UNHCR
The UN Refugee Agency

UNHCR Uganda

Livelihood and Economic Inclusion Strategic Directions

2023 - 2028

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COVER PHOTOGRAPH
UNHCR Uganda

Acronyms

ADB	African Development Bank
DRC	Democratic Republic of Congo
EHAGL	East and Horn of Africa, and the Great Lakes Region
FAO	Food and Agriculture Organization
GCR	Global Compact on RefugeesGross Domestic Product
IFAD	International Fund for Agricultural Development
ILO	International Labor Organization
ILO	International Organization for Migration
JLIRP	Jobs and Livelihoods Integrated Response Plan
MDBs	Multilateral Development Banks
MERS	Minimum Economic Recovery Standards
MoGLSD	Ministry of Gender, Labor, and Social Development
NDP	National Development Plan II
NGO	Non-Governmental Organization
NSC	National Steering Committee
OAU	Organization for African Union
OPM	Office of the Prime Minister
STP	Settlement Transformation Plan
UNCDF	United Nations Capital Development Fund
UNHCR	United Nations High Commissioner for Refugees
UNHS	Uganda National Household Survey
WaSH	Water, Sanitation, and Health
WFP	World Food Program

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1 Executive Summary

Uganda is the largest refugee-hosting nation in Africa, hosting 1.556 million refugees and asylum seekers as of 31 May 2023.[1] Majority of the refugees reside in 13 refugee-hosting districts across the country, while about 9 percent of refugees live in urban centers predominantly in Kampala and other urban areas. Uganda maintains an open door for forcibly displaced persons and pioneered a generous refugee-hosting policy. The Uganda refugee model grants freedom of movement; land for each refugee family to settle and cultivate; the right to seek employment and establish businesses; and access to travel, identity, and other documents.

Despite the progressive refugee management policy and model, refugees in Uganda continue to live in poverty. While the rights and entitlements in Uganda allow refugees to establish their own means of livelihood and attain self-reliance, 48% of the refugee population in Uganda is living in poverty. To address this challenge, the Government of Uganda developed the Jobs and Livelihoods Integrated Response Plan (JLIRP) to define opportunities with partners and other relevant actors to implement sustainable livelihoodprogrammes for refugees and host communities in Uganda.

In line with the government's refugee economic inclusion agenda and the Global Compact on Refugees (GCR), UNHCR's strategic directions for livelihoods and economic inclusion envisions enabling all refugees in Uganda to attain self-reliance and resilience to overcome poverty and dependency through participation in host country economies, and that both refugees and host communities enjoy shared prosperity, expanded access to employment and entrepreneurship services and decent work opportunities, and improved social cohesion, in line with the Global Compact on Refugees.

This strategy pursues three strategic priorities namely: (1) Advocacy for enhanced enabling legal, policy and regulatory environment and conducive climate for private sector investments; (2) Partnerships with the private sector and development partners, including national and district government authorities, IFIs, sister UN agencies, INGOs and other specialized entities; and (3) Coordination of livelihoods and economic inclusion efforts, including sectoral and thematic coordination along with recording and dissemination of lessons and best practices.

UNHCR is committed to enhancing its catalytic and enabler role through transitioning away from direct implementation. Implementation is only a measure of last resort in contexts where there is limited or nopresence of expert entities who can include refugees, the engagement of other stakeholders is not possible or insufficient to meet the needs of refugees, and UNHCR has a comparative advantage to test new approaches to demonstrate tangible outcomes for replication and scale-up by government, development partners and the private sector.

This strategy is anchored on Uganda's favorable policy environment for refugee economic inclusion and UNHCR's role and mandate under the Global Compact on Refugees. This document is developed through a consultative process and is designed to run for five years (2023 –2028). The strategic directions will further be complemented by settlement level strategies for livelihoods and economic inclusion of refugees and the host communities.

[1] Country - Uganda (unhcr.org)

2 Background

A. Country Economic Context

Uganda is a low-income country that has made tremendous socio-economic progressand invested heavily in infrastructure during the past three decades. The country has progressed towards macroeconomic stability, consolidated peace and security, and reduced poverty. The stable environment has led to relative high growth, shifting the economy towards industry and services, and increasing employment in those sectors.[2]The country envisions to reach upper-middle income status by 2040, and the renewed efforts to strengthen industrialization in agro-processing, oil and mineral benefaction could position Uganda reach this ambitious goal.

However, more recently, Uganda's gross domestic product (GDP) growth has been declining and poverty has been increasing. According to the Uganda National Household Survey (UNHS), Nearly 33.8 percent of the rural population and 19.8 percent of the urban population are living in poverty.[3] The medium-term outlook remains uncertain and considering large global and domesticuncertainties, such as oil and food price increases exacerbated by the war in Ukraine, the recovery could be slower.

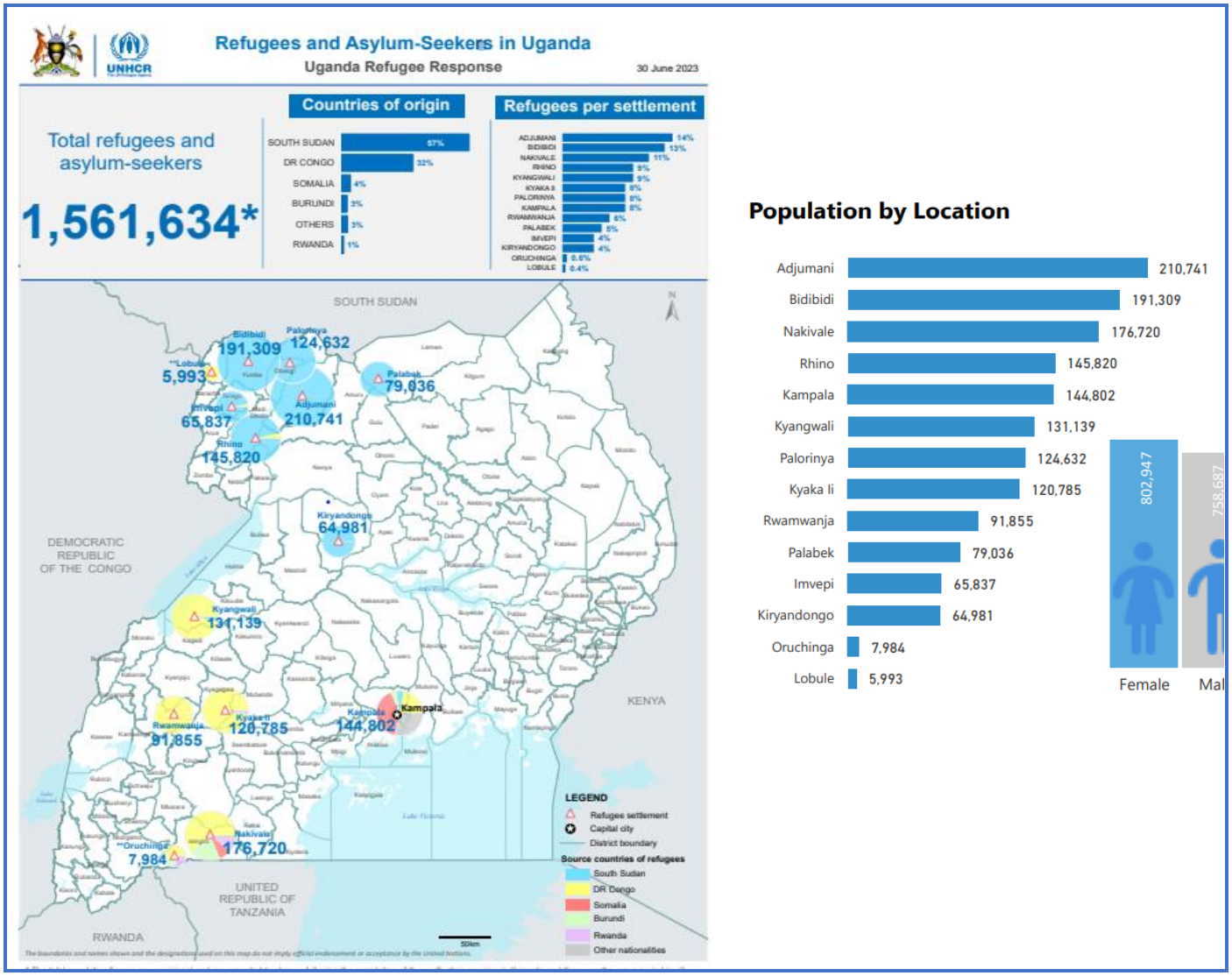
> *In spite of the various efforts and the shift toward industry and services, stagnating agricultural productivity, combined with insufficient value-addition and tight job market, has slowed down structural transformation. Low agricultural productivity is a major driver of povertyand is exacerbated by climate shocks. Agriculture accounts for approximately 22 percent of Uganda's GDP, 46 percent of its export earnings, and 60 percent of the labor force.[4] However, the agriculture sector performs far below its potential, exacerbated by increasing climate variability as well as extreme weather conditions.*

While remaining a shock resilient economy, the country also continues to suffer from adverse spillovers from the Russia-Ukraine war-induced high global commodity prices, tight global and domestic financial conditions, and adverse weather conditions. Furthermore, the high and persistent inflation has inevitably affected consumer and business demand and negatively affected business and consumer confidence.

[2] World Bank, 2020, Uganda Economic Update 14th Edition, retrieved from https://www.worldbank.org/en/country/uganda/overview.
[3] UBOS 2020, Uganda National Survey Report 2019/2020, retrieved from https://www.ubos.org/wpcontent/uploads/publications/09_2021Uganda-National-Survey-Report-2019-2020.pdf.
[4] IFAD 2020, Country profile, retrieved from https://www.ifad.org/en/web/operations/w/country/uganda

B. The Refugee Response in Uganda

Home to 1.56 million refugees and asylum seekers[5], Uganda is the largest refugee hosting country in Africa and the fourth largest in the world. The country hosts refugees and asylum seekers from various countries (South Sudan, the Democratic Republic of Congo, Somalia, Burundi, Rwanda, Eritrea, Sudan, Ethiopia, and 23 other countries)[6]. Refugees reside in 13 refugee hosting districts across the country, including about 9 percent of refugees that live among communities predominantly in Kampala and other urban areas.



5 As of June 2023, Uganda hosted 1,561,634 refugees and asylum seekers. The refugee population is1,512,684 while Asylum Seekers account for 48,953.

6 The top seven countries of origin are South Sudan (882,765), DRC (494,874), Somalia (69,535), Burundi(41,863), Eritrea (34,631), Rwanda (23,584), and Ethiopia (8,547).

Uganda's refugee population is overwhelmingly young and female, highly vulnerable to shocks, and heavily dependent on humanitarian aid. 51 percent of the refugee population æwomen while 56 percent are children under the age of 18. The youth account for 24 percent. Since January 2023, more than 62,200 new arrivals and 10,436 new births[7] have been registered across thesettlements and urban locations in Uganda. The new arrivals mainly originated from South Sudan and the DRC.

Uganda maintained an open door for forcibly displaced persons and pioneered a generous refugee hosting model. The Uganda model grants freedom of movement; land for each refugee family to settle and cultivate; the right to seek employment and establish businesses; and access to travel, identity, and other documents. The model anticipates empowering refugees to become economically self-reliant while granting them many privileges as nationals. The settlement approach provides refugees with some of the best prospects for dignity and self-reliance and creates a conducive environment for pursuing gainful economic opportunities.

Uganda is party to the 1951 refugee convention and its 1967 protocol and the 1969 OAU convention that governs specific aspects of refugee problems in Africa. In 2006 the Parliament passed the Refugee Act 2006, followed by its 2010 Regulations. Consistent with the Refugee Convention and Protocol, Uganda's legal framework avails refugees' access to key rights andsocial services at par with nationals. The legal instruments also allow refugees to engage in gainful economic activities, including access to documentation, access to land for agricultural use, the right to establish a business, freedom of movement and the right to own movableproperty and transfer assets within and outside the country.

The Government introduced the Settlement Transformation Agenda (STA) in 2015, which operationalizes the national legal framework and aims to achieve self-reliance for refugeesand bring social development to Ugandan nationals in refugee hosting areas. The STA was incorporated into its National Development Plan II (NDPII), thus integrating refugees into national development planning. Through NDP III, the Office of the Prime Minister is expected to assist refugee and host communities by promoting socioeconomic development in refugee-hosting areas.

Despite Uganda's progressive refugee management environment, refugees in Uganda continue to live in poverty. While the rights and entitlements in Uganda allow refugees to establish their own livelihoods and attain self-reliance, the refugee hosting districts are among the poorest and least developed in the

[7] UNHCR, 2023, Uganda population statistics dashboard retrieved from https://data.unhcr.org/en/dataviz/68?sv=0&geo=220.

country, where access to basic services and economic opportunities are major concerns. A study in refugee settlements indicated that an estimated 48% of the refugee population in Uganda are living in poverty, compared to 17% of hosts and food security remains a concern for both refugee and host households.[8]

C. Uganda's Livelihoods and Jobs Integrated Response Plan

In 2020, the Government of Uganda developed the Jobs and Livelihoods Integrated Response Plan (JLIRP) to better define opportunities with partners and other relevant actors to implement sustainable livelihoods programmes for the refugees and host communities in Uganda. The plan is designed to run for five years, from June 2020 – June 2025 with an overarching vision of attaining a secure, self-reliant, and resilient refugee and host community households in refugee hosting districts.

The plan has five strategic objectives:

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

Housed in the Ministry of Gender, Labor, and Social Development, the plan envisions an integrated approach of enhancing implementation including the contribution of all Jobs and Livelihood Sector players, Government MDAs, humanitarian partners, development partners, private sector and implementing agencies. The JLIRP is costed at a total of USD 167million. A national steering committee is established to lead the implementation of the plan in the country. The committee is co-chaired by the Ministry of Gender, Labor, and Social Development and UNHCR.

[8] World Bank Report (2019) retrieved from: https://www.worldbank.org/en/news/factsheet/2019/10/01/informing-the-refugee-policy-response-in- uganda-results-from-the-uganda-refugee-and-host-communities-2018-household-survey.

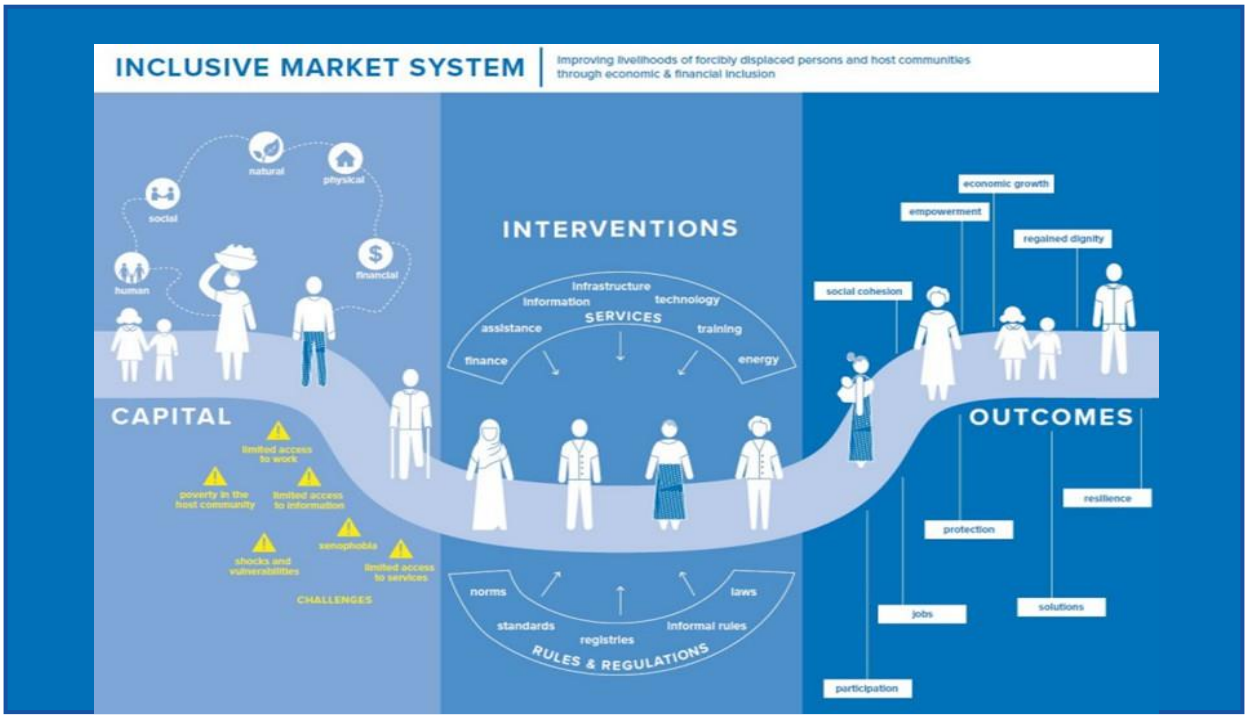
3 UNHCR's LIVELIHOODS AND ECONOMIC INCLUSION APPROACH

UNHCR's global guiding principles for refugee economic inclusion are mainly focused on advocacy and partnership. The global strategy for Livelihood and Economic Inclusion[9] for Refugees builds on key components of the GCR. The strategy recognizes that economic inclusion contributes to the self-reliance and resilience of forcibly displaced people,empowering them to meet their needs in a safe, sustainable, and dignified manner; avoids aid- dependency and negative coping mechanisms; contributes to economies. The strategy has the following three components:

1. Engage in advocacy to enhance the enabling environment.
2. Partner/Convene expert entities to facilitate inclusion of refugees into existing programmes and services.
3. As last choice, implement interventions[10] to fill a gap in service.

[9] UNHCR (October,2018). Refugee Livelihoods and Economic Inclusion Concept Note, 2019 -2023. Retrieved from: https://reliefweb.int/report/world/refugee-livelihoods-and-economic-inclusion-2019-2023-global-strategy-concept-note-0.

[10] Where direct implementation is unavoidable, UNHCR operations are recommended to apply the Minimum Economic Recovery Standards (MERS) which were initially a great contributor to the development of the Minimum Criteria for Livelihoods programming. MERS articulate



In the East and Horn of Africa, and the Great Lakes Region (EHAGL), the UNHCR developed strategic directions and recommendations for stepping up livelihoods[11], in line with the GCR.The strategic directions run from 2020 to 2025 with the aim of addressing most pressing livelihoods and socio-economic challenges. UNHCR's vision for refugees' economic inclusion isthat all refugees can overcome poverty and dependence through participation in host country economies, and that both refugees and host communities enjoy shared prosperity, expanded access to employment and entrepreneurship services and decent workopportunities, and improved social cohesion. The strategic directions have the following four outcome areas:

1. Data/Information Management: Creating a solid evidence base to enable market and evidence-based livelihoods programming.
2. Advocacy: Legal and de facto economic inclusion is fostered through advocacy andburden-sharing with host Governments.
3. Partnerships: Refugees are included in self-reliance projects across the humanitariandevelopment nexus.
4. UNHCR Implementation (Last Resort): UNHCR's Livelihoods country programs are alignedwith global and regional directions and are designed and managed effectively.

the minimum levels ofactivities required to support the economic recovery of vulnerable populations in the wake of crises. https://www.unhcr.org/594b7eb27.pdf

[11] UNHCR, Regional Bureau for East and Horn of Africa and Great Lakes (July 2021). Stepped up LivelihoodsStrategic Directions 2021 – 2025. Retrieved from: https://data2.unhcr.org/en/documents/download/87949.

4 STRATEGIC DIRECTIONS

4.1. Rationale and Vision

An enabling environment is a pre-requisite for the successful execution of Uganda's refugee self-reliance agenda. UNHCR Uganda's livelihoods and economic inclusion strategy is anchored onthe conducive refugee response model of Uganda that aims at integrating refugees into national development and improving the livelihoods of both refugees and host communities. While the progressive policies provide a framework through which refugees can access gainful employment opportunities, there is room to improve on policy implementation, strengthen coordination of sector activities and increase investments from development partners and private sector needed to increase employment opportunities.

Despite ample opportunities and entry points for refugee economic inclusion in refugee hosting districts, the participation of development partners, specialized entities and the private sector is in nascent stages. The successful delivery of Uganda's livelihood and job creation agenda callsfor a whole of society approach

and enhanced partnerships, in line with the GCR, wheredevelopment partners and the private sector play instrumental roles in providing viable solutionsto refugees and host communities. It is essential that UNHCR advances the collaboration with development partners and private sector through facilitating their participation in the refugee economic inclusion agenda, in alignment with national and district level development priorities.

Finally, in line with the GCR and Global Strategy Concept Note on Refugee Livelihoods, UNHCR is expected to transition from direct implementation to playing a more catalytic and enabling role in delivering livelihoods and economic inclusion initiatives. This catalytic role requires UNHCR to facilitate the delivery of projects and initiatives by development partners, private sector, NGOs, and other entities that have common interests in supporting refugee self-reliance and economic empowerment. UNHCR Uganda will only engage in implementation of livelihoods projects as a measure of last resort in contexts where the presence of development partners is limited or demonstrate pilot interventions and attract development partners' investments.

UNHCR Uganda's vision for refugees' economic inclusion, therefore, is:

> *All refugees in Uganda attain self-reliance and resilience to overcome poverty and dependency through participation in host country economies, and that both refugees and host communities enjoy shared prosperity, expanded access to employment and entrepreneurship services and decent work opportunities, and improved social cohesion, in line with the Global Compact on Refugees.*

4.2. Guiding Principles

Leveraging Partnerships

In line with the GCR, which calls for a whole-of-society approach to advance refugee inclusion, UNHCR Uganda's livelihoods and self-reliance efforts are anchored on leveraging partnerships with partners and stakeholders that are relevant to the agenda. Particularly, UNHCR will work closely with development partners, including MDBs, sister UN agencies, NGOs, and civil society organizations. More importantly, UNHCR will strengthen the collaboration with the private sector - the main driver of jobs in the economy.

Alignment with Development Priorities and Plans

With the view of fostering synergies and harmony of interventions, UNHCR will play a role in ascertaining livelihoods and economic inclusion efforts are aligned with national and local level development plans. It is envisioned that all partners investing

in the refugee economic inclusion space contribute to local economic development, in line with Government priorities, such as enhancing agricultural production and productivity and linkages with the industry sector.

Client Orientation

All interventions that are aimed at creating livelihoods and economic inclusion opportunities for refugees and host communities must include the needs and capabilities of the population from the onset.

Evidence-based Programming

Initiatives that are geared towards creating jobs and incomes for refugees should employ an evidence-based programming approach, where the design of the projects is founded on concrete data and analysis. UNHCR will provide the necessary support to consolidate analytical works, develop products, and make available information for development partners and the private sector.

Market-based Interventions

While skills training, access to bank accounts and other similar interventions are critical foundations for economic inclusion, they are not an end by themselves. Therefore, UNHCR will promote market-driven initiatives and approaches in which refugees and host communities are supported to attain some level of economic independence, including graduation, market systems development, employment linkages, enterprise development, financial inclusion and medium to large scale agricultural production.

Innovation

The opportunities and potential entry points for refugee economic inclusion can only be explored and translated into tangible benefits for refugees and host communities throughinnovative approaches and interventions. UNHCR will work with partners to test new approaches and innovative interventions that can advance the refugee economic inclusion agenda in acertain context with potential for replication and scale-up.

Risk and Opportunities

UNHCR and its partners will ensure that risks and opportunities are considered and central to decision-making; ensuring risk assessments, proactive management of risks and opportunities, and risk communication are integrated during all key phases of planning and implementation.

Accountability to Affected Populations

Throughout the planning and implementation phases, UNHCR and its partners will make every effort to ensure that host communities, refugees and the forcibly displaced are provided with relevant information, given the opportunity to participate in decision-making, and have access to functioning complaints and feedback mechanism.

Centrality of Protection

UNHCR, as the mandated agency for refugee protection and solutions, will work with livelihoods and economic inclusion partners and the Government to ascertain the centrality of protection in their interventions.

4.3. Strategic Priorities

Strategic Priority One - Advocacy

UNHCR's rationale for driving the advocacy agenda for refugee economic inclusion in Uganda is premised on the need to enhance the enabling environment and unlock potential to boost economic development in refugee hosting regions. UNHCR has a large operational field presence and is thus strategically positioned to work with the Government and partners at all levels, in line with the GCR.

In this respect, the focus is strengthening advocacy in the following areas: Enhancing the enabling legal, policy and regulatory environment around refugee economic inclusion; unlocking administrative barriers linked with the right to work of refugees; expanding access to arable land and protection of associated land use rights; increasing access to tailored financial and non-financial services; and supporting the creation of an enabling investment climate for private sector participation.

Proposed Interventions

Areas of Intervention		Description
Enabling legal, policy and regulatory environment	I. Right to Work II. Access to Land III. Access to financial and non-financial services	▪ Access to work permits, business licenses, registrations, and certifications, including unlocking administrative barriers linked with the issuance of work permits. ▪ Access to arable land for refugee households for agricultural activities. ▪ Access to tailored financial services. ▪ Access to relevant business development services. ▪ Access to information on refugee rights to work for refugees, partners, and the private sector.

Enabling investment climate for private sector participation	I. Private sector engagement II. Enabling investment climate in refugee hosting districts	▪ Public- private dialogues and targeted private sector engagement ▪ Strengthen collaborations with national and district government authorities. ▪ Support the identification and promotion of the investment potential of refugee hosting districts. ▪ Support the development of favourable incentives for private sector investments in refugee hosting districts.

Strategic Priority Two - Partnerships

Development actors are often the best placed to respond to the financing needs and implementation of initiatives that will support livelihoods, job creation and economic inclusion initiatives. Whereas the refugee space is new to most of these development actors, they have re-aligned their way of working to become more fit for purpose" in tackling forced displacement issues. Collaborating with development actors will help bridge the humanitarian-development divide, enabling greater access to development expertise, funding, and resources. UNHCR is best positioned to facilitate the participation of development actors in the refugee space to not only ensure that their investments translate into visible impact but to also bring in the protection angle.

UNHCR will also closely work with sister UN agencies to leverage their respective mandates related to building resilience, promoting decent work and sustainable poverty alleviation. This will include joint resource mobilization and unifying approaches towards the economic inclusion of refugees. UNHCR will also establish and strengthen partnerships with International and national NGOs and refugee led organizations that have a demonstrated experience and resources to implement livelihoods interventions. These NGOs will be brought on board as operational partners in line with the GCR and will be technically supported to ensure that they implement market-based interventions for refugees, or to include refugees in their existing services.

The private sector is a critical partner for job creation. Private sector participation in Uganda's refugee economic inclusion agenda remains nascent. Despite the various challenges, the private sector remains the major potential source for investments, revenue generation and job opportunities needed to achieve the self-reliance objective of the GCR.

Proposed Interventions

Areas of Intervention		Description
Facilitation	I. Generating evidence II. Access to information and data III. Catalytic and enabling interventions.	▪ Generating relevant and smart evidence to inform livelihoods and economic inclusion programming. ▪ Support access to refugee data and relevant information on refugee livelihoods. ▪ Ascertain centrality of protection in livelihoods and economic inclusion programmes. ▪ Identify and invest in critical enablers as catalytic investments to enhance livelihoods programming.
Co-creation	I. Collaboration with sister UN agencies and other partners II. Collaboration with national and district Government authorities. III. Joint projects design and development.	▪ Enhance the collaboration with UN agencies (WFP, FAO, IFAD, ILO, and others) to advance the refugee economic inclusion agenda. ▪ Strengthen the partnership with INGOs and NGOs that are relevant to the refugee economic inclusion agenda. ▪ Support and initiate the design of joint interventions aimed at creating economic opportunities for refugees and host communities.

Strategic Priority Three - Coordination

Given the complexity of the "Whole of Society Approach" to foster its implementation as well as a wide range, spread and scale of actors engaging in livelihoods efforts, there is need for a strong Coordination Mechanism to ensure delivery of results and identify local needs for joint advocacy. Currently, while the national level sectoral refugee livelihoods coordination structures are in place, the coordination at district and settlement levels are weak and do not attract the highest level of buy-in thereby limiting potential to ensure timely execution of agreed commitments. It is therefore of paramount importance to establish strong coordination mechanisms at both the district and settlement levels – supported by the national level - to facilitate implementation of existing and future joint initiatives targeting refugees and host communities.

Proposed Interventions

Areas of Intervention		Description
National and Settlement – Level Coordination	I. National Coordination II. Settlement/District level coordination	▪ Strengthen the national JLIRP NSC. ▪ Strengthen the sector working group (LRSWG). ▪ Establish an urban refugee livelihoods and economic inclusion coordination platform. ▪ Establish/strengthen settlement or district level livelihoods and economic inclusion coordination structures.
Thematic Coordination	I. Strategic thematic working groups	▪ Establish thematic working groups to advance sub sector development, joint advocacy, and resource mobilization.
Lessons and Best practices	I. Access to information on best practices and lessons.	▪ Document and disseminate lessons and best practices to inform and improve programming of livelihoods and economic inclusion interventions

4.4. Implementation by UNHCR – Last Resort Measure

UNHCR plays a catalytic role in delivering livelihoods and economic inclusion programmes in the settlements as well as Kampala. This catalytic role requires UNHCR to facilitate the delivery of projects and initiatives by development partners, private sector,NGOs, and other entities that have common interests in supporting refugee self-reliance and economic empowerment. Implementing this strategy allows the delivery of a comprehensive refugee response in line with the Global Compact on Refugees and will strengthen referral pathways for refugee inclusion into livelihoods and economic inclusionprogramming.

Only as a measure of last resort, UNHCR engages in implementation of interventions to fill gaps in service when:

- There is limited or no presence of expert entities who can include refugees.
- The engagement of other stakeholders is insufficient to meet the needs of refugees.
- UNHCR has a comparative advantage, and in a position to test new approaches or has been requested to implement by government or development actors.
- There is a clear exit plan and phase-out strategy from the onset that ensures sustainability.
- There is a clear justification to demonstrate the business case for UNHCR's catalytic investment as a critical enable to advance refugee economic inclusion.

In such a case, livelihoods interventions would be implemented only after review and endorsement by the Livelihoods and Economic Inclusion team in Kampala in consultation with the head of Programme, and other sectors to ensure that such activities meet relevant criteria as per the issued guidance for such projects.

4.5 Implementation Arrangement

Operational Arrangement

UNHCR has its Country Office in Kampala, Sub-Offices in Adjumani, Arua, Mbarara, Yumbe, Moyo; Field Offices in Kyangwali, Kiriandongo, Nakivale, Kyaka II, Lamwo; and Field Units in Rwamwanja and Kisoro. These offices coordinate and support the implementation of livelihood activities and projects on the ground.

The strategy is accompanied by a generic plan of action[12] that guides UNHCR's livelihoods and economic inclusion interventions in line with the three priority areas identified in this strategy. Based on the country-level action plan, each settlement will devise annual work plans with clear targets and activities linked to the broader goal UNHCR Uganda envisions achieving.

Roles and Responsibilities

The Livelihoods and Economic Inclusion team in the Country Office has the overall responsibility to provide technical advice/operational support to the field and maintain oversight on the implementation of the operation's livelihood and resilience strategy. The team reports to the Assistant Representative for Programme and works closely with other sectors in the branch office to deliver results. It maintains regular contact with the Sub/Field Offices and provides the required support to help the field offices implement their livelihoods strategies together with the partners involved in livelihoods programming.

The Livelihoods and economic inclusion team coordinates all livelihoods activities with implementing and operational partners, including government entities (notably OPM, MoGLSD), UN agencies (e.g., FAO, ILO, WFP, UNCDF, UNDP and IOM), Multi-lateral Development Banks (World Bank and the African Development Bank - ADB), International Finance Corporation, NGOs, and the private sector. In both Kampala and settlements, Livelihood and Economic Inclusion Officers convene and co-chair regular meetings with the Livelihoods and Resilience working groups, which bring together over 60 stakeholders at the country level.

[12] See Annex I below – generic output level action plan.

Annexure

Annex I – Plan of Action – UNHCR Uganda Livelihoods and Economic Inclusion

Livelihoods and Economic Inclusion Strategic Directions - Action Plan										
UNHCR Uganda Livelihoods and Economic Inclusion Team										
July 2023 to June 2028										
Goal/Objective: Self-reliance and resilience of refugees and host communities in Uganda										
No	**Outputs**	**Responsible**	**Partnerships**	**Timeline**						**Remark**
				2023	2024	2025	2026	2027	2028	
Outcome I: Advocacy to enhance the enabling environment and investment climate for refugee economic inclusion										
1.1.	**Enhance access to work permits and necessary licenses**. Improve barriers impeding de-facto refugees' rights to work, including access work permits, business licenses, registrations and certifications, access to finance, and access to land.	LEI and Protection	OPM and DLGs							
1.2.	**Improve understanding and ownership of the legal, policy and regulatory environment governing refugee economic inclusion in Ethiopia**. Sensitization workshops on refugee rights to work and other enabling rights (Govt, Livelihoods partners, refugee, and HC representatives)	LEI and Protection	OPM							
1.3.	**Increase access to arable land (1 Acre for 1 household)** - Systemic advocacy support provided to OPM, DLGs and partners, including the preparation of SOPs for refugees' access to land (rental arrangements for individual and government owned land).	LEI and Protection	OPM, DLGs and Active Partners							

1.4.	**Enhance the enabling business climate in refugee hosting districts to ascertain private sector participation.** Assess barriers impeding private sector participation and systematically engage with local and national government to unlock barriers.	LEI and Development	DLGs and PSFU							
1.5.	**Increase access to tailored financial services for refugees.** A strategic engagement with financial and non-financial service providers to expand their outreach to refugee settlements, devise tailored instruments, partnerships with development partners to de-risk investments, and address barriers of refugee economic inclusion.	LEI and Development	BoU, AMFIU, UBA, UCSCU, and other FSPs							
Outcome II: Partnerships with development partners to facilitate the design and support the implementation of interventions that advance refugee economic inclusion										
2.1.	**Improve UNHCR's socio-economic data set to inform livelihoods and economic inclusion programming**. Undertake a comprehensive economic profiling of refugees, create an information sharing platform for refugee economic inclusion interventions and partnerships, conduct a systemic review of UNHCR data set and create a data sharing protocol to facilitate the design of economic inclusion interventions, and provide training to UNHCR livelihoods and economic inclusion partners and development actors on the access and use of UNHCR data set.	LEI, Dev, IM, and registration	All partners							
2.2.	**Enhance the performance of the sector through generating periodic evidence.** Produce thematic and periodic fact sheets on refugee livelihoods and economic inclusion (Employment linkages, enterprise development, agriculture, graduation, and access to finance)	LEI, EE, and Registration	All partners							
2.3.	**Promote and maintain the centrality of protection in livelihoods and resilience programming.** Provide training to UNHCR partners and development actors on the centrality of protection in economic inclusion interventions.	LEI and Registration	OPM							

2.4.	**Increase investments in refugee livelihoods and economic inclusion through joint programming with development partners and specialized entities.** Undertake bilateral consultations with development partners to explore entry points, provide advisory services, and strengthen collaboration on refugee economic inclusion. Co-create joint initiatives with development partners in alignment with UNHCR LEI strategy and priorities of refugee settlements.	LEI team and Development	All relevant development partners (FAO, ILO)							
2.5.	**Unlock barriers to livelihoods and economic inclusion programming through strategic catalytic investment in critical value chains.** Assessing the major impediments impeding refugees from meaningfully participate in gainful economic opportunities, engage with partners to explore entry points, and make strategic investments in refugee hosting areas.	LEI team, SMT, and HoSOs	OPM and DLGs							
Outcome III: Coordinate efforts of livelihoods and economic inclusion partners to ascertain synergies, avoid duplication, and exchange lessons and best practices.										
3.1.	**Strengthen national livelihoods and resilience sector coordination.** Lead the JLIRP NSC and the national RLRSWG and undertake a comprehensive mapping of livelihoods and economic inclusion partners and projects.	LEI team	MoGLSD							
3.2.	**Strengthen livelihoods coordination in refugee hosting districts through enhanced coordination capacity and linkages with national level coordination structures.** Support the development of settlement\district level livelihoods and economic inclusion strategies. Establish an Urban Refugee livelihoods and resilience working group and conduct monthly meetings	LEI team	OPM, DLGs, and all partners							
3.3.	**Establish thematic platforms to advance refugee economic inclusion.** The thematic working groups are employment linkages, enterprise development, agriculture, graduation, and access to finance.	LEI team	All partners							

3.4.	**Improve the culture of recording lessons and sharing best practices.** Document best practices and lessons to inform livelihoods and economic inclusion programming.	LEI team	All partners							

Annex II – Key Reference Documents

- Refugee Livelihoods and Economic Inclusion 2019-2023 Global Strategy Concept Note: https://www.unhcr.org/media/refugee-livelihoods-and-economic-inclusion-2019-2023-global-strategy-concept-note
- MERS standards: https://www.unhcr.org/media/minimum-economic-recovery-standards-seep-network
- Refugee Livelihood Resilience Sector Strategy (2022-2025): https://data.unhcr.org/en/working-group/161?sv=0&geo=220?sv=0&geo=220
- Jobs and Livelihoods Integrated Response Plan: https://data2.unhcr.org/en/documents/details/86601
- Guide to market-based livelihood interventions for refugees: https://www.ilo.org/empent/areas/value-chain-development-vcd/WCMS_550036/lang-- en/index.htm
- Inter-Agency Uganda Country Refugee Response Plan 2022-2025:https://data.unhcr.org/en/documents/details/92447

UNHCR UGANDA

LIVELIHOODS AND ECONOMIC INCLUSION STRATEGIC DIRECTIONS

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UNHCR
The UN Refugee Agency