

UGANDA REFUGEE RESPONSE PLAN

Livelihoods Sector Technical Working Group Response Plan

For comment and questions
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Context

As of January 2018, Uganda is host to 1,411,794 refugees and faces two emergency refugee influxes in parallel from South Sudan and the Democratic Republic of the Congo (DRC). In 2017 alone, Uganda received over 602,021 new refugees mainly from South Sudan and DRC. In 2017, influx trends have so far been less than in 2016. Current risk analysis suggests that these influxes, specifically from DRC, will continue in 2018, and possibly beyond, further emphasizing the continued emergency response needs in Uganda. Inter-agency refugee response plans (RRPs) and contingency plans have been put in place.

Since the outbreak of violence on the 7th of July 2016 and corresponding deterioration in the overall security situation, in South Sudan and more recently in DRC more than 602,021 South Sudanese and Congolese have fled to Uganda, of which 86 percent are women and children, increasing the total number of South Sudanese refugee arrivals in Uganda in 2017 to over 602,021 as of 31 December 2017.

During the first stage of forced displacement, refugees often lose critical assets, increasing their vulnerability. The first short-term layer of support provided by humanitarian assistance can help to meet basic needs, preserve or recover essential productive assets and minimise expenditures. In the medium and long-term the support provided should aim at improving living conditions and capitalise resources, avoiding dependency.

Livelihood and early recovery in the framework of the Ugandan refugee response and management policy

Given the Ugandan government provides a favourable protection environment for refugees characterized by a non-camp, settlement approach important windows of opportunity exist to support the early recovery of the affected populations, creating the basis for self-sufficiency and future development interventions. The Comprehensive Refugee Response Framework (CRRF), applied as a pilot in Uganda, was launched in March 2017, with a view of harnessing a whole-of-society approach in responding and finding solutions to the refugee crisis. One of its objective is to enhance refugee self-reliance, to which the Livelihood Response Plan intends to contribute. At the same time, the Refugee and Host Population Empowerment (ReHOPE) framework, adopted by the UN and the World Bank, aims at supporting the Government of Uganda in achieving the objectives outlined in the Settlement Transformative Agenda, by exploring opportunities that benefit both refugees and the host communities. Designed as a collective humanitarian and development response, ReHOPE represents a key building block of a comprehensive response to displacement in Uganda and a critical component in the application of the Comprehensive Refugee Response Framework. The Livelihood Response Plan adheres to and supports the principles outlined in these frameworks.

While the newly arriving South Sudanese and Congolese refugee situation is still into its emergency phase, ensuring their gradual self-reliance through their inclusion in the local market and economy will be particularly important in the mid to long term. Refugee women and men should therefore be given opportunities to engage in small-scale livelihood projects in all settings.

By planning early recovery interventions as soon as possible during an emergency, we can avert the risk of relief assistance becoming an alternative to development and the social fabric of the refugee and host community can be more easily preserved and reconstituted. Providing early recovery support is also an important opportunity to promote gender equality and to build back better, in a way that capitalizes on the capacities of all groups of the targeted community and reshapes social roles towards self-reliance.

The growing refugee influx and diminishing availability of land in the settlements presents a major challenge also when it comes to establishing appropriate livelihood opportunities in the area of agriculture including crop production and animals/livestock keeping that refugees brought with them during their flight. It is generally agreed that the host communities within the district, surrounding the reception centres and settlements are the first to take on the burden of a refugee influx during an emergency. At the same time, the impact of refugee hosting is recognised at the whole level within local districts, as local institutions and authorities need to provide functioning services to the overall population. The arrival and presence of refugees puts pressure on already overstretched basic service infrastructures, natural resources and general food availability, which can generate tensions among different communities. All humanitarian actors should therefore extend their protection activities and service provision to the benefit of local populations, and promote peaceful coexistence and peace-building initiatives among the different communities.

In order to ensure that refugees do not place additional burdens on limited resources in the refugee hosting districts, UNHCR together with OPM, other UN agencies and partners need to work to improve resilience of refugees and host communities through access to agricultural and other livelihood opportunities, as well as support response capacities of local institutions.

UN agencies and other International Non-Governmental Organizations (INGOs) have been conducting livelihoods need assessment and Rapid Assessment for Markets (RAM) to determine best programming interventions and possible value chain analysis and development that can help as a baseline for designing livelihood intervention projects for the refugee influx.

Response Strategy and Priorities

Strategic priorities for the livelihood response need to enhance socio-economic empowerment with a focus on improved livelihoods of refugees and host communities alike. The programmes need also to ensure that gender sensitive programming addresses gender inequalities to ensure women, girls, boys and men have equal access to livelihoods opportunities and that all humanitarian and development interventions take care of their needs and vulnerabilities. The priorities for the livelihood sector responses are to increase the income opportunities for all those affected by the crisis (i.e. new arriving refugee and host community), enabling them to attain better life standards, and to sustain their livelihoods in the longer term through increased capacities which will be also valuable upon their return to their country of origin when the conditions will be conducive.

Uganda has a very specific favourable protection environment for refugees, which facilitates a non-camp type of approach to protection and assistance. The progressive Uganda Refugee Act (2006) and Refugee Regulations (2010) allow refugees freedom of movement, the right to work, the right to own a business and to own property. Upon arrival, refugees are allocated plots of land for shelter construction and limited agricultural activities.

Facilitating access to safe and sustainable livelihood and other socio-economic opportunities for affected populations, including self and wage employment or enterprise development, provides multiple benefits: 1) it is key to building the resilience of affected households and reducing their dependency on national or international assistance; 2) increasing self-reliance helps to build a sense of dignity and empowerment and a degree of normalcy, particularly for refugees who have experienced high levels of trauma; 3) income-

generating activities can also build or enhance the skills and assets that will be required when refugees eventually return to post-conflict South Sudan; and 4) implementing comprehensive livelihood support strategies for refugee and host community populations also harness the human capital that can contribute to longer-term development efforts in the country, including through skills transfer, enterprise and private and public sector growth.

Under these ~~proposed livelihoods~~proposed livelihoods strategic orientations UNHCR and all intervening actors plan to provide the basic emergency livelihood support to the newly arriving refugee communities in their areas of settlements and promote longer term livelihood opportunities contributing to local development

Goal

1. Improved livelihoods and living conditions and reducing long term dependency on national or international assistance

Objective

1. Provide livelihood support to prevent asset depletion and negative coping strategies among the refugee and host communities and foster their socio-economic self-reliance
2. Diversify income sources and provide support to protect livelihoods

Strategic Objective 1: Provide livelihood support to prevent asset depletion and negative coping strategies among the refugee and host communities and foster their socio-economic self-reliance

During the first stage of emergency, refugees often lose critical assets, increasing their vulnerability. The first short-term layer of support provided by humanitarian assistance can help to meet basic needs, preserve or recover essential productive assets and minimise expenditures. In the medium and long-term UNHCR and intervening actors need to work on improving living conditions and capitalise resources, avoiding dependency. UNHCR, along with other UN agencies, development partners, and the private sector actors will also work with the Government of Uganda to foster economic self-reliance for refugees and host communities, and thereby contribute to socio-economic growth. Focus areas will include linking emergency response to long term livelihood development for self-reliance and resilience at all stages of the response.

Strategic Objective 2: Diversify income sources and provide support to protect livelihoods

Livelihoods have become an essential need area wherein agricultural interventions provide food security and increased peaceful coexistence amongst refugees and host community members. It has been reported that the land that the Ugandan government gives one refugee household generates up to \$220 annually for the local economy. Emergency livelihood interventions are part of the overall emergency response plan towards addressing immediate needs and prevent asset depletion and negative coping strategies among the new arrivals. Agricultural inputs including seed, small livestock, and non-agricultural income-generating opportunities are provided to buffer against food rationing caused by increased emergency influxes. The added value of increased peaceful co-existence due to decreased strains on food, further reinforces the principle directives of refugee influx response strategy and priorities.

In order to ensure that refugees do not place additional burdens on limited resources of the Ugandan government and refugee hosting districts, UNHCR together with OPM, other UN agencies and partners shall work to improve resilience of refugees and host communities through access to agricultural, vocational training and income generating opportunities. Graduating refugees and host communities to self-sufficiency, by combining consumption support (basic needs) with increased interventions promoting

livelihoods, towards strengthening resilience needs coordinated effort among the humanitarian and development actors in Uganda.

Access to livelihood options enables refugees to live active, productive and dignified lives. By building stronger ties with host communities and a sense of shared interest, livelihoods activities can contribute to a favourable protection environment in which refugees are considered as contributors to the local economy. Agricultural Productivity and Value Chain development, Business Development and Employment, Vocational skills development and Environment Conservation are the major areas to be covered under the strategic objective.

Partnership and Coordination

The response to the refugee influx is led and coordinated by the OPM with UNHCR, in broad consultation with UN and NGO partners involved in the response. This coordination arrangement is oriented towards achieving an effective integrated response involving members of refugee and host communities, government capacities as well as UN and national and international NGOs. The integration of national and external capacities in one response is particularly important in view of the non-camp settlement policy in Uganda, and the inclusion of refugee hosting areas in the National Development Plan (NDP II).

While UNHCR is taking a lead role in planning and coordinating a comprehensive refugee livelihoods response strategy, this role usually diminishes when it comes to implementing. Most of the activities need to be carried out by local organizations, district local governments, international NGOs or by other government bodies, without UNHCR's direct investment. Activities that are highly relevant but have no means of being implemented by others should fall squarely under UNHCR's area of responsibility, and require both implementing and operational partnerships. UNHCR and all actors strongly emphasizes needs to increasingly work with governments and national and local district level authorities and attract development partners to allow for a smooth transition from emergency and relief to sustainable development.

UNHCR together with OPM has established Livelihood Sector Coordination Group (LSCG) to perform key tasks of facilitating exchange of information and lessons learned, ensuring consistency in designing, planning and implementing programmes and support advocacy, fundraising, monitoring and evaluation. At Kampala and field level, the Livelihoods Sector Coordination Group (LSCG) meeting is taking place on a monthly basis, chaired by UNHCR and co-chaired by OPM, UN agencies and other NGOs, , both in Kampala and the Sub-offices.

Together with the OPM, UNHCR supports planning, implementation and coordination of the overall response for the refugee emergencies in Uganda. At field level, the District Local Governments (DLGs) are also at the forefront of the emergency response, working closely with UN and NGO partners supplementing government efforts. Since the beginning of the response, different organisations and government ministries, including OPM, UN Agencies, international and local NGOs, have been intervening to respond to the different refugee influxes in the country. This requires coherence and complementarity in the response based on differing needs and local contexts.

The coordination group would like to enhance coordination and operational effectiveness of livelihood programming for refugee influx and the host community in Uganda through:

- a) Ensuring partners implement projects effectively and have both commitment to and experience in livelihood development and self-reliance projects.
 - Ensure experienced development agencies take a lead in implementing self-reliance projects
 - Establish community-based joint planning, monitoring and evaluation systems that ensure partners are accountable for the self-reliance projects that they implement.

- Network with donor agencies to ensure competent partners receive financing for self-reliance projects.
- b) Ensuring collaboration with and between partners remains effective.**
 - Ensure the identification and commitment of experienced agencies.
 - Ensure that partners develop, adopt and maintain common approaches.
 - Encourage effective cooperation among partners through the establishment of steering committees or other forums that provide opportunities to exchange ideas, discuss strategy and share information on progress and constraints.
 - Ensure coordination and complementarity in the response to avoid overlapping interventions and promote graduation of the response from life-saving to self-reliance approaches.
- c) Ensuring projects are conceived well and planned properly**
 - Use specialists to undertake assessments and technical analysis for identifying appropriate self-reliance opportunities.
 - Ensure community participation, and the involvement of all stakeholders, in project identification and design.
 - Develop project plans from log frames
 - Building from analysis and strategic thinking rather than using planning tools mechanically.
 - Develop interventions based on available natural and human resources. Do not develop a 'good idea' and try to make the prevailing conditions fit. Instead, understand the prevailing situation and find the ideas that fit to these.
 - Ensure sustainability mechanisms and exit strategies are addressed during project design or establishment.

To this effect the LSCG need the support and close communication from the inter agency meeting, co-chaired by OPM and UNHCR, to inform and get recommendation/comment from the group whenever an agency shows interest to implement livelihood project in the settlements. The livelihoods sector coordination group has established a Core Group (CG) for more in-depth review and guidance on matters of concern to the LSCG, and to enhance strategic direction, planning and inclusive decision-making. The core group therefore will (proposal)

Planned Response

Appropriate livelihoods interventions should be determined on the basis of an assessment of need, including the potential negative consequences of other emergency responses, including food aid. Rapid livelihoods need assessment in Yumbe Bidbidi has been conducted by UNDP and report shared with all LSCG members. Several market development assessments, base line assessments and socio-economy assessments have been completed for the different settlements in South west, Mid-West and West Nile. The strategic planning process therefore need to be done in consultation and coordination with a broad range of partners and stakeholders. The planned interventions must try to work around obstructive norms and find ways to work within existing constraints to continue supporting refugees (and host communities where applicable) under the above mentioned strategic objectives. Based on the assessments, an informed selection of appropriate interventions for chosen target groups should be implemented in a designed sequence, in order to support multiple objectives. A comprehensive strategic response plan for livelihood support will therefore usually seek to achieve short, medium and longer term objectives by implementing a range of activities.

Programme Objective	Indicative activity
Livelihood provisioning: Livelihood provisioning interventions have a direct and immediate effect on people's socio-economic wellbeing, aiming to reduce their vulnerability	
Livelihood provisioning to meet basic needs	Cash or in Kind assistance and subsidized basic services
Livelihood protection: Livelihood protection interventions have a direct and short to medium-term effect on people's socio-economic wellbeing, e.g. conditional grants for micro-business development, individual skills training, targeted vocational or entrepreneurship training etc.	

Protect and build human capital	<ul style="list-style-type: none"> - Individual skills training such as vocational training, IGA training, Business management and basic financial literacy, local language skills, basic IT skills, life skills
Livelihood protection to prevent asset depletion and negative coping strategies	<ul style="list-style-type: none"> - Cash/Food for work and community asset development - Natural resources management such as Soil and water conservation - Infrastructure development and maintenance (access Roads, school, WASH facilities etc.) - Multi-purpose water use (domestic, animal and irrigation) - Provide access to locally adapted and diversified seeds and livestock - Environment protection and energy efficient technologies
Protect productive capital (human, social, natural, physical) and diversify income sources	<ul style="list-style-type: none"> - Conditional grants with skills training to support sustainable use of natural resources (home-gardening, agriculture, livestock, fish-farming, beekeeping) - Temporary subsidies for production activities (natural resource use, crafts and manufacturing) - Trainings on improved agricultural techniques and technologies to improve production and productivity - Vegetable production and distribution of the common vegetable seeds for diversified food production and consumption - Formation of refugee and host community producers and marketing groups
Protect and build human and social capital, and decent work strategies	<ul style="list-style-type: none"> - Identify income generation activities that promote women's and youth employment - Facilitate access to support resources (e.g. capital, skills building, market access) to start income generating activities (IGA). - Targeted training packages to build skills for workmanship, manufacturing, retail, and service delivery
Protect and build social capital	<ul style="list-style-type: none"> - Group skills training, such as leadership, management, formation of producers and marketing associations, community organization and social organization - Entrepreneurship training
Protect and build financial capital, and stabilise and diversify income sources	<ul style="list-style-type: none"> - Access to financial services (savings, money transfers, loans) - Formation of village savings and loan associations (VSLAs) and savings and credit cooperatives (SACCOs)
<p>Livelihood promotion: Livelihood promotion interventions have an indirect and medium to long-term effect on people's socio-economic wellbeing, e.g. advocacy, building capacity and investing in training institutions, access to formal financial services, access to career counselling and business support services</p>	
Improve human and social capital and promote decent work strategies	<ul style="list-style-type: none"> - Non-agricultural and agricultural livelihood support - Employment support services includes sponsoring apprenticeships, traineeships, business plan development and grant - Supporting community-based employment networks and entrepreneurship - Facilitating access to business support services including legal, financial, and marketing and market information management advice - Advocacy for conversion of refugee education qualifications and vocational skills to Ugandan recognised papers - Support to the DLG system to deliver services to the refugee and host community - Strengthen public private partnerships in the refugee hosting districts to the benefit of refugee and local population to promote employment creation and local socio-economic development(
Improve financial capital	Facilitating access to (formal) financial services
Co-ordination systems for early recovery and longer-term sustainable livelihoods	Work with other sector coordination groups, local and national institutions and the private sector to develop integrated multi-year project

Implementation

In order to ensure that refugee host community livelihoods is protected and promoted, specifically in the new settlements, UNHCR together with the Government of Uganda, UN agencies and NGOs need to fundraise and mobilize resources. The emergency livelihoods support to the targeted community need to focus on the urgent livelihood based needs to link emergency response interventions with medium- and longer-term sustainable interventions.

The UNHCR and Partners strategies in these areas need to focus on livelihood support that is portable, designed to benefit large numbers of people and intended to bring a quick increase in income through engagement of the refugee and host community groups in to diversified livelihood activities that can help to protect their livelihood assets. The presence of some UN agencies, NGOs and livelihood actors in these settlements, responding to other sector specific needs, will allow UNHCR and partners to adapt their focus to protect and boost livelihoods in the short, medium and long term through enhancing resilience.

Target beneficiaries

UNHCR and partners livelihoods interventions are designed and implemented to impact on the life and livelihoods of People of Concern towards self-reliance and resilience. When livelihoods interventions are implemented supporting refugee and host community members it is important that all partners work in well coordinated manner so that impacts will lead to changes in the life and livelihood of the targeted beneficiaries.

In preparation to support the refugee and host communities livelihood diversification, Refugee and host community targeting need be done at four levels, using district, settlement, community and HH level criteria. Criteria used for designating a settlements as priority also need to be discussed with UNHCR, OPM, DLG, all actors and stakeholders in the district. UNHCR together with OPM and DLG, through the sector coordination meetings, will coordinate with all partners to avoid overlap and duplication in targeting settlements. Where there is potential overlap, coordination within the settlement will take place to ensure that actors are targeting separate communities and households.

Within each target settlement, specific community will be selected based on criteria defined with all the actors and stakeholders in the settlement in consultation with existing livelihoods need assessment documents. At the household level all agencies are expected to developed community lead household selection and targeting criteria to develop list of beneficiaries for the intended livelihood interventions, attached is UNHCR Uganda livelihood project beneficiary selection and targeting guideline. The livelihoods interventions, as indicated in the strategic and programme objectives, need to focus on building resilience and livelihoods recovery systems especially for the targeted community and household members based on their actual circumstances.

Integration with other Sectors

Livelihoods are by nature influenced by a range of economic, social, political and environmental factors. It is therefore essential to apply a comprehensive and holistic approach to the design and implementation of programmes supporting refugee livelihoods. Income-poverty by itself, for example, may cause health and education poverty while health and education poverty may cause income poverty.

The sector response strategy acknowledges the interdependence among the different sectors towards self-reliance and resilience. In order to provide, protect and promote refugee and host community livelihoods, the proposed interventions need to be implemented in integration, where possible, with other on-going sector programmes in health, WASH, nutrition, protection, education and environment. Some of the activities listed under livelihood protection to prevent asset depletion and negative coping strategies need to be designed with the community and other stakeholders to improve and maintain community assets, particularly natural resource assets such as water, and will help support access to basic services through minor road rehabilitation. Cash transfer programmes and community assets building and rehabilitation activities will also support other outcomes (for example education, access to market, access to safe and clean water, access to health services etc). Livelihoods assessments and analysis

also need to expand to better understand protection issues , to better understand the income thresholds HHs need to attain to reduce negative coping strategies. To this end all agencies with livelihoods intervention need to work closely with UNHCR and other agencies protection technical staffs for guidance and collaboration.

Annexes

Annex: UNHCR Uganda BO Livelihoods Beneficiary Targeting and Selection Guideline

Annex: Standard Operating Procedure



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Standard Operating
Procedure for Liveliho