in consultation with humanitarian and development partners. Following the adoption of the Education Response Plan (ERP), the first of its kind worldwide, in September 2018, the Health Sector Integrated Refugee Response Plan (HSSIRRP) and the Water and Environment Sector Refugee Response Plan (WESRRP) were launched in January 2019 and March 2020, respectively. The Jobs and Livelihoods Integrated Response Plan (JLIRP) was endorsed by the CRRF Steering Group in December 2020. The Sustainable Energy Responses Plan (SERP) was endorsed in December 2021. The Ministry of Works is developing the Infrastructure Response Plan.</li> <li>• In the health sector social services are provided in an integrated way for refugees and hosts, with no restriction on nationality. 72% of the permanent health facilities are coded by the MoH and receive government grants.</li> <li>• Consultations with stakeholders in districts and settlements on the ERP II were concluded. Out of 12 district ERPs under development, 9 districts ERPs were approved by the district councils, the other three districts are in the final stage of approval.</li> </ul>

EXPECTED RESULT	IMPLEMENTATION STATUS FOR 2021
<b>2.2.</b> Refugees and host communities' benefit from increased access to economic opportunities and sustainable livelihoods in line with the GoU's JLIRP.	<ul style="list-style-type: none"> <li>• The JLIRP was launched on 22<sup>nd</sup> April 2021, by the Rt. Hon. First Deputy Prime Minister, Rt. Hon. Gen. Moses Ali. The National Steering Committee for Implementation was also inaugurated.</li> <li>• Three consultants were hired to review the District Development Plans for Refugee Hosting Districts. A report has been developed that identify areas that need strengthening. MoGLSD will use the findings from the report to engage the 13 RHDs to improve and reduce gaps in their respective plans.</li> <li>• A decision was made by the 15<sup>th</sup> SG for the Ministry of Agriculture and FAO to take lead on developing and implementing an Agricultural Strategy as part of operationalizing the JLIRP which is progressing. The process of developing the PSES, currently spearheaded by the Private Sector Development Unit of MoFPED is in progress. With Financial support from GIZ, the procurement of a consultant to implement the roadmap and kick start PSES implementation is in progress and at Bid Evaluation level as of end of January 2022.</li> </ul>
<b>2.3</b> Uganda's natural resources and environment in RHDs are sustainably managed and protected, and refugees & host communities have increased access to sustainable energy sources WESRP/ SERP	<ul style="list-style-type: none"> <li>• The SERP was adopted by the CRRF SG on 8<sup>th</sup> December 2021. It will be launched in the first half of 2022 for implementation.</li> <li>• Multi stakeholder sector of refugee subgroup is constituted with the main responsibility to provide policy guidance and oversee implementation of the plan. A functional programming unit is in place with technical assistance from GIZ and UNHCR on WASH and Environment. Status of implementation is being tracked.</li> <li>• The WESRRP has a knowledge management system in place, including an M&amp;E framework for activity and financial tracking. There is streamlined coordination of all MDAs in WASH and Environment refugee response. An actors' map on the 3Ws (who does what and where) is in place with continuous updates.</li> </ul>
<b>2.4</b> Access to justice and social protection systems is strengthened to enhance resilience of the most vulnerable refugees and host communities.	<ul style="list-style-type: none"> <li>• Justice Law and Order sector and the Human Rights Commission were adopted to the SG membership to advise on this Indicator.</li> <li>• Support has been provided to the government in strengthening community-based protection through training and facilitation of community watch groups.</li> </ul>

EXPECTED RESULT		IMPLEMENTATION STATUS FOR 2021
<b>3. Effective burden- and responsibility-sharing</b>		
<b>3.2</b>	Additional resources are mobilized for the refugee response against identified funding gaps.	<ul style="list-style-type: none"> <li>• About 233 million USD has been mobilized in the last 3 years for refugee health programming.</li> <li>• \$178 WB funding committed to the WESRRP and an additional \$44million from other sources.</li> <li>• \$500 million of IDA 18 RSW and \$230 IDA 19 WHR in the pipeline to support Uganda's refugees and its hosting communities</li> <li>• The WESRRP has developed at least four proposals to be used for mobilizing funds (at least USD. 300 million) towards the implementation of WESRRP. One concept note is ready under Environment for \$94 million.</li> <li>• International Rescue Committee (IRC) launched a five year (2020-2025) Economic Recovery &amp; Development/Livelihoods €30 million project for 10,000 refugees and Host communities called 'Refugees in East Africa: Boosting Urban Innovations for Livelihoods Development. It is funded by the IKEA Foundation.</li> </ul>
<b>3.3</b>	Conditions for safe, voluntary and dignified return have improved and third-country solutions have increasingly become available.	<ul style="list-style-type: none"> <li>• In 2021, there were 2,354 submissions for resettlement and 1,451 departed. Numbers remained lower in 2021, due to the COVID-19 pandemic movement restrictions.</li> <li>• In 2021, the following countries accepted refugees from Uganda: USA, Canada, France, Norway, Sweden and Netherlands.</li> <li>• UNHCR and partners are working on identifying complementary pathways to expand third country admission options for refugees in Uganda. In 2021, there were 156 families were reunified, 240 were supported with educational opportunities. From these, 192 departed.</li> <li>• A total of 3,856 Burundian refugees (1,031 households) were repatriated voluntarily from Uganda to Burundi in 10 convoys in 2021. The refugees were mainly from Nakivale refugee settlement and some from Kyaka. Meanwhile, the planning figure for voluntary repatriation in 2021 was 2,000. This increase is attributed to the rising interest by Burundian refugees to return to Burundi.</li> </ul>

## 3.2 IMPLEMENTATION OF SECTOR RESPONSE PLANS

Despite the challenges posed by Covid-19, the implementation of Uganda's refugee response plans continued in 2021. This section provides an update on the implementation of the sector response plans.

### 3.2.1 EDUCATION RESPONSE PLAN (ERP)

The first-ever Education Response Plan (ERP) for Refugees and Host Communities ended in June 2021 and the development of ERP II is underway. Consideration for the period July 2021 – June 2022 as a zero year was duly granted. The objective of the ERP is to provide refugee and host community children with equitable and inclusive access to quality education; while strengthening education delivery systems at the national, district and community levels.

Consultations with the National Planning Authority supported by the CRRF Secretariat ensured alignment of the new ERP to the National Development Plan III (NPD III). Furthermore, District consultations were conducted, and recommendations informed the draft ERP II, which is currently at the costing and prioritization stage before review and approval by the MoES top management.

The Education response plan implementation registered several achievements including the development and dissemination of district education response plans for the 13 refugee-hosting districts, harmonization of education information reporting database in the 12 RHDs; and designing of Uganda Secondary School Expansion Project (USSEP) that was approved by Parliament. The key implementation challenge witnessed is the lack of streamlined reporting of funding from humanitarian, development, and government. In the incoming year 2022, the major focus will be on the finalization of ERP II, recovery of school-based learning, and implementation of construction and scholarship support under USSEP.

### 3.2.2 HEALTH SECTOR INTEGRATED REFUGEE RESPONSE PLAN (HSIRRP)

The Health response plan succeeded in the integration of the refugee population into the PHC allocation formula, constructed and improved health infrastructure worth 9,843,552,345 shillings under DRDIP, and transitioned 15 health facilities from partner support to the Government. However, due to the unpredictability of funding streams, there is still a large number of temporary facilities serving both refugees and the host population. Again, the inadequacy of blood transfusion capabilities in some HC IVs including blood, equipment, anaesthetic officers, Power, theatre personnel and theatre supplies still bog proliferation of health service to the target beneficiaries. In 2022, work will commence on the two regional blood banks to enhance service delivery and Emergency Medical Services (EMS) in northern Uganda.

### 3.2.3 WATER & ENVIRONMENT RESPONSE PLAN (WERP)

The Water and environment response plan WESRRP implementation grew to about 28% (of USD 915M), with 13 WSS constructed in 11 districts hosting refugees, and the development of an M&E framework to assess the progress of the refugee-related interventions, outputs and outcomes of the WESRRP. The key challenges witnessed include low funding for Secretariat's coordination activities, low priority to Refugee Response activities within MWE – funding gap (GoU component), and slow rate of actualizing Humanitarian-Development Nexus – Some key processes pending high-level framework agreement - MoUs (MWE, OPM, UNHCR, MoLHUP, MoLG) in regard to land, O&M,



and meeting standards of the Sector. Looking forward, implementation will majorly focus on environmental restoration, strengthening of coordination unit in the Ministry of water and environment and carrying out a midterm review of the Plan.

### **3.2.4 JOBS & LIVELIHOODS INTEGRATED RESPONSE PLAN (JLIRP)**

Under the Jobs & Livelihoods response plan, an implementation coordination unit was established under the MoGLSD. With support from ILO and under the guidance of NPA, a review on integration of JLIRP in district Development plans of the 12 RHDs was conducted. With support from UNHCR rapid assessment on the capacity of the RHDs to implement JLIRP was conducted. The main challenges witnessed in 2021 are inadequate funds to roll out the plan to local governance levels and continued misalignment of partner interventions to JLIRP.

The implementation of the Uganda Support to Municipal Infrastructure Development (USMID) Project under the Ministry of Lands and Urban Development made some achievements including completion of Physical Development Frameworks (PDFs) for the RHDs of Arua, Adjumani, Yumbe, Isingiro, Kamwenge, Kiryandongo and Lamwo; verification of land ownership for proposed sites in all the RHDs; development of project site surveys, and maps; and commencement of procurement of civil works for Batch I projects. The key challenge faced include the splitting of districts from the original eight (8) districts at programme inception to the current 11 districts necessitates alteration in fund allocations. The key priority areas for 2022, include finalization of procurement process for consultants to carry out the physical development planning for the selected lower local government.

The Rt. Hon. First Dep. Prime Minister of Uganda, Gen. Moses Ali, launched the Jobs and Livelihoods Integrated Response Plan on 22nd April 2021 at Sheraton Kampala Hotel in the presence of Government Ministers, the UN Resident Coordinator, UNHCR Rep, UNDP Rep, MDAs, Donors & the wider CRRF fraternity.



### 3.3 FINANCING OF THE REFUGEE RESPONSE

#### 3.3.1 THE GLOBAL REFUGEE FORUM PLEDGES TOWARDS UGANDA'S REFUGEE RESPONSE

The first Global Refugee Forum (GRF) took place in December 2019 bringing together states, civil society, private sector, and other actors to share good practices and contribute with financial support, technical expertise, and policy changes to help reach the goals of the Global Compact on Refugees (GCR). Over 1400 pledges were made at the GRF and 70% of them are in progress.

A High-Level Officials Meeting (HLOM) was planned 14-15 December 2021 to take stock of progress on implementation of the pledges. The objectives of this meeting were to analyze progress and gaps in GCR implementation as well as provide strategic guidance and define a roadmap for the 2nd GRF in 2023. The meeting was informed through various regional and thematic stocktaking events in lead up to the HLOM.

In Uganda, an action plan was developed to guide follow up on the GRF pledges and prepare for the HLOM. A working meeting was organized at the national level to take stock of progress and ensure coordination in lead up to the HLOM. A total of 68 pledges were received for Uganda from 41 entities including states, inter-governmental organizations, private organizations, companies, and NGOs. 36 financial commitments were made, and 32 non-financial commitments were in pledges. In summary, 48% of pledges are in progress, 33% of pledges need further follow up and 19% are completed. The total contribution from both fulfilled and ongoing financial pledges is US \$182,769,809.

Uganda was well represented at the roundtable events in lead up to the HLOM. The Director from UBOS participated on the panel to launch the Global Compact on Refugee indicator report. The Director of the CRRF participated in the Partnership roundtable on National and Regional Arrangements. A refugee entrepreneur from Kyangwali participated in the roundtable on durable solutions. The Minister of State for Relief, Disaster Preparedness and Refugees and the Acting Commissioner for Refugees participated in the HLOM and spoke at a side event on climate action.

“Through the CRRF process, Uganda has developed comprehensive sector response plans in education, health, jobs & livelihoods, water & environment, and sustainable energy. The Government of Uganda has met its responsibilities as a refugee hosting country clearly articulating plans to include refugees in key service delivery programmes. In turn, we urge the international community to meet its obligations and support Uganda’s refugee response.”

**Hon. Esther Anyakun,**  
**Minister of State for Relief,**  
**Disaster Preparedness and**  
**Refugees**  
Chair of the CRRF  
Steering Group



Victoria Rusoke (Minister of State for Local Government), Hon. Esther Anyakun, Minister of State for Disaster Preparedness and Refugees, and Dr. Robert Lim Lim, the Director of the CRRF Secretariat at the 15th CRRF Steering Group Meeting at Imperial Royale Hotel in Kampala on 8th December 2021.

### 3.3.2 UGANDA COUNTRY REFUGEE RESPONSE PLAN

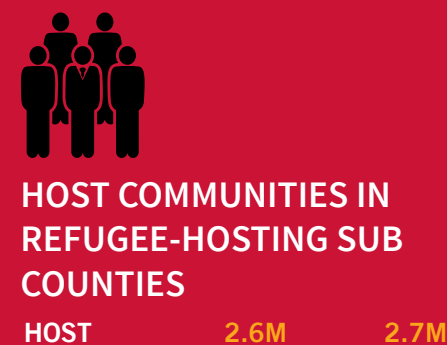
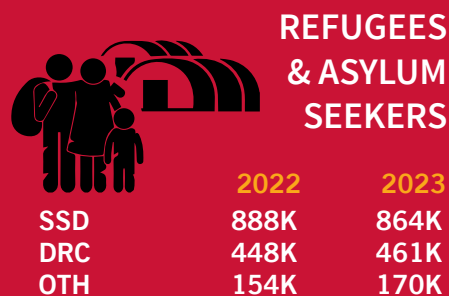
The Uganda Country Refugee Response Plan (UCRRP) provides a framework covering the period 2022-2025 and detailed planning for 2022-2023. It is a joint plan between the Office of the Prime Minister, UNHCR and UN Agencies, international and national partners. The UCRRP aims to respond to challenges in a holistic, comprehensive, and integrated manner to achieve its strategic objectives: maintain asylum space, provide lifesaving assistance, improve access to public services, strengthen co-existence and self-reliance, and pursue durable solutions.

RRP partners aim at developing a sustainable refugee response, allowing refugees to access national services pursuant to Ugandan law, whilst ensuring that the national social service systems are supported to absorb the refugees. As such, this approach contributes to shared government and RRP partners' commitments to achieve the goals of the GCR and its Comprehensive Refugee Response Framework (CRRF), alongside interventions carried out by government institutions within the framework of the National Development Plan III (2020/21 – 2024/25), which provides for inclusion of refugees in development planning and in statistics.

# AT A GLANCE

Please find below an overview of this new iteration of the Refugee Response Plan in Uganda:

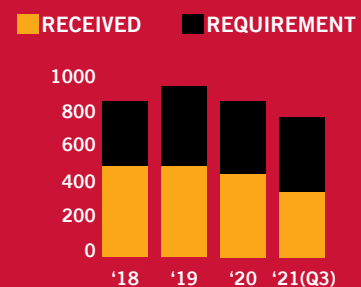
## POPULATION PLANNING FIGURES



## FINANCIAL REQUIREMENTS



## FINANCIAL REQUIREMENTS





## IMPACT STATEMENTS

1

Maintain asylum space, preserve access to territory and adhere to international protection standards

2

Ensure life-saving humanitarian needs are met, with attention to any specific needs

3

Enable a healthy natural environment and provide access to improved social services through national systems where possible

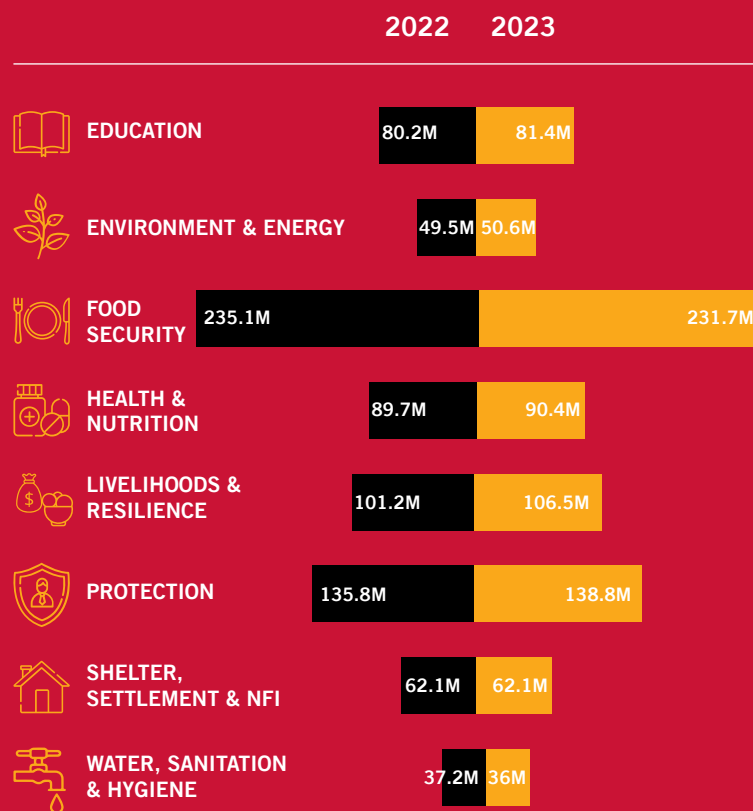
4

Foster peaceful-co-existence and self-reliance by creating a conducive environment for livelihoods opportunities

5

Provide access to durable solutions, including voluntary return or third country solutions

## REQUIREMENTS BY SECTOR



### 3.4 CRRF EVALUATION

Four years into CRRF implementation in Uganda, the CRRF Steering Group, the decision-making body of the CRRF, took the decision to conduct a comprehensive evaluation of CRRF implementation at national, sector and district level in 2020. This evaluation was commissioned in 2021 and has the following objectives:

- To analyse the CRRF's policy, institutional, organizational, financial and technical dimensions and processes with respect to their ability to achieve the outcomes and deliverables of the CRRF and aims of the Global Compact on Refugees
- To assess the results delivered across refugees and host communities to determine the value addition of the CRRF on how the refugee response is being implemented in Uganda,
- To give recommendations to inform the vision, strategy, planning and implementation of the CRRF based on the analysis of CRRF implementation to date.

“CRRF’s evaluation has recognized the “progress in the implementation of the CRRF in Uganda”. Under Uganda’s CRRF, development and humanitarian partners stand together to support implementation of the Global Compact on Refugees and work towards the next phase of CRRF support to strengthen development solutions for Uganda’s host communities and significant protracted refugee population.”

**Ms. Mukami Kariuki,**  
**World Bank Country**  
**Manager,**  
Representative of IFIs to the  
CRRF Steering Group.

The evaluation is funded by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) Global Program “Support to UNHCR in implementing the Global Compact on Refugees” (SUN-GCR), which provides support to the Comprehensive Refugee Response Framework in Uganda on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). Following an open tendering process, IMPACT Initiatives, a leading Geneva-based think-and-do tank with specific expertise in data collection and analysis, evaluations, partnership development and capacity-building programmes, have been contracted to conduct the evaluation. IMPACT is hosted and provided operational support by their sister NGO, ACTED. The team that includes both national and international experts is led by Peter Burgess (former Head of the EU’s DG for Humanitarian Aid (ECHO)’s Regional Office in Nairobi) and commenced its work in October 2021. By end of the year, they had conducted the majority of interviews and focus group discussions in Kampala and on district level.

The evaluation is guided by a CRRF Evaluation reference Group, that encompasses key government and non-government members. The Reference Group is chaired by Timothy Lubanga, OPM Commissioner M&E. The group has met for a kick-off meeting as well as a discussion of the inception report in 2021.

The evaluation results and recommendations will be presented to the CRRF Steering Group in the 16<sup>th</sup> SG meeting.



The Nyakabande transit centre in Kisoro, Uganda, offers assistance to some of the thousands of people who fled across the border from the Democratic Republic of the Congo in early November after an upsurge in fighting between militia groups and Congolese forces in North Kivu's Rutshuru Territory.

## 4.1 DISTRICT COORDINATION

In the second half of 2021, the CRRF Secretariat put an emphasis on developing mechanisms and activities to enhance the participation of refugee-hosting districts in CRRF decision-making in a national level.

The SG meeting of 6<sup>th</sup> October 2021 was the first SG meeting for four new members out of the five DLG members to the SG. To ensure continuity and effective participation of the new SG members, the CRRF Secretariat conducted an on-boarding workshop with the DLG representatives. During the event, the representatives were introduced to the CRRF, the operations of the Steering Group and their role as SG members.

“Do not ill-treat foreigners who are living in your land. Treat them as you would a fellow Israelite and love them as you love yourselves. (Good news Bible, Leviticus Chapter 19:33 & 34).”

**Hon. Victoria Rusoke,**  
Minister of State for Local  
Government  
Co-chair of the CRRF  
Steering Group

Up to date, DLG representatives are the only members of the SG that do not have specific procedures to engage their broader constituencies. To tackle these challenges, the idea of a District Engagement Forum, mirroring the Refugee Engagement Forum, has been developed. The CRRF Secretariat developed a concept note on enhancing district participation in CRRF decision-making that was circulated to SG members in December 2021. The 14<sup>th</sup> SG tasked the CRRF Secretariat to further shape the Terms of Reference for the District Engagement Forum. The document shall include input by all stakeholders and be tabled for endorsement at the first SG meeting of 2022.

## 4.2 PROGRESS ON FINANCIAL TRACKING

Following the decision of the SG for MoFPED to spearhead the development Financial Tracking tools for the national refugee response, the PS/ST appointed the Director Debt and Cash Policy to lead on the same considering the already existing tracking infrastructure of the Aid Management Platform. The CRRF Secretariat on boarded the MoFPED officials for them to understand the context and scope of the task. Follow ups of various engagements chaired by MoFPED were held and agreed on the following follow ups:

- ➔ MoFPED to communicate the PFMA 2015 Requirement to the Humanitarian and Development Partners to declare resources
- ➔ MoFPED and LDGP to meet to follow up on issues of compliance and functionality of the AMP.
- ➔ That during negotiations with Development Partners for sector allocations, the matter of full disclosure of financial resources be prioritized,



- MoFPED working with the Financial Intelligence Authority will track funding for the refugees routed through the banking system
- DOR and UNHCR to harmonize the existing standalone Financial Tracking systems to avoid duplication and parallel reporting channels
- Accountant Generals office to guide on the coding of the AMP
- Hold follow-up meeting with AMP task force to look at issues of compatibility of tracking mechanisms of the AMP and identify ways how information gathered through other systems can feed into the AMP
- Identify and Benchmark existing success stories in financial tracking
- OPM and MoFPED tasked to interlink the AMP and Uganda Refugee Response Management System (URRMS) and add a CRRF tag to the AMP. This process is in progress, MoFPED will provide analytical conclusions to the 16<sup>th</sup> SG meeting.
- Humanitarian and development partners to adhere to the Public Finance Management Act 2015 and GoU requirements of reporting by providing inputs into the Aid Management Platform.

### **4.3 PRIVATE SECTOR ENGAGEMENT STRATEGY (PSES)**

The Permanent Secretary/Secretary to the Treasury appointed the Head of the Private Sector Development Unit as the focal person to lead the process of developing the PSES. Since March 2021, the PSD undertook a Comprehensive analysis of draft PSES developed by Palladium and made analytical conclusions in terms of gaps and successes, which in addition to a roadmap for the development and kickoff of the implementation of the PSES, were presented and adopted by the SG taskforce meeting.

Following the call by PSDU (MoFPED) for additional technical expertise, GIZ accepted to finance a consultant as a technical backup. The procurement process of the consultant started in December 2021, and by February 2022, bids have been evaluated. Reach outs were as well made to DFID the earlier funders of the draft PSES for them to be on board with the developments then. Also, a reach out was made to IFC on how possible synergies can be made with them since the Private sector is one of their priority areas.

## 4.4 SUSTAINABLE ENERGY SECTOR RESPONSE PLAN (SERP)

The development process of the SERP is led by the Ministry of Energy and Mineral Development with the support and guidance of the CRRF Secretariat, in close collaboration with relevant Ministries, Departments and Agencies, including the District Local Governments of refugee hosting districts, as well as multiple development and humanitarian partners working in the refugee response in Uganda.

The Ministry presented the SERP to the 15<sup>th</sup> CRRF steering group meeting held on 8<sup>th</sup> December 2021, at Imperial Royal Hotel, Kampala. The SERP was adopted by the CRRF Steering group conditionally upon further stakeholder consultations in particular the development partners and specific content modifications. The Plan will be launched in 2022.

“The CRRF continues to be a critical arena for the Refugee INGO forum (RINGO) to engage with national coordination mechanism. As key actors in the refugee response humanitarian interventions and coordination in Uganda, the RINGO network remains committed to ongoing support of the CRRF, the sectoral response plans, the Refugee Engagement Forum, and future key initiatives to build and improve on Uganda’s extraordinary refugee response.”

**Mr. Elijah Okeyo, RINGO**  
CRRF Representative

## 4.5 INVESTING IN LOCAL HUMANITARIAN ACTIONS

The 15<sup>th</sup> SG adopted the Roadmap and Concept note for the Investing In Humanitarian Action Task Force alongside the terms of reference for the aforementioned task force.

The 2021-22 CRRF National Plan of Action places renewed emphasis on the localization agenda. Output 1.3.2 of the NAP stipulates “national and local NGOs play an increased role in the refugee response.” This output includes defined deliverables that the CRRF Steering Group form a Localization Task Force in Q2 of 2021 which will be tasked with developing a roadmap for implementation of the localization agenda for the refugee response for the Steering Group’s adoption. In addition, the NAP stipulates that the Localization Task Force regularly collect data on localization to inform actions to advance the localization agenda in Uganda.

**The mandate of the Task Force includes:**

- Discuss and identify the priority issues and initiatives to be addressed pertaining to localization.
  - Prioritize initiatives for implementation.
- Determine the timelines and lead agencies for implementation of localization initiatives in the refugee response.
- Oversee monitoring and reporting of localization initiatives and finalize semi-annual reports made to the CRRF Steering Group.



Thousands flee into Uganda to escape clashes in eastern DR Congo

- Guide and review the drafting of an implementation plan.
- Ensure stakeholder compliance and hold stakeholders to account for their progress in implementing localization initiatives.
- Examine options for the establishment of a pooled fund and oversight body for local and national responders to emergencies and influxes.
- The proposed Task Force will necessarily include the Office of the Prime Minister, line ministries and departments, and local governments and non-governmental actors,

combining both expertise and implementing authority. It is also critical that local actors and frontline responders as well as refugee communities are represented alongside central agencies in the planning process.

In October 2021 the 14<sup>th</sup> CRRF Steering Group directed that the Localization Agenda be led by the CRRF Secretariat, in consultation with OPM and support from the Department of the Refugees.





Alexia, 14, a refugee from Democratic Republic of the Congo, arrived in Nakivale Refugee Settlement



## COVID-19 RESPONSE IN THE REFUGEE HOSTING DISTRICTS

05

The COVID-19 response in the refugee hosting districts continued throughout 2021. In terms of coordination, UNHCR participated in the national level coordination for Ministry of health and UN task team coordination. Joint public health and WASH coordination meeting were instituted. At the subnational level, UNHCR and partners are part of the District Task Forces and settlement level task forces.

All the settlements have active surveillance at community and health facilities. Health facility visitors are screened for temperature and COVID symptoms and special treatment and consultation rooms for patients with respiratory presentations have been instituted. At the community, the Village health team intensified their surveillance through house-to-house search and reporting. These teams underwent trainings to improve the knowledge and skills. Triaging of patients at the health facilities, training for the health workers in case management were completed. COVID treatment centres were established in each of the settlements. Most of the cases were treated in the community because they were mild while the moderate to severe cases were managed at the established isolation facilities.

Personal protective equipment was procured and distributed to the health facilities, humanitarian workers, and schools. Cloth masks were distributed to the communities and schools. The quantity of the soap was doubled to improve hygiene at the community level, handwashing facilities were distributed at the household level and water collection points had temperature screening and handwashing facilities instituted.

The Feedback, Referral and Resolution Mechanism supported mobilization through the Frequently Asked Questions and calls from refugees, bulk messaging, bodas/vehicles with megaphones or loudspeakers at the community level, engagement of RWCs and community structures, local and community radios, village health team household awareness and dissemination of IEC materials.

Reception centres were modified as facilities for quarantine for the new arrivals and those with exposure or contacts, while in other locations, they were modified as treatment centres with cohorting to reduce the risk of contamination.

- 1. The Covid-19 Pandemic:** The reporting period coincided with an upsurge of COVID 19 cases nationally, resulting in the Government of Uganda announcing new preventative measures to stop the spread of the disease including enforcing a national lockdown that affected CRRF operations. A UNHCR/World Bank Phone Survey revealed the devastating toll of COVID-19 on the living conditions of both communities in Uganda and highlights the need for strengthened support to mitigate the suffering inflicted by the pandemic.
- 2. Increasing number of refugees:** The rise in refugee numbers and the protracted stay of refugees in Uganda is imposing excessive pressure on overstretched government and host community resources. With dwindling finances towards Uganda's refugee response, sustaining Uganda's open-door asylum policy and the CRRF presents a challenge, requiring additional international support.
- 3. Asset/ Infrastructure Transitional Management:** Some partner agencies transitioned management of infrastructure investments to district local governments without sustainable operation and maintenance plans. This therefore called for transitioning guidelines which are yet to be developed by Government. The Office of the Prime Minister, Ministry of Finance and National Planning Authority will be spearheading the process of developing the guidelines.
- 4. Financing of the Response Plans:** Whilst there is registered commitment from donors and partners to support the approved government-led sector response plans in Health, Water & Environment, Jobs & Livelihoods and Education, the plans are still inadequately funded. This coupled with the challenge of tracking the level of investment made by donors towards the plans. Under the guidance of the CRRF Steering group, the Ministry of Finance is spearheading efforts to track finances, on and off budget, to strengthen accountability and transparency in the refugee response.
- 5. Leadership Gaps at the Secretariat:** The abrupt withdrawal of the Director CRRF Secretariat in August 2021 left a leadership gap in the CRRF Secretariat for two months which derailed implementation of planned secretariat deliverables.
- 6. CRRF Secretariat Staffing Arrangements:** The staff twinning arrangements designed to foster knowledge transfer between national and international staff have been hindered by the absence of some international staff placements like the Engagement Advisor which has affected the anticipated CRRF mainstreaming strategy.



South Sudanese refugee Agnes Batio, 32, is a mother of two who started working in construction at Bidibidi settlement in December 2020 and is now team leader at the construction site. The job has earned her a new skill and an improved income to support her family and ease the financial burden on her husband.

## CONCLUSION

CRRF implementation in Uganda has made notable progress since its adoption in 2017. Not only has it enhanced refugees' access to socio-economic opportunities, but the host communities who have generously hosted refugees for decades have benefited through Government and partner programmes like DRDIP which are aligned to the Government-led sector response plans.

With a new National Plan of Action 2021 -2022 and Strategic Direction 2021-2025, we are now moving into the second phase of the CRRF implementation in Uganda. In this second phase of implementation, we will prioritize rigorous resource mobilization not just for the programme-based response plans but for Uganda's refugee response in general.

In this report, we have highlighted key challenges of CRRF implementation, and it will take the collective effort of all stakeholders to achieve and fulfil our intended purpose for the CRRF.

Accordingly, the Government of Uganda and all stakeholders involved in facilitating the CRRF's implementation should consider the following points:

- Increase funding of the refugee response plans that articulate priority needs for both refugees and the host communities.
- Strengthen financial tracking and structure coordination particularly the local governments.
- As the report details, through the District Engagement Forum (DEF), we have an excellent opportunity to strengthen district engagement and enhance the localization agenda.
- Address the root causes of conflict in the countries of origin.

A deeper understanding of these aspects will help advance the CRRF agenda further and have a greater impact on the lives of both refugees and host communities – as envisioned in the Global Compact of Refugees.





Beekeeping is an important activity for the Benet community, both for livelihoods and medicine. Here, men harvest honey in Kabarak village, Kween District.

## ANNEX 1 CURRENT CRRF STAFF COMPOSITION AS OF DECEMBER 2021

**TABLE 1: CRRF STAFF RECRUITED / NOMINATED AT THE NATIONAL LEVEL**

SN	NAME	SEX	DESIGNATION	SECONDING INSTITUTION
01	Dr Robert Lim Lim	F	Ag. Director/ Head of Secretariat	Office of the Prime Minister
02	Sonko Solomon	M	Senior Development Economist	Competitive Recruitment
03	Ezra Rubanda	M	Senior Planning Officer	UNICEF
04	Acibo Hellen	F	Senior Refugee Officer	Office of the Prime Minister
05	Diana Namboowa	F	Engagement Officer (Twin)	Office of the Prime Minister
06	Pelez Nkoshasho	M	Analytical Officer (Twin)	Office of the Prime Minister
07	Joshua Mugume	M	Knowledge Management Officer (Twin)	Office of the Prime Minister
08	Saaba Peninah	F	Office Assistant	Competitive Recruitment
09	Alex Mark wekyali	M	Driver	Competitive Recruitment
10	Musamali Alex	M	Driver	Competitive Recruitment

**TABLE 2: CURRENT STAFF NOMINATED /ATTACHED TO THE CRRF SECRETARIAT BY INTERNATIONAL AGENCIES**

SN	DONOR / AGENCY	NOMINATED STAFF	SEX	TECHNICAL AREA / DESIGNATION
01	UNHCR	Carol Sparks	F	Senior Protection Advisor
02	INGOS	Michael Bruce	F	Analytical Advisor
03	BMZ / GIZ	Insa Nieberg	F	Knowledge Management Advisor
04	UNDP	Annette Kayonde Akimanzi	F	Communication and Visibility Advisor



## ANNEX II IMPLEMENTATION STATUS FOR THE STEERING GROUP DECISIONS FOR 2021

### IMPLEMENTATION STATUS ON THE DECISIONS OF THE 13th STEERING GROUP MEETING THAT SAT ON 10TH MARCH 2021

SG DECISION		STATUS
1.1	The CRRF Steering Group adopted the minutes from the 12 <sup>th</sup> CRRF Steering Group meeting and the 2020 CRRF Annual Report.	Completed
1.2	Steering Group members reiterated the importance to follow up on the outcomes of the Global Refugee Forum and start preparations for the High-Level Officials Meeting in December 2021, including the organization of a national stakeholders meeting.	Completed
<b>2.0 ADOPTION OF THE CRRF STRATEGIC DIRECTION AND NATIONAL PLAN OF ACTION</b>		
2.1	The CRRF Steering Group adopted the Strategic Direction 2021-2025 and National Plan of Action with comments.	Implementation of the Strategic Direction in progress with 2021 being the first year
2.2	Steering Group members welcomed the focus on district coordination/engagement, expressed support for the establishment of the District Engagement Forum and recommended the review of the Issues Paper on District Coordination to formalize CRRF coordination at district level	Work in progress. Stakeholder consultations on the Draft DEF TORs started in December and adoption of the DEF expected in 16 <sup>th</sup> SG Meeting
2.3	Steering Group members welcomed the focus on the localization agenda and suggested that a roadmap is developed, which includes clear and measurable targets for international and national NGOs as well as for donors, UN Agencies, and development partners.	Work in progress. The TORS and Membership to the localization Taskforce were adopted by SG in the 15 <sup>th</sup> SG. Taskforce meetings planned for February 2022
2.4	Steering Group members welcomed that regular updates on investments against the sector response plans will be provided to the Steering	Work in progress. Joint Sector updates developed through quarterly inter-sectoral dialogues are regularly presented to the SG meetings
2.5	Steering Group members welcomed the focus on the transition from humanitarian to development and emphasized the importance to accelerate the process with the timely engagement of development partners to ensure that the burden is not transferred to the Government while at the same time freeing humanitarian funding to address the increasing needs that came with the COVID-19 crisis.	Work in progress
2.6	Steering Group members urged that the finalization of the Private Sector Engagement Strategy is accelerated through the establishment of an SG Taskforce under MoFPED's leadership in line with the Private Sector Program Implementation Action Plan.	Work in progress. MoFPED is leading the process to finalize the PSE Strategy. Roadmap to the finalization and kick-start of implementation adopted by the SG Taskforce, Procurement of a consultant as technical back up to PSD is in progress

SG DECISION		STATUS
<b>3.0</b>	<b>IMPACT OF COVID-19 AND THE HEALTH SECTOR INTEGRATED REFUGEE RESPONSE PLAN</b>	
3.1	Steering Group members requested that a Steering Committee meeting of the Health Sector Integrated Refugee Response Plan is organized as soon as possible.	Work in progress
3.2	Steering Group members requested to receive an update from the MoH on the use of vaccines, for border security, immigration, DOR staff, among others, and urged that a communication campaign is rolled out to raise awareness about the importance to get vaccinated among refugees and host communities	Completed
3.3	The World Bank reiterated the importance to follow up on the planned enhancing pipeline for vaccines, noting that USD 30 million to finance vaccines for refugees and host communities will expire soon.	Completed
<b>4.0</b>	<b>UGANDA REFUGEE RESPONSE MONITORING SYSTEM (URRMS)</b>	
4.1	Steering Group members suggested further engagements to ensure the alignment of the tool with the CRRF objectives, NDPIII PIAP reporting and its interoperability with existing systems.	Work in progress OPM (DOR) and MoFPED are engaged in discussion on ensuring inter- operability/interface of the two systems for easy reporting by partners
<b>IMPLEMENTATION STATUS ON THE DECISIONS OF THE 14<sup>TH</sup> STEERING GROUP THAT SAT ON 6<sup>TH</sup> OCTOBER 2021</b>		
1	The minutes from the 13th CRRF Steering Group meeting and the 2021 CRRF April- September 2021 Progress Report were adopted by the CRRF Steering Group.	Completed
2	SG Co-Chairs and UNHCR to review operational modalities of the CRRF Secretariat to strengthen and consolidate efforts of the comprehensive refugee response.	Work in progress
3	Humanitarian and development partners to adhere to the Public Finance Management Act 2015 and GoU requirements of reporting by providing inputs into the Aid Management Platform.	Work in Progress: MoFPED following up
4	OPM and MoFPED to interlink the AMP and Uganda Refugee Response Management System (URRMS). Add a CRRF tag to the AMP system.	Work in progress. Joint OPM/MoFPED IT Technical Team tasked to jointly asses interface components and submit analytical conclusions to next 16 <sup>th</sup> SG
5	Relevant MDAs were tasked to provide comprehensive updates on a quarterly basis to the Steering Group on the status of implementation of the refugee response plans and related policy issues to be escalated.	Work in progress
6	Building on existing systems, the SG tasked the CRRF Secretariat to develop ToRs for the District Engagement Forum (DEF) in cooperation with key stakeholders to be presented at the next SG.	Work in progress. Stakeholder consultations in progress
7	SG members agreed to have a dialogue to clarify on the process of transition planning and to agree on actions and responsibilities moving forward.	Work in progress. Draft Concept to be shared with SG Taskforce and Final Concept to be presented to 16th SG



SG DECISION		STATUS
8	WFP to provide a status report through the CRRF Secretariat for circulation to members of the SG on the reduced food rations across refugee settlements and outlook.	Completed
9	The CRRF Secretariat was tasked to take the lead and to ensure the establishment of the taskforce to realize the roadmap for localization agenda (investing in humanitarian action) with involvement of DOR.	Ongoing: Draft TORs and Taskforce membership were developed and adopted by the 15 <sup>th</sup> SG.
10	OPM to prevail over Ministry of Lands, Housing and Urban Development to fast-track implementation of the USMID project under the refugee window which is currently lagging.	Work in progress
11	Ongoing preparedness on COVID19 was raised by the INGO representative with a request for humanitarian workers to be considered essential workers and that their movement be facilitated to be able to provide assistance.	Completed
<b>IMPLEMENTATION STATUS ON THE DECISIONS OF THE 15<sup>TH</sup> SG THAT SAT ON 8<sup>TH</sup> DECEMBER 2022</b>		
<b>1.0</b>	<b>COMMUNICATION FROM THE CO-CHAIRS</b>	
1.1	Ministry of Agriculture and FAO to take lead on developing and implementing an agricultural strategy as part of Operationalising the JLIRP	Ongoing: Decision Communicated to MAIIF
1.2	That Ministry of Works undertakes the Development of the Infrastructure Response Plan in a consultative process and presents the Draft Infrastructural Response Plan in the 16 <sup>th</sup> SG	Ongoing, decision Communicated to MoWT
1.3	In preparation for the forth coming World Refugee Day, a tree planting programme be developed and communicated to stakeholders for implementation in the week to the WRD in each of the RHDs	Work in progress. Decision communicated to DOR and UNHCR
1.4	That all stakeholders to prepare for smooth re-opening of schools	Completed
<b>2.0</b>	<b>ADOPTION OF MINUTES OF THE 14<sup>TH</sup> STEERING GROUP MEETING</b>	
2.1	Minutes of 14 <sup>th</sup> SG meeting were adopted with amendments	Completed
<b>3.0</b>	<b>ADOPTION OF THE SUSTAINABLE ENERGY RESPONSE PLAN</b>	
3.1	<p>The Sustainable Energy Response Plan was adopted by the 15<sup>th</sup> SG:</p> <ul style="list-style-type: none"> <li>• Subject to final stakeholder endorsement and presentation of a timeline for final consultation first quarter of 2022</li> <li>• Subject to professional editing of the document</li> <li>• Plan to be synergized with other plans, namely Water and Environment, Jobs and Livelihoods plan</li> <li>• Domestic use of charcoal by Ugandan market to be made more apparent early in document as a key issue.</li> <li>• Increased interventions on environmental restoration be reflected in the Plan.</li> <li>• Programme sustainability needs to be ensured.</li> </ul>	Ongoing: Final document to be shared with SG, stakeholders in 16 <sup>th</sup> SG

SG DECISION		STATUS
<b>4.0</b>	<b>ADOPTION OF THE FOURTH QUARTER CRRF PROGRESS REPORT</b>	
4.1	The 4 <sup>th</sup> Quarter CRRF Progress report was adopted	Completed
4.2	Subject to comprehensive consultation with stakeholders, the proposal for the Establishment of the District Engagement Forum (DEF) to be presented in the 16 <sup>th</sup> SG as a substantive agenda item for adoption	Work in progress. Stakeholder Consultations ongoing. Draft TORs to be adopted by 16 <sup>th</sup> SG
4.3	CRRF Secretariat to engage REF participation in sectoral working groups and Intersectoral Dialogues so that discussions on operational issues for refugees are captured and addressed.	Ongoing
4.4	That REF representatives be linked to the GRF HLOM discussions for their participation	Completed
4.5	Partners in the National Response were called upon to make additional pledges to Uganda's Refugee Response over and above the earlier GRF pledges	Ongoing
4.6	The 2022 CRRF Secretariat priorities were adopted. The Secretariat was tasked to: <ul style="list-style-type: none"> <li>• Share the 2022 Annual work plan with SG members immediately,</li> <li>• Provide details on activities, specifically communication and outreach</li> <li>• Inclusion of COVID 19 vaccination effort and rollout among priorities</li> </ul>	Completed. Implementation in progress
4.7	Partners were requested to increase support to West Nile districts where new refugees are arriving.	Ongoing
4.8	The Localization Task Force membership and ToRs were adopted with call for consultation with DoR and timeline to guide the taskforce.	Ongoing
4.9	Update on the Settlement Strategy to be presented to the 16 <sup>th</sup> SG in early 2022	Ongoing
<b>5.0</b>	<b>PROGRESS ON IMPLEMENTATION OF RESPONSE PLANS</b>	
5.1	Ministry of East African Affairs (MEACA) to present to the 16 <sup>th</sup> SG on the development of the EAC Regional Refugee Management Policy and Action Plan and how Uganda can contribute.	Work in progress. Decision communicated and formal invitation to the 16 <sup>th</sup> SG to be issued
5.2	Sectors were tasked to provide realistic funding gaps and the need to rationalize existing funding given the COVID 19 Effects on resource availability	Ongoing
5.3	The SG uptakes the requirement for Development Partners to implement the guidance of the Minister of Finance Planning and Economic Development, as per communication dated 6 <sup>th</sup> September 2021 particularly Section (vi) on reporting using the Aid Management Platform (AMP) which is hosted at MoFPED	Decision communicated

SG DECISION		STATUS
5.4	Ministry of Lands, Housing and Urban Development (MoLHUD), Ministry of Local Government and DOR to support the relevant line ministries in acquisition of land documents where infrastructure already exists	Work in Progress. Decision communicated
5.5	OPM and MoFPED to take lead in development of a framework that will guide transition of partners' services and facilities to mainstream government systems.	Work in progress
5.6	SG supports NPA and OPM in development and disseminating of NDP III reporting frameworks specific to the refugee hosting districts	Ongoing
5.7	SG calls upon partners to align all (both humanitarian and development) project implementations to the respective refugee response plans	Ongoing
<b>6.0</b>	<b>UGANDA'S PREPAREDNESS TO PARTICIPATE IN THE HLOM</b>	
6.1	That given the multi-stakeholder approach of CRRF, future international events like the Global Refugee Forum stocktaking and consultation should be inclusive to involve civil society, refugee led organizations and NGOs, including NGO forums.	Action taken



Farmers spray their crops with a background landscape of part of the 2500 hectares of resettlement land where communities that were displaced from the Mount Elgon forest reserve and National Park were resettled in 1983.







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