



# ANNUAL REPORT

## 2018

### THE COMPREHENSIVE REFUGEE RESPONSE FRAMEWORK

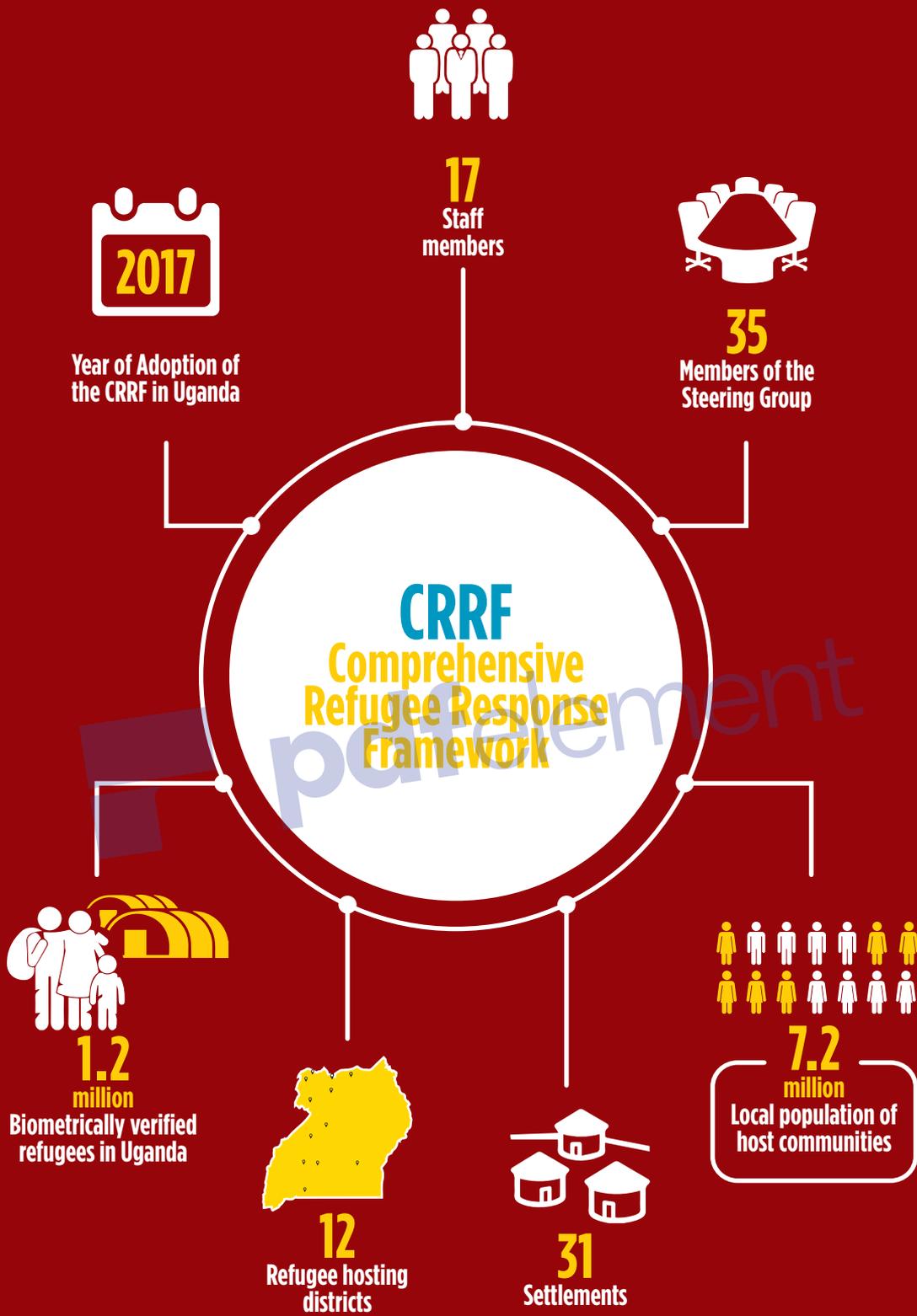


THE REPUBLIC OF UGANDA



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**ANNUAL REPORT**  
**2018**



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# Acknowledgements

The Government of Uganda has adopted the Comprehensive Refugee Response Framework and guiding its country level rollout. Since the launch in March 2017, a lot has been achieved in the implementation of the CRRF approach in Uganda – as spelt out in this annual report.

We would like to take this opportunity to thank the CRRF Steering group members for proactively championing the coordination, resource mobilization and guiding the CRRF agenda.

Special thanks go to the Chairpersons of the CRRF Steering Group; Hon Hilary Onek, Minister for Relief, Disaster Preparedness and Refugees, Hon. Musa Ecweru, State minister for Disaster Preparedness and Refugees, and Hon. Jenipher Namuyangu, the Minister for Local Government - for their efforts in keeping the CRRF Steering Group together.

We would like to acknowledge the support of the Local Development Partners' Group, Humanitarian Partners, the UN Country Team, International and Local NGOs among others. One of the major milestones of the CRRF is the development of sector refugee response plans in health, education, water and environment. We thank the Ministries, Departments and Agencies (MDAs) for their efforts in developing these plans, and the CRRF focal points for their immense efforts and support to spread the word on the CRRF coordination model – the new way of working in refugee response.

We acknowledge the support of UNHCR for facilitating the running costs of the CRRF Secretariat and other organizations that have seconded their staff to the CRRF Secretariat; OPM, UNHCR, UNDP, UNICEF, WFP, BMZ/GIZ, DFID, and the INGOs. This has created a multi-skilled team at the Secretariat that is highly resourceful.

We appreciate the local governments, implementing partners, operating partners and the volunteers for their response and implementation of CRRF Steering Group decisions. We would also like to thank all our donors for the immense support towards Uganda's refugee response. They have shown that international solidarity is a fundamental principle for international refugee response.

Above all, we applaud the host communities and their leaders for the incredible generosity they have demonstrated by sharing their limited resources with the refugees.

For God and My Country,



**Ms. Christine Guwatudde Kintu**  
Permanent Secretary  
Office of the Prime Minister

# Foreword

As the Chairman of the CRRF Steering Group, I would like to commend the CRRF Secretariat for a successful year 2018. Since March 2017 when the Ugandan Government launched the CRRF in Uganda, we are proud to see the progress registered under the CRRF so far and how Uganda, though this pioneering approach and collective effort, remains at the forefront of global legal and moral obligations to refugees as well as at the precipice of positive change under the Comprehensive Refugee Response Framework.

The launch of the CRRF coincided with the onset of what would become Uganda's single largest refugee influx in our history, making Uganda the largest refugee hosting country in Africa. We rank among the top refugee hosting countries in the world. As of February 2019, over 1.2 million refugees have been biometrically verified in an exercise that was overseen by both the Government and UNHCR. The purpose of this exercise was to strengthen management of the refugee response by Government and partners, to improve planning and implementation of essential protection and assistance activities.

The Government of Uganda has been serving as a model example in the international community by maintaining an open border policy and approach which provides genuine refugees with land, freedom of movement, equal access to Government-provided social services like education and healthcare, and the right to work. Uganda's settlement approach, combined with rights and freedoms granted, provides refugees with some of the best prospects for dignity and self-reliance found anywhere in the world, and creates a conducive environment for pursuing development-oriented planning for refugees and host communities. By including refugees into our National development Plan, we are championing the principle of 'leave no one behind' in line with our commitment to the 2030 Agenda for Sustainable Development. And we prove that hosting refugees is not only the right thing to do, it also benefits the development of refugee hosting areas and the host communities. Uganda's approach is enshrined in several policies and frameworks, such as the Refugee Act 2006, Refugee Regulations 2010, the Settlement Transformative Agenda and the Comprehensive Refugee Response Framework for Uganda.

This annual report 2018 highlights major milestones that were embarked on with the guidance of the CRRF Steering Group, the achievements so far, work in progress and the challenges of CRRF implementation. Some of the milestones include but are not limited to; the inclusion of refugees in national development planning in the health and education sectors and the meaningful participation of the affected community, refugees and host communities alike, in decision-making through active participation in the CRRF Steering Group. The CRRF Secretariat coordinated Steering Group meetings on a quarterly basis, carried out consultative meetings for the CRRF Roadmap, supported line ministries in the development of Sector Response Plans and engaged with all CRRF partners on a comprehensive refugee response.

The CRRF Secretariat is now fully functional and capacitated. The team has expanded significantly over the last twelve months and we have observed several particularly notable achievements because of this. The support from development and humanitarian partners in achieving the overall objective of the CRRF in Uganda to protect Uganda's progressive refugee model and the wellbeing of both refugees and host communities cannot be understated. I would like to thank the partners for the direct support they have rendered to the CRRF Secretariat not only through staffing placements, but also to the implementation of the CRRF notably through support to the development of both the Education Response Plan and the Health Sector Integrated Refugee Response Plan and other initiatives launched in the past year.

Notwithstanding the immense progress in implementing the CRRF in the past year, the implementation process has been challenged by a few issues. For example, the new CRRF coordination model has faced significant challenges with the induction of change and transformation in the various coordination platforms. To address this issue, a communications and outreach strategy was put in place by the CRRF Steering Group last year to create awareness on how the CRRF reinforces the earlier frameworks.

As the Government, we continue to invest significant domestic resources in the protection, management and social, cultural and economic inclusion of refugees and Ugandan communities that host them. Through Uganda's DRDIP, many resources are allocated for the benefit of hosting communities. I commend the continuous support from the international community. But more support is urgently needed. As a refugee hosting country, Uganda has met its responsibility as envisioned in the Global Compact on Refugees to make clear where concrete contributions from the international community are needed. The sector response plans that have been developed by the Government need to be financed if we are to realize the fully potential of the refugees and host communities. In the spirit of international responsibility sharing, this is therefore to call on the international community to fulfill their commitments and follow them with financing of the health and education response plans that have been launched so far, and those that are being formulated in the water & environment and jobs & livelihoods sectors.

In Uganda, we look at refugee management as an opportunity as opposed to a burden. Nobody chooses to be a refugee until unavoidable circumstances prevail. At the same time, the challenge before us is too big for one country, one community or one sector. We need to put our hands together to sustain this approach. It is therefore our prayer that together with our partners in the refugee response, the Government of Uganda can sustain our refugee model and foster the wellbeing of both refugees and host communities. It is not only the humane thing to do but it is the right thing to do.

For God and My Country,



**Hon. Eng. Hilary Onek**

Minister of Relief Disaster Preparedness and Refugees

# Acronymns

CRRF	Comprehensive Refugees Response Framework
DfID	Department for International Development
DLG	District Local Government
DPG	Development Partners Group
DRC	Democratic Republic of Congo
DRDIP	Development Response to Displacement Impact Project
ECW	Education Cannot Wait
JLOS	Justice, Law and Order Sector
ERP	Education Response Plan
EUTF	European Union Trust Fund
HSIRRP	Health Sector Integrated Refugee Response Plan
INGOs	International Non-governmental Organizations
LDPG	Local Development Partners Group
LG	Local Government
LGDP	Local Government Development Plan
MDAs	Ministries, Departments and Agencies
MOFPED	Ministry of Finance, Planning and Economic Development
NGOs	Non-Governmental Organizations
NPF	National Partnership Forum
RAF	Refugee Advisory Forum
REF	Refugee Engagement Forum
RWL	Refugee Welfare Leaders
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNRC	UN Resident Coordinator
WASH	Water, Sanitation and Hygiene



Elisha Ndashine, 11, rides around the refugee settlement on the bike which he and his friends have made of wood.

# 01

## Introduction

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### 1.1 Background

Uganda is currently host to over 1.2 million refugees living in 12 refugee-hosting districts and with a total host community population of 7.2 million. Uganda hosts the largest number of refugees in Africa and ranks among the top refugee hosting countries in the world.

With a long history of providing asylum, Uganda has hosted an average of 168,000 refugees per year since 1961. Uganda's refugee model and refugee settlement approach are widely regarded as an inspirational model and is cited as an example for other countries around the world. Rather than being hosted in camps, refugees are settled in villages located within the refugee-hosting districts. The majority (more than 80%) of refugees in Uganda are hosted in settlements within the refugee-hosting districts.

Uganda launched the Comprehensive Refugee Response Framework (CRRF) in March 2017 to sustain its model approach to refugee management in the face of significant influx. The CRRF is part of a rich policy environment including the Refugee Act 2006 and the Refugee Regulations 2010, which guarantee refugees' access to the same public services on par with nationals.

In October 2017, a Government-led multi-stakeholder CRRF Steering Group was set up. Currently, the Steering Group brings together 35 members involved in Uganda's refugee response including the humanitarian and development partners, United Nations agencies, international financial institutions, international and national NGOs, academia, the private sector, refugees and host communities, and other members of civil society. One distinguishing feature of the CRRF Steering Group is the participation of the affected community. The host community enjoys five representatives at the Steering Group meetings which include administrative and political leadership from the hosting districts and the refugees enjoy two seats at the table. This was the first-time government was convening refugees at the national level.

The CRRF in Uganda encompasses five mutually reinforcing pillars and covers support provided to refugees, host communities, the government and the countries of origin, as outlined by the global objectives: Admission and Rights, Emergency Response and Ongoing Needs, Resilience and Self-reliance, Expanded Solution and Voluntary Repatriation.

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. While Uganda has largely influenced

this new way of working (where the development and humanitarian actors work together in a coordinated and cohesive manner), the adoption of the CRRF also coincided with what would become Uganda's single largest refugee influx in its history.

The presence of large numbers of refugees has placed overwhelming demands on already-stretched capacities and resources of the State and of host communities, especially to cater for water, sanitation, health and education needs of the refugees and the Ugandans who are hosting them. It is in this light that the practical application of the elements and approach of the CRRF proved critical during the time of acute emergency. Humanitarian focused response plans, intended to provide vital life-saving assistance remain chronically and severely underfunded, leaving the Government and host communities to bear the costs of providing basic services. To address these concerns, and implementing the CRRF approach in key priority areas, the Government of Uganda has recently developed sector response plans to include refugees into the education and health sector. Significant progress is also being made to develop Uganda's Jobs & Livelihoods Plan and a Water & Environment Plan for Refugees and Host Communities.

## 1.2 About Us

The CRRF Secretariat was constituted and capacitated in February 2018. In line with the Terms of Reference (TORs) listed below, the Secretariat supports coordinated planning, programming and resourcing of the CRRF roll-out in Uganda and ensures cross pillar information flow and linkages. In terms of the operational response, it relies on existing coordination structures and pursues coherence across the various structures.

### **CRRF Secretariat functions and deliverables presented in the Roadmap include;**

- Provide support to planning and monitoring of the comprehensive refugee response;
- Support analytical work in support of implementation of a comprehensive refugee response;
- Knowledge management in support of the implementation of a comprehensive refugee response, in close consultation with stakeholders;
- Support the established mechanism (under Ministry of Finance) to track resources available for a comprehensive refugee response in Uganda, and assisted in the monitoring and tracking of progress, in close consultation with stakeholders;
- Advise on needed advocacy, engagement and information-sharing in support of the implementation of a comprehensive refugee response;

In addition to the above tasks, the Secretariat supports the CRRF Steering Group in the preparation of Steering Group meetings; in organizing different meetings/workshops/fora and stakeholder gatherings in Uganda to ensure information sharing and encouraging new partnerships. The Secretariat liaises with all actors including line ministries, humanitarian and development partners, District Local Governments and the beneficiaries.

The Secretariat is headed by Director CRRF, the Under-Secretary for Disaster & Refugees in the Office of the Prime Minister. In line with the spirit of the CRRF, the Secretariat has benefited from both National and International secondments to create a multi-skilled team with the right mix to implement and follow up the decisions of the Steering Group.



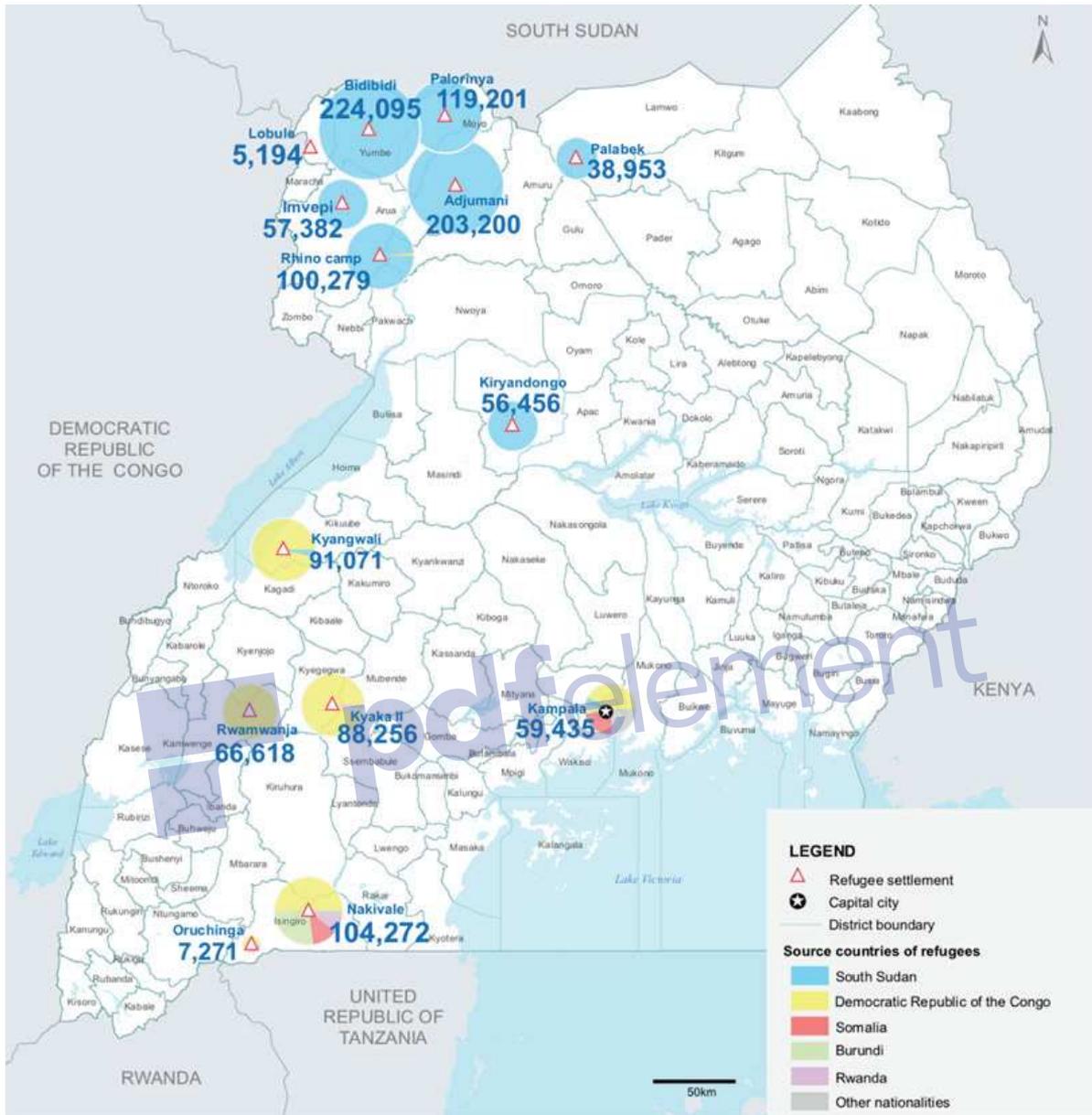
abugho onaliese, , from orthern ivu fled DRC and was separated from her family while fleeing to ganda Today, she is the only female blacksmith in the entire refugee settlement in south-western Uganda. She owns a small workshop where she mends iron sheets into stoves and suitcases and dreams to expand her workshop and skills to be able to produces more iron material. She has employed six men at her workshop, 3 refugees and 3 Ugandan national.

**Table1: Showing the CRRF Staff Composition**

JOB TITLE	NAME OF OFFICER	SECONDING INSTITUTION
Head Of The Secretariat	Kaima Godfrey	Office of the Prime Minister
Senior Development Economist	Solomon Sonko	Competitive Recruitment
Senior Protection Advisor	Leslie Velez	UNHCR
Senior Refugee Officer	Hellen Acibo	Office of the Prime Minister
Senior Planning Officer	Ezra Rubanda	Competitive recruitment
Monitoring and Evaluation Officer	Jonathan Miyonga	Competitive recruitment
Analytical Advisor	Anna Maria Leichtfried	INGOs
Engagement Advisor	Gemma Davies	DFID
Knowledge Management Advisor	Sonja Meyer	BMZ/GIZ
Analytical Officer (Twin)	Pelez Nkoshaho	Office of the Prime Minister
Engagement Officer (Twin)	Diana Namboowa	Office of the Prime Minister
Knowledge Management Officer (Twin)	Joshua Mugume	Office of the Prime Minister
Communication And Visibility Specialist	Annette Kayonde Akimanzi	UNDP
Jobs & Livelihoods Specialist	Joanne Philpott (short term engagement)	WFP
Administrative Secretary	Pending appointment	Competitive Recruitment
Office Assistant	Saaba Peninah	Competitive Recruitment
2 Drivers	Alex Mark Wekyali and Musamali Alex	Competitive Recruitment



Maratatu Primary School has been setup for Congolese refugee children who have arrived in Uganda just recently. With over 4000 students and only four constructed classrooms, the school is bursting at the seams. The lack of classrooms means, students have to attend lessons under three in open with no furniture and school supplies.



Map of refugee numbers (as of 28 February 2019, Source: OPM/UNHCR)



pdfelement

“Let the  
Children  
Come to  
Match”

A girl carries a load on the land  
belonging to her mother, Chandia  
Queen, at Oligi settlement in Uganda.

# 02.

## Implementation of CRRF

Uganda's National CRRF Road Map (2018-2020) was adopted at the 2nd CRRF Steering Group meeting on 31st January 2018. The Plan was developed through a consultative process with key partners and was facilitated by the CRRF Secretariat. This key document provides guidance for CRRF implementation until 2020 by clearly defining common milestones and deliverables to advance key expected results.

The roadmap highlights the following priority focus areas: adaptation and standardization of refugee response and protection based on lessons learned; access to quality education for refugee and host communities; water delivery and infrastructure; environment and energy; health care; and livelihoods, resilience and self-reliance.

Following the immense progress in implementing 2018 CRRF Road Map milestones, the Steering Group decided in October 2018 to revise priority issues, milestones and deliverables against the key expected results in Uganda's CRRF Road Map. Wide stakeholder consultations have now been concluded and the updated road map will be presented at the 6th CRRF Steering Group meeting in April 2019.

The examples outlined in this section highlight achievements measured against the expected outcomes defined in the CRRF National Roadmap 2018-2020.

### **2.1 Expected Result 1: Government of Uganda is better able to streamline and coordinate a comprehensive response to refugees across the CRRF pillars, enabling inclusion of refugees into national and local planning and implementation in ways that benefit both refugees and host communities**

The milestones achieved under this expected result are highlighted throughout this report and are referenced as follows;

(i) A fully constituted CRRF Steering Group (See pg.14); (ii) A fully functional CRRF Secretariat (See pg.6); (iii) The affected population, represented by the local host communities and refugees, meaningfully participate in decision-making structure of the Steering Group. The

refugee engagement forum was established comprising refugee welfare leaders (RWCs) of each settlement (See pg.25); (iv) A Communication Strategy was developed to build a common understanding and vision of the CRRF at all levels (See pg.19); (v) An issues paper was adopted by the CRRF Steering Group to enhance coordination, at district level, between OPM Refugee Department, relevant line ministries and refugee-hosting District Local Governments (See pg.20).

## **2.2 Expected Result 2: The stabilization of current emergency response in various sectors, leveraging the comparative advantages of humanitarian and development actors, enables considerable advances in Uganda's provision of integrated basic social services to meet the needs of its nationals and to progressively incorporate refugees.**

In Uganda, refugees are integrated into the National Development Plan (NDP) II and benefit from public service delivery on par with nationals. Refugee-hosting districts are now recognized under the vulnerability criteria of NDP II making them a priority for development interventions and providing an opportunity to engage various actors to comprehensively respond to the humanitarian and development needs of refugee-hosting districts and the entirety of their population – both refugees and Ugandan nationals.

The CRRF gave renewed and more prominent visibility to host communities, catalyzing shifts in the geographical focus of Uganda's refugee response from the settlement location to the area that is hosting them. Recognizing the key role districts are playing in the comprehensive refugee response, the Ministry of Local Government is now co-chairing the CRRF Steering Group at central level together with the Office of the Prime Minister, and CRRF coordination is being strengthened at district level. Greater attention is now placed on the service needs of these districts by development and humanitarian actors alike. The application of CRRF encouraged the inclusion of refugees into sector planning, empowering different line ministries to develop comprehensive sector response plans, which serve as addenda to include refugees into the current national sector strategic development plans.

These priority comprehensive sector plans include refugees into the Uganda's national sector strategies in (i) education, (ii) health, (iii) water and infrastructure, (iv) Environment, energy and climate change, (v) Jobs and livelihoods. These are significant steps towards the social, cultural and economic inclusion and are laying the foundation for further refugee inclusion into Uganda's next National Development Plan III.

### **2.2.1 Quality Education**

The Education Response Plan for Refugees and Host Communities (ERP) was launched by the Government of Uganda on 14th September 2018. The Plan is the first of its kind worldwide and set out a realistic and implementable plan to ensure increased access and improved learning

outcomes. This 3.5-year plan was developed to benefit children and adolescents both from refugee and host communities based on sound situational analysis and a detailed costing model. The plan entails a paradigm shift from an immediate humanitarian refugee response to an integrated education service delivery, which bridges the humanitarian and development nexus in the refugee response. Building on existing policies in Uganda, which commit to giving refugees access to education, the ERP is fully aligned with the government policies by clearly stating the role of the government and non-state actors in the refugee response. This government led multi-year education response plan was developed by the Ministry of Education and Sports, with support from humanitarian and development stakeholders engaged in Uganda's comprehensive refugee response.

The Government of Uganda has committed to invest 1.5m USD from the Solidarity Summit in education, offsetting needs in the ERP. Through Uganda's Development Response to Displacement Impacts Project (DRDIP), substantial resources are allocated to education for the benefit of hosting communities. Education Cannot Wait (ECW) has pledged 11m USD as seed funding for the first implementation year, in addition to other partners who are actively engaging the ERP Steering Committee to ensure that ongoing and future education activities are aligned with the ERP. The ERP Secretariat is currently being established within the Ministry of Education and Sports with support from DFID and UNHCR as part of its broader commitment to support the implementation of the ERP.

### 2.2.2 Health

Uganda's Health Sector Integrated Refugee Response Plan (HSIRRP) was endorsed by the CRRF Steering Group on 18th October 2018 and officially launched by Prime Minister of Uganda, the Rt. Hon. Dr. Ruhakana Rugunda on Friday 25th January 2019. The Plan was developed under the leadership of the Ministry of Health, with the support of development and humanitarian partners, to include refugees into Uganda's Health Sector Development Plan.

Uganda's Health Sector Integrated Refugee Response Plan is modelled along the national health priorities, principles of strengthening health systems, integrated service provision and aid effectiveness. This is to leverage the in-country health resources for the mutual benefit of refugees and host communities through strengthening the existing coordination and management structures, in view of efficient use of resources and sustainable development of the national health system. The Plan sets out a vision where over 8 million people living in Uganda's refugee-hosting districts have equitable and well-coordinated access to quality health services.

The Plan is managed by the Ministry of Health (MoH) and the HSIRRP Steering Committee. Implementation will be district-led through District-Specific Health Sector Integrated Refugee Response Plans, involving the District Local Government, MOH, UN Agencies, multilateral and bilateral agencies, national and international NGOs and local communities – refugees and host communities alike.

### 2.2.3 Water and Environment

The influx of refugees and thus rapid increase in population numbers in refugee hosting districts has resulted in environmental degradation and in some cases scarcity of natural resources. To address these challenges, the Government under the leadership of the Ministry of Water and Environment, and with the support of development and humanitarian partners, is currently drafting a comprehensive 'Water & Environment Response Plan for Water and Environment'. A consultancy team, funded by UNDP, has been engaged to support the process and develop a comprehensive plan, which will be based on a water catchment management approach, to better plan and coordinate water, sanitation and environment services in refugee hosting districts.

### 2.2.4 Jobs and Livelihoods

The Government of Uganda with support from development and humanitarian partners is developing a Jobs and Livelihoods Response Plan. The Plan is designed to guide resource allocation and coordinated implementation in a systematic manner coherent with government policies. The Plan aims to:

- Extend and strengthen peaceful co-existence through social mechanisms that promote the well-being and dignity of both refugees and host communities;
- Support agricultural sector transformation from subsistence to commercial, competitive, profitable and sustainable agricultural sector;
- Strengthen private sector engagement in refugee response through enterprise development and market access;
- Promote vocational training and skills development for employment, enhanced productivity and growth;
- Increase decent employment opportunities and labour productivity for socio-economic transformation;
- Promote financial inclusion and access to financial services.

In consultation with donor groups, humanitarian agencies, the private sector and other partners the processes to have the Jobs and Livelihoods Integrated Plan developed are in final stages. The Plan is being spearheaded by sub-sector lead MDAs (MAAIF, MGLSD, UBITEB, MEACA & MTIC). This process has been supported by WFP, FAO and OPM.

### **2.3 Expected Result 3: Development of a standardized, master settlement plan, which will be reviewed periodically, to prepare for future influxes, which draws upon the lessons learned in the current context of Uganda's settlement approach to hosting refugees.**

Following the recommendation from the 2nd Steering Group meeting, and as guided by the CRRF Roadmap, the settlement strategy is one of the milestones to be achieved by end of 2019. A task team was put in place with technical officers from OPM, UNHCR, Ministry of Lands, Housing and Urban Development to move this forward. However, due to the anticipated emergency from DRC, the team decided to embark on partial planning in the earmarked settlements of Nakivale, Kyaka II and Kyangwali. Physical planning commenced in December 2018 to January 2019.

#### **What has been done?**

- Resource mobilization including manpower;
- Preparation meetings;
- Actual physical planning activities on the ground.

However, there are challenges affecting the physical planning activities including:

- Limited resources to undertake physical planning of settlements;
- Current unplanned settlement partners are costly to organize.

### **2.4 Expected Result 4: Refugees access durable solutions and are either able to return voluntarily to their countries of origin; or have found 3rd Country Solutions or have attained sufficient socio-economic empowerment including ability to exercise their full range of rights to integrate well into their host community.**

Recognizing that most refugees may not be able to return to their home countries in the foreseeable future, Uganda is actively advancing the social and economic inclusion of refugees in line with the new and distinct durable solution as outlined in the Global Compact on Refugees. Uganda's non-camp policy and the inclusion of refugees in the National Development Plan II lay the foundation for the promotion of social, cultural and economic inclusion of refugees.

In addition, and as outlined above, the Government is actively developing socio economic integration plans benefitting both refugees and host communities focused on local development, self-reliance and resilience. Indeed, sector plans which include refugees into Uganda's national Education Sector Strategic Plan (ESSP) and the Health Sector Development Plan (HSDP)

are now in place. The work to make local solutions more viable continues with the current development of the Jobs & Livelihoods Response Plan and the Water & Environment Response Plan for Refugees and Host Communities. Following the conclusion of the refugee verification exercise, moving forward, Uganda will be able to systematically use refugee registration data as a durable solutions tool to identify the skills of refugee populations.

Efforts to foster third country solutions – resettlement and third country admissions – have continued throughout 2018, resulting in the largest resettlement submissions ever achieved out of Uganda and largest in Africa (a total of 5,478). In 2018, eight resettlement countries – the USA, Norway, Canada, Australia, Sweden, Netherlands, France and Finland - accepted to receive refugees from Uganda. In addition to resettlement, UNHCR works to support complementary pathways such as private sponsorship, student visas, labour migration, family reunification and temporary status schemes. In 2018, Canada, USA and Ireland have offered complementary pathways for refugees in Uganda.

## **2.5 Expected Result 5: Sustained, coordinated support from the international community enables Uganda's comprehensive response to refugees across the CRRF pillars, benefitting both refugees and host communities.**

For the first time in Uganda's history, national sector plans and local development plans will include refugee issues. Grouped around the pillars of the CRRF, the sector plans highlight where the international community should usefully channel support for a comprehensive and people-centred response to large refugee situations in Uganda in line with national priorities, strategies and policies.

All comprehensive plans are at early stages of implementation. Moving forward, and critical for funding these plans are efforts by the international community to make visible where multilateral and bilateral interventions already address needs identified by the key line ministries are critical. This will allow the government to clearly articulate the gaps and their priorities to mobilize increased additional funding.

In addition, CRRF has created new entry points in the broader refugee response for development partners who have allocated additional funding to the benefit of refugee-hosting districts, enabling the transition from a solely humanitarian to a nexus response. While not exhaustive, examples include additional support from Germany to refugee hosting communities in the agriculture and rural development programme (EUR 15 million) as part of Germany's commitment to Uganda totaling EUR 69.5 million according to a new bilateral development cooperation agreement signed on 16 November 2018; additional GBP 210 million from the UK, announced in October 2018, in support of Uganda's comprehensive refugee response; support by the Netherlands as part of their new Global Strategic Partnership with the World Bank, International Finance Cooperation, UNHCR, UNICEF and ILO for "Inclusive Jobs and Education for forcibly displaced persons and host communities"; the EU increased its EU Trust Fund (EUTF) funding to over

5 million Euro from an initial 10 million to respond to the refugee influx and benefit refugees and host communities; Norway put additional funding to a World Bank Trust Fund to advance CRRF goals in Uganda; Denmark, as emphasized in its new country programme (2018-2022), will support equitable economic development and peaceful co-existence in Northern Uganda, including for refugees and refugee-hosting communities; and USAID is engaging in refugee response for the first time in Uganda beyond food security, exploring opportunities for livelihoods programming, education and through its “Power Africa” programme.

The World Bank is also providing additional support of USD 268 million through a new IDA18 sub-window to support host communities and refugees. In addition, concrete efforts are underway within multilateral and bilateral partners to operationalize the humanitarian-development nexus; the European Union and its member states, for example, developed the Humanitarian-development Action Plan to increase the effectiveness of their contribution to the CRRF roll-out.



A doctor attends to a South Sudanese mother and baby at Ayiri Health Centre, Maaji Refugee Settlement, Uganda.



South Sudanese farmer Pauline, 45, is among the 15 beneficiaries of a UNHCR livelihood project at Pagirinya settlement in northern Uganda that provides material assistance such as seeds to farmers to empower them economically. Local landowners provide their land to refugees for cultivation and the profit is divided between the farmers and landowners equally.

# 03

## Multi-Stakeholder Coordination

The Secretariat closely liaised with the various coordination fora and platforms for development and humanitarian action at both national and district level to ensure effective and appropriate information-sharing and to avoid duplication in current and planned activities. Some of these include the following;

### 3.1 The CRRF Steering Group

Following its inaugural sitting meeting in October 2017, the CRRF Steering Group sat six times in 2018 (including an extra-ordinary meeting in November 2018), strategically steering CRRF implementation in Uganda. Reaffirming the key role districts play in comprehensive responses, the CRRF Steering Group is chaired at the ministerial level by both the Office of the Prime Minister and the Ministry of Local Government (MoLG).

**Table 2: Current Composition of the CRRF Steering Group**

SN	GOVERNMENT OF UGANDA	NON GOU
01	Office of the Prime Minister (Chair)	• 02 Refugee Representatives (a male and a female)
02	Ministry of Local Government (Chair)	• The United Nations High Commissioner for Refugees
03	Ministry of Finance, Planning and Economic Development	• The United Nations Resident Coordinator
04	Ministry of Foreign Affairs	• 02 Additional UN Agencies (Nominated by UNCT)
05	Ministry of Internal Affairs	• 01 Representative for INGOs (Nominated by INGOs Directors Group)
06	Ministry of Works & Transport	• 01 Representative of the National NGOs or Civil Society Organisations (Nominated by the National NGO Forum)
07	Ministry of Lands, Housing and Urban Development	• 03 Representative of the Local Development Partners Group • (Nominated by the LDPG to represent Development Donors)
08	Ministry of Health	• 01 Representative of the Humanitarian Donors Group
09	Ministry of Education and Sports	• 01 Representative of the Private Sector (Nominated by the Private Sector Foundation Uganda)
10	Ministry of Water and Environment	• 01 Representative from the International Financial Institutions (Nominated by the IF active in Uganda)
11	Ministry of Gender, Labour and Social Development	• 01 Representative from Uganda Red Cross Society
12	Ministry of Agriculture, Animal Industry and Fisheries	
13	Department of Refugees OPM	
14	National Planning Authority	
15	Uganda Bureau of Statistics	
16	03 Chief Administrative Officers from Refugee Hosting Districts	
17	02 District Chairpersons from Refugee Hosting Districts	
	<b>Total = 20 about 57%</b>	<b>Total = 15 about 43%</b>

## 3.2 Strengthening District Coordination

The CRRF calls for the integration of refugees into Government planning and budgeting (sector and district planning and budgeting), inclusive social service delivery and socio-economic empowerment of refugees and hosting communities. To achieve this, enhanced coordination between the humanitarian/refugee coordination structure and the Government coordination structure both at central and at district level is key.

Considering this, at the 2nd meeting of the CRRF Steering Group held on 31st January 2018, the need to improve coordination at district level, including between District Local Governments and the Office of the Prime Minister (OPM), was recognized as one of the priorities if the needs of both refugees and host communities were to be addressed in an integrated manner. Consequently, the CRRF Secretariat was tasked to develop an issue paper outlining a) current coordination practices at district level; b) bottlenecks and challenges in the coordination; and c) recommendations to strengthen coordination.

The paper was drafted by the CRRF Secretariat, in consultations with CRRF stakeholders. Endorsed at the 4th CRRF Steering Group meeting held on 3rd July 2018, the recommendations, in line with the existing legal framework, focus on strengthening and formalizing linkages between existing coordination mechanisms. Implementation has started with several recommendations being carried forward:

### At central level;

- The CRRF Steering Group is now co-chaired by the Office of the Prime Minister and the Ministry of Local Government. (MoLG)
- The Ministry of Local Government is now co-chairing at national level the Inter-Agency Coordination together with OPM and UNHCR.
- Several Sector/Technical Working Groups under the Refugee Response Coordination Structure are now co-chaired by relevant Government line ministry/ies, departments or agencies (e.g. Education in Emergencies TWG, WASH Platform, Health & Nutrition TWG, Data Management TWG). To ensure more inclusiveness in the sector coordination of the refugee response, NGOs and UN partners co-lead sector working-groups.
- Discussions are ongoing within the Ministry of Water and Environment to establish a Sector Technical Working Group on refugees.

### At District Local Government level;

- Efforts are ongoing to ensure that the representatives of the OPM, the district local government and UNHCR jointly lead coordination meetings with all relevant partners. In addition, sector departments of the District Local Government are encouraged to engage in and possibly lead or co-lead sector working groups of the refugee response together with the settlement sector leads.

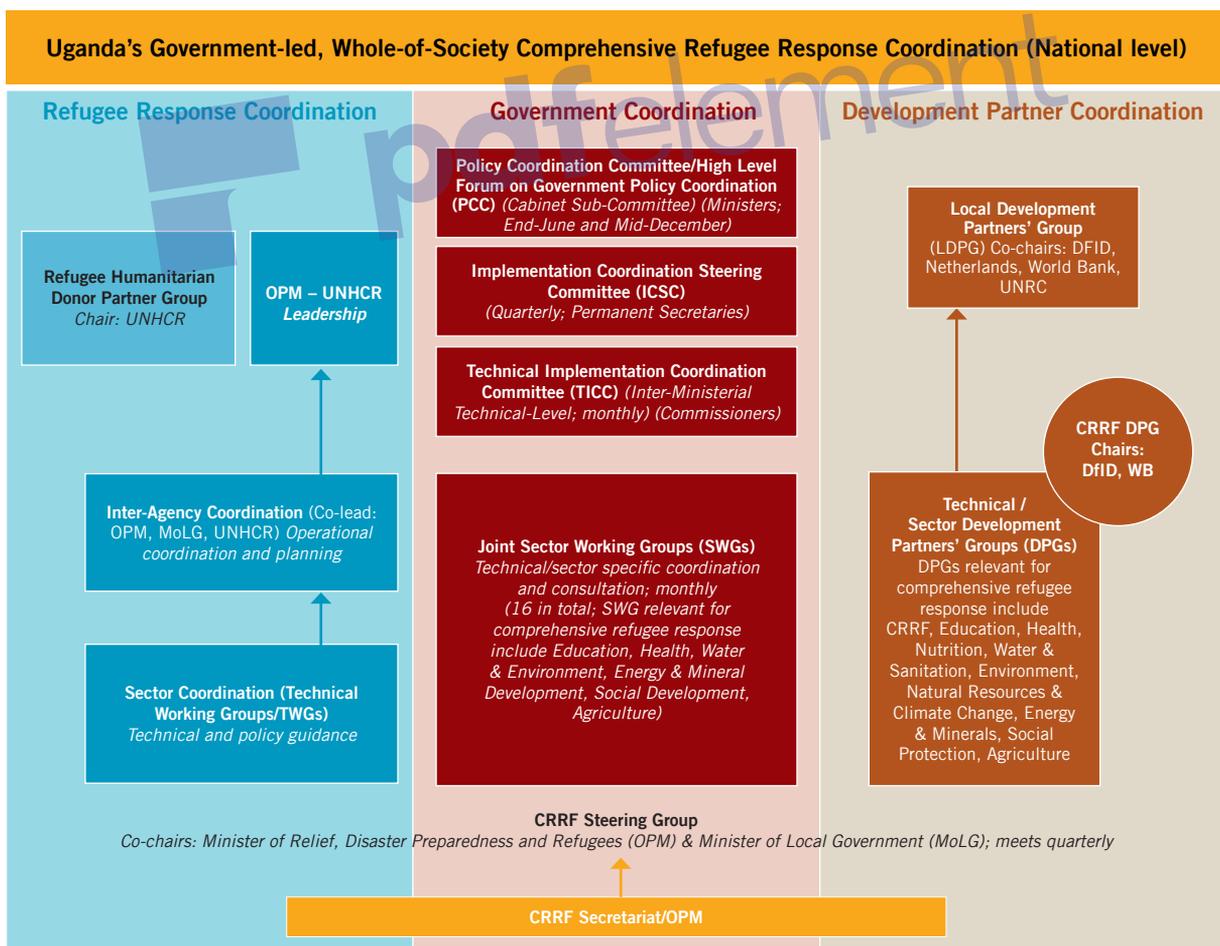
These are significant steps towards strengthened coordination. Further implementation as well as regular monitoring will remain a key priority for CRRF roll-out in 2019.

### 3.3 Partner Group Meetings

- **Government Sector Working Groups:** The Government developed a Sector Working Group (SWG) approach to implement its National Development Plan. The CRRF Secretariat updates different government sector working group (SWG)s that meet mostly on a quarterly basis and are responsible for producing the Sector Development Plans (SDP). They are the main fora for the sector-wide approach to planning and budgeting for the sector in furtherance of the implementation of the NDPII and service delivery.
- **Local Development Partners' Group (LDPG):** On the donor side, upon invitation, The CRRF Secretariat updates this group when called upon on CRRF implementation. This group coordinates Development Partners' engagement with the Government of Uganda on overall issues related to development cooperation at the policy, program and project levels. The objective of the LDPG is to promote effectiveness and harmonization of development assistance in support of national development goals and systems in Uganda. The representation of LDPG members in the CRRF Steering Group enables effective information sharing between the CRRF Steering Group and Development Partners Groups.
- **Development Partner Technical Working Groups (DPG):** This group reports to the LDPG, the DPGs and covers a broad range of sectors including Education, Energy, Environment, Gender, Health, Land, Northern Uganda, Nutrition, Private Sector Development, Social Protection, and Water and Sanitation. The CRRF Development Partners Group (DPG) was established in September 2017, recognizing the importance of coordination across development and humanitarian partners in support of the CRRF. While the Humanitarian Donor Partners Group deals with emergency operational issues, the CRRF DPG aims to provide donor partner coordination in support of the CRRF Steering Group's and Secretariat's objectives. The CRRF DPG reports to the LDPG. The representation of LDPG members in the CRRF Steering Group enables effective information sharing between the CRRF Steering Group and Development Partners Group. The CRRF Secretariat has a standing invitation to the CRRF DPG and regularly updates the group on CRRF process and strategically engages the group as thought partners.
- **Humanitarian Donor Partners Group:** Following the refugee influx, the Humanitarian Donor Partners Group was established in late 2016, followed by the establishment of the CRRF Development Partners Group (DPG): In September 2017, recognizing the importance of coordination across development and humanitarian partners in support of the CRRF. While the Humanitarian Donor Partners Group deals with emergency operational issues, the CRRF DPG aims to provide donor partner coordination in support of the CRRF Steering Group's and Secretariat's objectives. The CRRF DPG reports to the LDPG. The representation of LDPG members in the CRRF Steering Group enables effective information sharing between the CRRF Steering Group and Development Partners Group.

- Refugee Coordination Model (RCM):** The CRRF Secretariat is closely engaging with the coordination structures under the RCM. Throughout 2018, the CRRF Secretariat has actively participated in and provided regularly updates to the Inter-Agency Coordination meeting and has closely engaged Technical Sector Working Groups, the Education in Emergencies Working Group, the WASH Platform, the Working Group for Environment and Energy and the Livelihoods Working Group (at national level).
- INGO Refugee Coordination Group:** Active engagement with the NGO Refugee Coordination Group ensured continuous support from International NGOs to the implementation of the CRRF in Uganda.
- The United Nations Country Team (UNCT):** Is made up of the different UN agency heads and ensures interagency coordination as well as decision making at the country level. The CRRF Secretariat is closely engaging with the UNCT on matters relating to refugee response in Uganda.

**Table 3: Showing the existing CRRF coordination mechanisms**



### 3.4 The Refugee Engagement Forum (REF)

The Refugee Engagement Forum (REF) formerly known as the Refugee Advisory Forum (RAF) was established in October 2018 to ensure that the refugees are effectively represented at the CRRF Steering Group by leadership. The REF brings together elected refugee leaders (2 from each settlement in rural Uganda as well as Kampala). At the first REF meeting in October 2018, two individuals were elected (a woman and a man) to represent the refugees at the quarterly Steering Group meetings for the duration of one year. This is a first important step that empowers the affected community to have their voices heard and directly participate in decision-making.

### 3.5 CRRF Secretariat Responders Engagement

The CRRF Secretariat carried out a familiarization exercise in the 11 refugee hosting districts of South, South West, Northern Uganda and West Nile in August and September 2018. The outcomes of the exercise include;

- Secretariat staff acquired an understanding of the scope and geographical coverage of the refugee situation in Uganda;
- The secretariat captured lessons learnt from the district leadership, OPM Frontline staff and host communities on how they have coped with the refugee influx in their districts;
- The Secretariat was able to get an understanding of government and refugee structures in the various settlements (challenges, good practices, innovations) that are used to make the structures functional;
- The Secretariat was able to verify the extent of awareness of key stakeholders about CRRF.

### 3.6 Workshop on Financing Local & National Actors in Uganda's Comprehensive Refugee Response

The CRRF Secretariat organized this workshop on 13th July 2018 at Imperial Royale Hotel, Kampala with the support of Uganda Red Cross Society, the Local and National Humanitarian platform, Oxfam and other INGOs. Participants included representatives from Civil Society Organizations, Government MDAs, media and the Academia. The dialogue was officially opened by the Minister of State for Local Government and was closed by the Minister of Disaster Preparedness and Relief, Hon. Eng. Hilary Onok. The purpose of the meeting was to have a focused and targeted dialogue about increasing access to financing for local actors for comprehensive refugee response in Uganda.

#### The overall objectives;

- Establishing a shared understanding of the current funding context for local actors in Uganda, including a snapshot on funding for local actors based on available information and current funding opportunities;

- To strengthen understanding of how Grand Bargain funding commitments can be achieved;
- Discuss and document current barriers and solutions to improve access to greater direct and indirect funding opportunities in Uganda.

**The Outcome;**

The CRRF Secretariat in conjunction with OXFAM Uganda is undertaking a research into international funding flows to INGOs, local and national humanitarian and development actors in Uganda's refugee response. The study will identify volumes of international, humanitarian and development funding channeled directly and indirectly to local and national actors in the financial year 201 -1 .

### 3.7 DFID-CRRF Learning and Exchange Lab

The UK's Department for International Development (DFID) and the CRRF Secretariat hosted a one-day participatory event on the 21st November 2018 with participation from government representatives, the donor community, inter-governmental agencies, humanitarian practitioners, NGO and businesses. The primary focus was to share knowledge from innovative initiatives implemented in Uganda that have sought to bridge the humanitarian-development divide to enable better and integrated response planning.

The purpose of the Learning and Exchange Lab was to share evidence and lessons from innovative initiatives on economic development and livelihoods, and sustainable approaches to use of natural resources in the refugee context in Uganda.

**The specific objectives of the day were**

- To share the key lessons from DFID pilots and other programmes;
- To stimulate discussion and exchange on lessons and ideas from initiatives and approaches;
- To share ideas with DFID on what is needed to support the ongoing exchange of learning and evidence to inform future programming.

**Outcomes from the exchange Lab;**

- Development of a knowledge management platform based on inputs from participants;
- Innovations in the refugee response were identified and mapped to enable potential scaling up of successful innovations across the refugee hosting districts;

“ On behalf of the United Nations System in Uganda, I would like to reiterate the commitment of the United Nations system in Uganda to support the successful implementation of the Comprehensive Refugee Response Framework and to increase visibility of this good practice at global level. Agenda 2030 and its Sustainable Development Goals calls upon us to work together to improve prosperity for all; and to leave no one behind, not even the refugees in Uganda. ”

UN RESIDENT COORDINATOR, MS ROSA MALANGO

## 3.8 Communications and Outreach Strategy

The CRRF Communications and Outreach Strategy was adopted by the Steering Group on 18th October 2018. The Strategy was formulated through a consultative process with a task force that comprised of communication experts from key CRRF partners. These included the Office of the Prime Minister, Line Ministries, INGOs, UN Agencies, and other key stakeholders. The consultation meetings were facilitated by Oxfam – one of our partners from the INGO fraternity. The Strategy is now in the implementation stage.

Forming an integral part of the CRRF, the Communications and Outreach Strategy strives to incentivize engagement and cooperation between CRRF stakeholders and to ensure a coherent ‘whole-of society’ approach in the refugee response, with refugees and refugee hosting communities being integral to every effort mobilized. The Strategy also aims to facilitate knowledge management including lessons learnt across the globe that can improve on refugee response.

### 3.8.1 Key Messages

**This section includes broad key messages for all the CRRF stakeholders and these are;**

1. Uganda’s refugee response model, of welcoming our brothers and sisters in the hour of need remains intact. It is not only the humane thing to do but it is the right thing to do.
2. Uganda has a progressive refugee model: Open borders, non-camp policies, free integration of refugees, equal access to government-provided social services, a chance to work and land allocation for farming and shelter. This model is lauded as the most generous in the world.
3. The task is too big for one country, one community or one sector. All hands together, everyone has a role to play.

Immense support has been received from the partners towards Uganda’s refugee response. However, Uganda’s refugee response remains chronically underfunded. Without more support from the international community, and investments by existing and new partners including the private sector, Uganda’s ability to maintain this model is at risk.

The Communications and Outreach Strategy is now in the implementation stage. Whilst some initial funding has been mobilized from partners (EU Trust Fund & OPM), additional funding and collective effort is needed to; (i) create awareness of the CRRF model, (ii) showcase Uganda’s progressive refugee model and to offset negative narratives around refugee response, and (iii) to promote self-reliance of refugees and host communities.

### 3.9 Roadmap Review Consultative Meetings

The 5th Steering Group meeting of 18th October 2018 resolved that the CRRF Secretariat undertakes a review of the National Roadmap 2018-2020 in a consultative process with all key stakeholders and present it to the 6th SG meeting for adoption. Since then, consultations have been undertaken with various stakeholders including the 12 refugee hosting districts to discuss key priorities for inclusion in the Revised CRRF Roadmap.

**The specific objectives of the consultations were to;**

- Address lessons learnt from CRRF implementation in Uganda;
- Allow for wider consultations considering the enlarged membership of the CRRF Steering Group;
- Consider necessary milestones to ensure that 2018 deliverables as well as CRRF Steering Group decisions are being followed up and implemented;
- Confirm/update priority issues and update problem statements where necessary; and
- Most importantly, re-define the expected results and milestones for 2019 and beyond to leverage the Global Compact on Refugees and translate this into concrete actions benefiting refugees and their hosts.

**The following stakeholder consultation meetings took place:**

Ministries, Departments and Agencies (18 December 2018), CRRF Donor Partner Group (3 December 2018), Humanitarian Donor Partners Group (28 November 2018); Gender Donor Partner Group (6 December 2018), UN Country Team (24 January 2019), INGO Refugee Coordination Meeting (29 November 2018 & 24 January 2019), Humanitarian Platform Steering Committee Meeting (National NGOs) (5 December 2018), National Protection Working Group (31 January 2019), the Refugee Engagement Forum (6-7 March 2019) and with all refugee hosting districts (February 2019). The consultations at the district level were funded by VNG International. Based on the consultations, the CRRF roadmap was revised and the consolidated & updated version will be presented for adoption at the 6th Steering Group Meeting on 11th April 2019.



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Helen Kabazungo, 14, arrived in Uganda with her parents in July this year from the Democratic Republic of Congo. She now lives with her family in Kyangwali refugee settlement and studies in grade 3 at Maratatu Primary School.

# 04

## Work in progress

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Whilst the CRRF has registered several achievements in 2018, there are some priorities that are still in progress and have therefore been carried forward to 2019. These include the following;

### 4.1 The Localization Agenda

The Localization Agenda is about the support to local and national responders and inclusion of affected people in decision-making. Advancements were made to implement Grand Bargain commitments (principles of CRRF implementation). The affected communities are now effectively represented at the CRRF Steering Group by leadership (2 Local Council LC5s from the refugee hosting districts, 3 District Chief Administrative Officers, and 2 Refugee Representatives).

Supported by the Uganda Red Cross Society and International NGOs like OXFAM, further steps have been taken to advance the localization agenda: a national “Dialogue on Financing Local & National actors in Uganda’s Comprehensive Refugee Response” took place on 13 July 2018; and guidelines were issued recommending, among others, 1) specific reservation to be provided for local actors at the stage of selection of implementing partners (25%); 2) international partners to clearly demonstrate efforts and interventions to build the capacity of local and national responders.

### 4.2 Financial Tracking

Under the CRRF coordination model, undertaking Financial Tracking in the refugee response for both Humanitarian and Development investments was agreed upon as a critical milestone by the CRRF Steering Group meeting of April 2018, guiding that financial tracking be undertaken starting for the year 2017 for all the partners.

The CRRF Secretariat piloted a Financial Tracking Tool to facilitate the tracking of all development and humanitarian contributions and investments made in the refugee hosting districts. However, this has not progressed well because of limited data availability.

The CRRF Secretariat has called upon the MOFPED as the lead agency of Government to track financial flows for the CRRF response. As an immediate action, a joint meeting between

MOFPED, OPM (CRRF Secretariat) and MOLG was held on 21st March 2019 and the following decisions were made;

- MOFPED to enforce compliance of Ministries Departments and Agencies and Local Governments to the Public Finance Management Act 2015 regarding the declaration of off budget resources accorded to them within specific Financial years;
- Government to initiate negotiations with partners on full disclosure of resources and review of agreements pertaining bilateral undertakings to provide for financial tracking;
- OPM to integrate financial tracking within the Local Government Annual assessment process while MOLG shall integrate financial tracking indicators within their routine LGs inspectorate function.



Tom Remo is a South Sudanese refugee and businessman. This is his mobile phone shop at Rhino Camp Settlement, northern Uganda, where internet connectivity is changing lives.

“ The Government of Uganda has shown remarkable commitment to implement the CRRF. The steps taken to advance the inclusion of refugees into Ugandan society matter not only for refugees and host communities in Uganda, but also beyond: With the adoption of the Global Compact on Refugees in late 2018, CRRF became the new global standard for managing refugee situations, and Uganda has shown the way for other countries to follow, which may lead to benefits for refugee and host communities elsewhere on the planet. The year 2019 will give an opportunity to put in practice all endorsed response plans at central and local level; a great year is ahead of us.

INTERNATIONAL ORGANIZATIONS IN UGANDA





“I teach my kids how to plant rice. I tell them like it’s a game and they play. At the same time, they learn about farming.”

Chandia Queen is one of many South Sudanese refugee farmers growing rice and other crops at Oligi settlement in Uganda. She has leased a parcel of land, which she and her children work on to support their large family, including her own children and many she has adopted

# 05

## Way Forward

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### 5.1 Priorities 2019

Based on stakeholder consultations facilitated by the CRRF Secretariat, the National Plan of Action articulates the following key expected results:

- By 2020, arrangements are firmly established for burden- and responsibility- sharing for the refugees hosted in Uganda to advance the prioritized areas where the Government has requested support to meet the needs;
- By 2020, Uganda is better positioned to address and inform long term interventions through improved preparedness and data collection at the reception and admission stage;
- By 2020, Uganda is better able to meet the needs and support refugees and hosting communities by implementing the prioritized comprehensive sector plans;
- While recognizing that eliminating root causes is the most effective way to achieve solutions, by 2020, durable solutions for refugees are formulated and reinforced both within Uganda and in third countries.

Considering the above outlined key expected results, the following will be prioritized in 2019:

The establishment of national arrangements to enable full realization of the principles of international burden- and responsibility-sharing is a key priority. The CRRF Steering Group and its Secretariat have been established and capacitated at the central level. This arrangement has yielded two comprehensive sector plans in prioritized areas of support, namely Education and Health. Two additional priority areas remain – Jobs & Livelihoods and Water & Environment, highlighting where the international community may channel support for a comprehensive and people-centred refugee response in line with national priorities, strategies and policies. Resource tracking and mobilization to this end remain key and will be further prioritised in 2019.

Prioritized action in these 4 four key ‘sectors’ co-ordinated by the relevant Line Ministries, will benefit both refugees and host communities, and will contribute to the advancement of “other local solutions” toward integration, as recognized as durable solution in the Global Compact

on Refugees, to foster inclusive economic growth and promote economic opportunities, decent work, job creation and entrepreneurship programmes for host community members and refugees. Further to ongoing efforts to include refugees into sector strategic plans through the development of sector specific refugee response plans, the inclusion of refugees in the NDP III in key sectors and successor District Development Plans is a key priority in 2019 and will define the way forward beyond 2019.



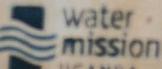
Bahati, 23, Marianne, 18, and dite, , a family fleeing violence in the Democratic Republic of the Congo (DRC), wait in Sebagoro, Uganda for a bus to Kyangwali refugee settlement.

“ The CRRF offers the way forward. Through a whole-of-society approach it offers the way to do things more coordinated, more inclusive, more targeted and more sustainable. The CRRF objectives are fully coherent with EU policies on these issues and we will continue to pro-actively support this game-changing process. We have to remember that it is a shared responsibility, to which we all committed in New York, and we all, collectively, need to play our part, and play it well. ”

H.E. ATTILIO PACIFICI, EU AMBASSADOR TO UGANDA



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A young Congolese dreams of becoming a photojournalist. David Almas, a refugee from the Democratic Republic of Congo (DRC), holds the 'camera' he made from clay, with a polythene bag for viewfinder and the base of a plastic bottle for a lens.

# 06

## Challenges of Implementation

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The CRRF implementation process has been challenged by a few issues:

- Being a new coordination model, the CRRF has been confused with other frameworks hence the development of the Communications and Outreach Strategy to create awareness on how the CRRF reinforces the earlier frameworks in support of Uganda's refugee model;
- Whereas attempts are being planned for integration of refugee issues into the national planning streams, there are challenges on this to the effect that refugee numbers and indicators are not mainstreamed into the National Development Plan II and District Development plans. There are great steps that have been achieved in refugee response planning, but the end is constrained by lack of financial resources to operationalize them;

In consultation with UNHCR, OPM Department of Refugees, the priority refugee indicators have been harmonized at national level by the National Planning Authority (NPA). However, there is still a need for NPA to cascade them to the districts, orient district officials on how to include the indicators in their district development plans and how these indicators will be measured in the results framework.

- Whereas under the Global compact the international community has committed to greater responsibility sharing, a few additional financial commitments have been made to operationalize the sector response plans and only a handful of partners have already made visible their investments in the various sectors against the plans. CRRF being a coordination model, the ideal is to have all CRRF actors in the same direction guided by the CRRF roadmap. This all-embracing alignment in the response is yet to come to light since various actors have various platforms and refugee coordination models;
- Forced displacements are usually un-foreseen and therefore require preparedness. Whereas building capacity of the local responders is one of the sustainable ways of preparedness, this is not yet in place. Therefore, the aspect of capacity enhancement for local responders is a key priority.



Imani, 22, waits to board a bus in Sebagoro, Uganda after fleeing violence in the Democratic Republic of the Congo (DRC).

# 07

## Financial Report

### FINANCIAL STATEMENT

Supplied below is the consolidated financial statement arising from the operations of the CRRF Secretariat for the financial year ended March 2019.

**Table 4: Budget breakdown of UN support to the CRRF Secretariat**

Description	Qty	Unit Description	Unit Cost (UGX)	Total (UGX)	Remarks	Modality of Implementation
<b>Office and Administration costs</b>						
Stationery	9	monthly	1,440,000	12,960,000		PPA
Vehicle service and maintenance	16	monthly	400,000	6,400,000	2 New vehicles	PPA
Fuel	16	monthly	1,046,571	16,745,143		PPA
Office utilities (electricity/water etc.)	9	monthly	400,000	3,600,000		PPA
Communication Costs	9	monthly	1,800,000	16,200,000	Landlines, internet, mobiles	PPA
<b>Sub Total</b>				<b>55,905,143</b>		
<b>Allowances and Salaries</b>						
SALARIES (10 STAFF)				680,036,706	Full time	
Position	PPA					
DSA	540	monthly	161,000	86,940,000	Full time position	PPA
<b>Sub-total</b>						
<b>GRAND TOTAL</b>				<b>735,941,849</b>		



Matthew Lubari (centre), 26, arrived in Uganda from Yei, South Sudan in 2016. He volunteers at the Community Technology Empowerment Network centre at Rhino Camp Settlement, teaching digital skills to fellow refugees and locals who dream of careers as scientists, engineers and doctors.

# 08

## Conclusion

The Government led CRRF approach in Uganda has registered significant progress since its implementation was rolled out towards the end of 2017. The CRRF Steering Group was constituted and supported by a functional secretariat. The National Action Plan / Roadmap 2018-2020 that was developed clearly articulated the priority areas which have formed central focus of the CRRF implementation. Significant among them are education, health, water and environment, and livelihood and resilience. The reviewed roadmap will to a large extent guide priority focus in the coming years.

Moving forward, continuous coordinated effort and increased burden-and responsibility-sharing will be critical to yield concrete results at district level benefiting both refugees and host communities.



Two children fleeing violence in the Democratic Republic of the Congo (DRC) sleep beside their mother at Sebagoro emergency centre in Uganda, before being taken by bus to Kyangwali refugee settlement.



pdfelement

“I am here with my husband.  
We want to start a new life in  
Uganda.”

Asathe, 20, waits to board a  
bus in Sebagoro, Uganda after  
fleeing violence in the Democratic  
Republic of the Congo (DRC).



For more information please visit  
[www.ugandarefugees.org](http://www.ugandarefugees.org)

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