



# Uganda Solidarity Summit on Refugees

Translating New York Declaration Commitments into Action



## Requirements for a Comprehensive Refugee Response in Uganda

22-23 June 2017





# UGANDA Refugees

as of 01 May 2017

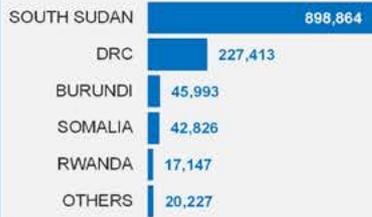


## KEY FIGURE

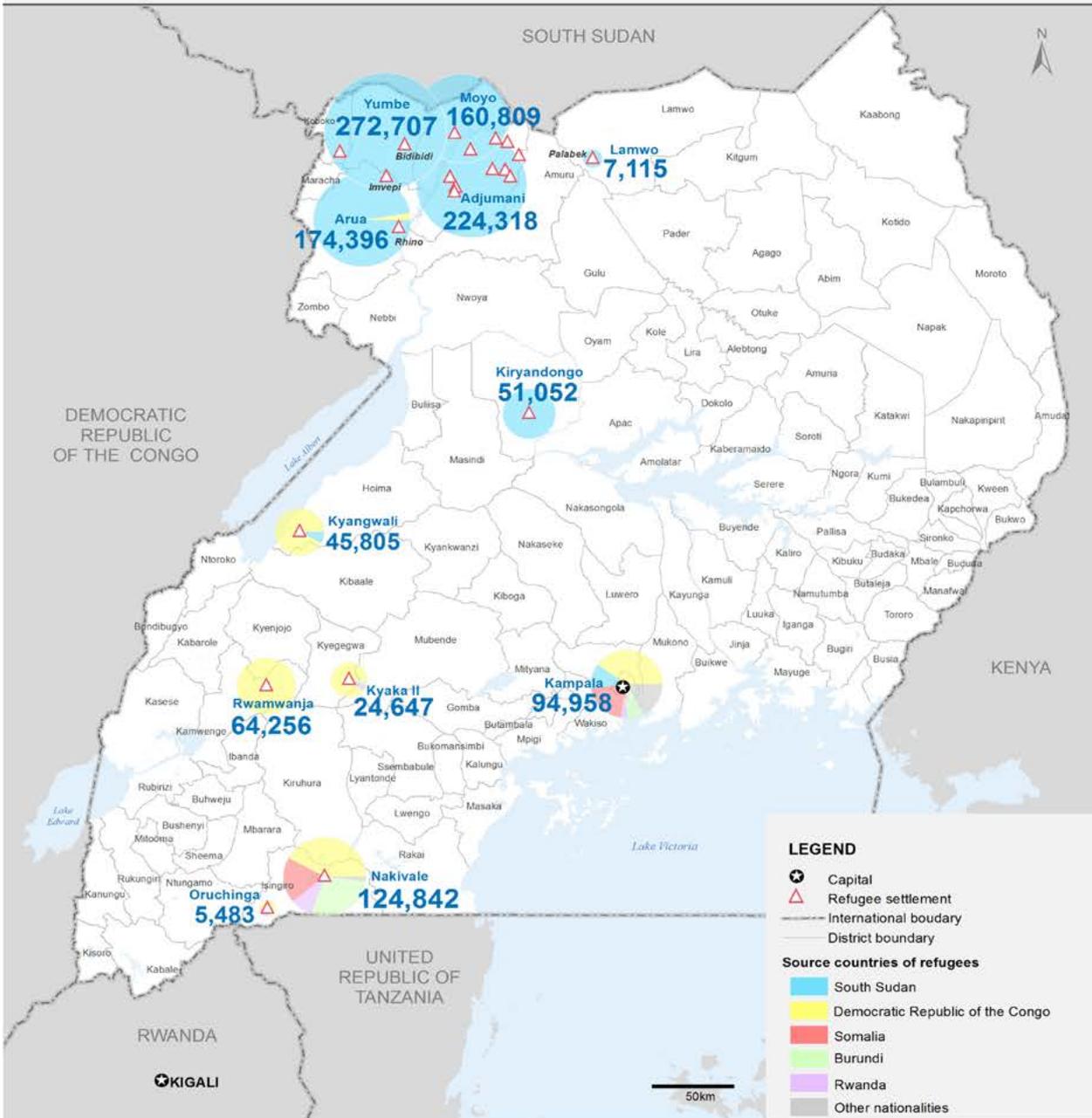
# 1,252,470

Total refugees

## COUNTRIES OF ORIGIN



## REFUGEE LOCATIONS



The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

Creation date: 01 May 2017 Sources: Geodata: UNHCR, UNCS, UBOS. Statistics: provided by Government (OPM), Refugee Department, Registered in (RIMS)  
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## Foreword



The Uganda Solidarity Summit on Refugees, co-hosted by President Yoweri Museveni and UN Secretary-General António Guterres, comes at a time when there are increasing numbers of refugees coming into the country and a declining amount of resources to cater for their needs as well as increased social economic pressures on the communities that host them.

Since the first influx of refugees into Uganda in 1959, the years 2016 and 2017 have presented the highest ever recorded inflows of refugees into the country with the current numbers standing at over 1.2 million and projected to reach over 1.497 million at the end of 2017.

The current average inflow rate stands at about 2000 refugees per day. It should be pointed out that the numbers may increase at an even faster and greater rate if the causes of flight are not addressed at the earliest opportunity.

The Uganda Solidarity Summit on Refugees is therefore timely. It presents an opportunity for the international community to stand shoulder to shoulder with Uganda to provide the necessary support to the women, girls, boys and men that have fled their homes and countries, as well as to the communities that generously host them.

The summit is also a transformative and historical moment for Uganda to share with the rest of the world our long and widely praised experience of refugee protection and management.

After realizing the protracted nature of displacement in the region, Uganda adopted an integrated refugee management model as the best way of providing dignified asylum. Under this model, refugees are provided humanitarian relief, while at the same time they receive support to become self-reliant. Our second National Development Plan specifically covers refugee protection and support issues, and hence leaves no one behind.

This approach has been a success because of the enabling laws in the country that allow for refugees to have access to health, education, skills training and access to land as a way to promote self-reliance.

Refugees in Uganda are treated as part and parcel of the communities that host them. We do this because we know that no one ever chooses to be a refugee. Today it is them, tomorrow, it could be anyone of us.

We salute the host communities for sharing their limited and meagre resources with refugees. We realise though, that these host communities deserve to be supported to build their resilience in the face of increased refugee numbers so that the two groups can continue to live in peace, harmony and dignity.

We consider the Solidarity Summit an opportunity to translate the New York Declaration of 19th September 2016 into action, and strengthen the implementation of the Comprehensive Refugee Response Framework (CRRF) in Uganda. If well supported, Uganda shall become a model on how sustainable and inclusive investments in social services and in human capital among refugees and host communities can help break the cycle of conflict, cement peaceful co-existence and, with time, as refugees return, help rebuild their countries of origin.

I welcome you all to read the contents of this document to get a full account of the needs for refugees and host communities and how we can individually and collectively support this appeal.

In solidarity.

Dr. Ruhakana Rugunda  
Prime Minister of the Republic of Uganda



## Summary of Requirements for a Comprehensive Refugee Response in Uganda

Uganda hosts over 1.2 million refugees in 28 settlements in 12 districts (including Kampala) where refugees coexist peacefully with their host communities. The Ugandan model provides refugees with exemplary prospects for dignity, normality and self-reliance, and creates a conducive environment for pursuing development-oriented approaches.

Refugee protection and assistance requirements place inordinate pressure on the country. Refugees, as well as host populations need support to strengthen their resilience and attain self-reliance, as outlined in the National Development Plan (NDP II) and its Settlement Transformation Agenda (STA). Therefore, a comprehensive refugee response in Uganda must meet both immediate life-saving requirements for the expected refugee population at the end of 2017 as well as mid-term to long-term resilience needs of refugees and host populations alike. It is estimated that a comprehensive multi-year multi-partner refugee response in Uganda will require US\$ 8 billion for 2017-2020. This figure represents the situation as is, and will be subject to revision.

The Uganda Solidarity Summit on Refugees aims to mobilise USD 2 billion, which covers 2017 only, with USD 960 million being for humanitarian needs alone.

### Key Figures



**1.2 million**  
Refugees in Uganda  
(As of 01 May 2017)



**60%**  
Of Total Refugee in Uganda  
are Children (As of 01 May 2017)



**7 million**  
People Living in 12  
Hosting Districts



**USD 8 billion**  
Total Funding Required  
2017-2020 (Humanitarian & Resilience)



**2.7 million**  
Estimated to be Poor  
(Both Refugees and Nationals)



**USD 5.4 billion**  
Of Total Funding Required  
For Resilience of the Poor



**1.49 million**  
Refugees as Targeted  
for Assistance  
(By end of 2017)

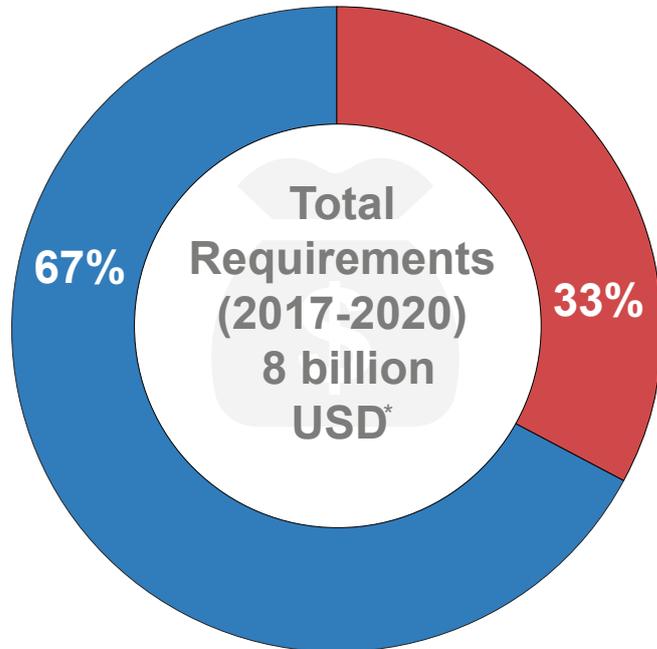


**Almost 50 %**  
Of 2017 Total Funding  
Required For  
Humanitarian Assistance



## Summary of Humanitarian and Resilience Requirements 2017-2020 (in USD)

Humanitarian Resilience



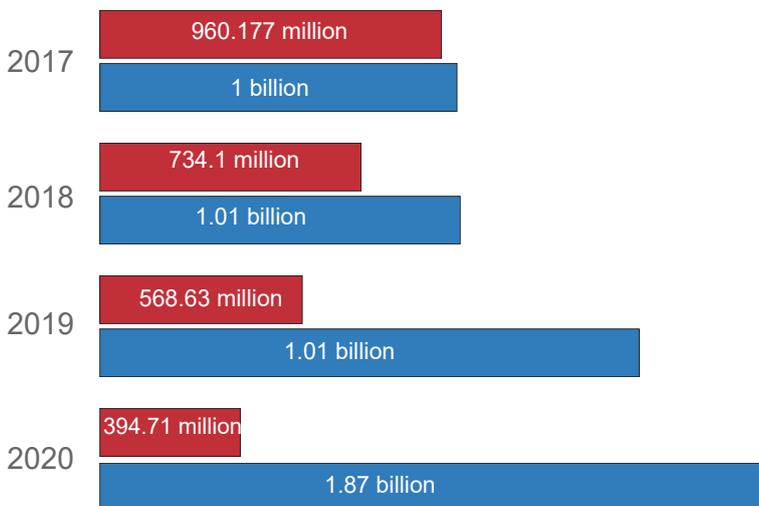
Resilience Requirements about 1USD Per Person Per Day for those Estimated to be Poor

Requirements Necessitate Multi-Stakeholder Effort

\*Requirements are indicative and to be reviewed annually

### Summary of Humanitarian and Resilience Requirements by Year (in USD)

Humanitarian Resilience



### Key Messages

- Provide predictable funding for life-saving humanitarian activities through the Refugee Response Plans.
- Support resilience requirements and invest in human capital of refugees and host communities
- Enhance capacity building and technical support to national institutions.
- Increase resettlement/third country solutions.
- Create jobs through Investment in manufacturing and trade, ensuring women and girls are not left behind.
- Commit to address the root causes of refugee crises and achieve long-term peaceful solutions.



## The Uganda Context and the Refugee Experience

Uganda is currently hosting the highest numbers of refugees in Africa, and the third largest globally. The total refugee population stands at 1.2 million, higher than at any time in its history. Women and girls represent 54% of the total refugee population, while children constitute 59%. This has created a compounded refugee crisis, comprised of a recent refugee influx notably from South Sudan, Burundi, Democratic Republic of Congo (DRC), in addition to a protracted refugee situation. This is at a time when forced displacement has become the single most defining humanitarian/development challenge globally, having reached unprecedented levels in 2016 and thus far shows no signs of abating.

Uganda stands ready to transform from a peasant to a modern and prosperous middle-income country by 2040 through in part, strengthening its competitiveness for sustainable wealth creation, employment and inclusive growth. The country's national vision is based on a solid foundation of sustained economic growth, averaging 6% over the last two decades which enabled poverty reduction from 54% in 1992 to 19.7 in 2013<sup>1</sup>. In addition, Uganda is one of the most stable countries in Africa, providing a haven of peace in a turbulent region and playing an active role in regional peace efforts.

In Uganda, refugees enjoy legal, physical and social protection. Refugees use available public health services, have access to universal primary and lower secondary education, and engage in economic activity. Uganda is among the nations which has pioneered an out of camp policy in the region. Most refugees reside in rural settlements alongside Ugandan citizens thanks to the Government's non-encampment policy. Due to freedom of movement, nearly 100,000 live as urban refugees in towns and cities. Uganda's development progress is further impacted by annual population growth of 3% and a young population, with 76%<sup>2</sup> of the population under 30 years, and 50.3% being 15 years and below. In addition, the country is faced with increasing food insecurity<sup>3</sup> and impacts of climate change. Several refugee-hosting districts are particularly affected by severe food shortages due to long dry spells and shortages in the humanitarian food pipeline. Current and future climate risks, if not appropriately addressed, will have negative consequences on agricultural production, food and nutrition security, forests, water supply, infrastructure, health, livelihoods (including for refugees) and overall development.

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1 Uganda Bureau of Statistics (UBOS), 1993, Uganda National Survey Reports.

2 Uganda Census Main Report 2016

3 Integrated food security Phase Classification (IPC) report (January 2017), 10.9 million people in Uganda are experiencing acute food insecurity, of which 1.6 million are in a "crisis".



## A Comprehensive Refugee Response in Uganda

The Government has included refugees into its second National Development Plan (NDPII) through the Settlement Transformative Agenda (STA) which outlines Government priorities consistent with a comprehensive refugee response approach. The Government has identified critical projects for refugee hosting districts to meet STA objectives and resilience of the target population. The multi-stakeholder Refugee and Host Population Empowerment (ReHoPE) strategy has been designed with support from the UN and World Bank to the STA. It provides refugees an opportunity to live with dignity and recover a sense of normalcy with their hosting community in settlements, and enjoy the benefits of freedom of movement.

Uganda is investing significant domestic resources in the protection, management and social integration of refugees. Refugees enjoy security as well as legal, physical and social protection. They utilize natural resources such as water and firewood, and share available social services such as health and universal primary and lower secondary education as well as economic opportunities without discrimination. Significantly, the Government has set aside approximately 1,000 square miles of land for refugee use, and more is donated by the host community. Preliminary results from a recent government study conducted by UNDP quantifies the Government of Uganda contribution at over USD 322 million a year for the protection and management of refugees, and provision of essential services. In addition, the Government has secured a loan of USD 50 million from the World Bank for investment in refugee hosting areas.

### The Challenge

Sustaining Uganda's open-door asylum policy and progressive development-oriented model presents a challenge, requiring additional international support. The unprecedented surge in refugee numbers and the protracted stay of refugees in Uganda is imposing excessive pressure on overstretched state and host community resources. Humanitarian appeals are chronically and severely underfunded, further compounding risks and vulnerabilities of refugees, as well as pressures on domestic resources. Refugees and host communities are susceptible to underlying poverty and vulnerabilities exacerbated by limited basic social services delivery, poor infrastructure, and limited market opportunities. The magnitude and challenges of the refugee situation call for a multifaceted comprehensive refugee response using a "whole-of-society" approach to strengthen prevention, address root causes, provide protection and pursue lasting solutions.

Despite rapidly increasing relief needs, humanitarian and development response programmes in Uganda are chronically and severely underfunded. For example, the Ugandan chapter of the South Sudan 2017 Regional Refugee Response Plan of USD 673.2 million, is only 17% funded; and for ReHoPE, the component that is implemented through UN agencies has a funding gap of USD 104 million out of USD 213 million for 2017.



## Needs Overview

### Humanitarian

#### Food Insecurity:

Most refugees rely on food assistance until they are able to provide for themselves using land the Ugandan government provides for their use. Refugees receive high-energy biscuits at the border crossing points and hot meals in transit/reception centers, while they wait to be settled to their residential plot. A settling-in ration is provided when refugees move to their new plots and monthly food rations or cash transfers are provided thereafter. Refugees also receive supplementary rations of specialized nutritious food to treat and prevent moderate acute malnutrition. In some areas, refugees and host community farmers are supported to improve post-harvest management both at household and community level and to access markets for any surplus they produce. The food sector faces a critical shortage of funds to meet the basic food needs of refugees in Uganda. Because of funding shortages, around 200,000 people who have been in the country since before mid-2015 are receiving half rations since August 2016. In May 2017, there was a significant shortage of food commodities. The lean season in Uganda, coupled with high demands of food in the region resulted in key commodities such as cereals not arriving on time, leading to distribution delays in May 2017 and many receiving incomplete food baskets.

With respect to the broader geographic area, according to the February to September 2017 Outlook by the Famine Early Warning Systems Network (FEWS NET), refugee hosting areas of Northern Uganda, as well as other parts of the country were most likely to be negatively impacted by the June 2017 lean season; a result of poorly distributed rainfall, below-average production and dwindling food stocks. By July however, per the outlook, food security is expected to improve to Stressed level (IPC Phase 2) with the predicted green harvest. These gains are dependent on the impact of the Fall Army Worm (FAW) on crop production in the country.

#### Health and Nutrition:

Health services are challenged by the increasing influx of refugees. Integration and quality of services are particularly affected given the high requirements for health care for refugees and the host population. Refugees comprise more than 50% of the population in some of the districts, all dependent on available health services. There are gaps in provision of quality integrated sexual and reproductive health (SRH) services (comprehensive maternal health, family planning and HIV prevention) especially for married women and youth 15 to 24 years. The health workforce is overstretched, affecting health services delivery. Difficulties in maintaining the cold chain for vaccines is affecting uptake of routine antigens among refugees also. 43% of health infrastructures are operating in temporary structures, referral facility capacity is largely compromised, ambulance fleets are old and inadequate and communicable disease prevention control still face challenges.

The findings from SMART surveys conducted during a recent Food Security Needs Assessment in December 2016 shows the level of acute malnutrition in the refugee hosting districts is classified as poor to serious. For example, in the North West settlements, Rhino Camp has the highest prevalence of global acute malnutrition at 14.2% classified as “serious” according to the WHO. The emergency response programme implements management of acute malnutrition where the performance indicators show that the recovery rates for severe acute malnutri-



tion of children managed in the outpatient therapeutic feeding programme was 84.2% while that of the moderate acute malnutrition was 79.6%. The prevalence of anaemia in children aged 6-59 months and women aged 15-49 years among South Sudanese refugee children was higher than the WHO threshold of 40% for defining public health significance problems.

### **Water, Sanitation and Hygiene (WASH):**

WASH sector performance indicators remain a great concern in all refugee settlements. In Bidibidi for example, the average water provision amounts to 17 litres per person per day, while communal latrine coverage is currently at 25 persons per latrine.

In some of the older settlements with protracted caseloads, water provision is as low as 6 litres per person per day. Given the fast growth of settlements due to the high influx rate, the provision of water through sustainable solutions (ie from wells, solar motorized systems and water distribution networks) will take time, and water trucking often remains the only emergency solution, but presents some risks of contamination. Water trucking is expensive and not sustainable. To address this, the WASH strategy targets a water provision of 10 litres of water per person per day in the emergency phase, so as to free more resources for the establishment of sustainable water sources.

### **Environment:**

Population pressure puts an extreme strain on the environment. In Nakivale for example, the presence of refugees has led to the depletion of the existing forest coverage. There has been progressive depletion of the forest cover, from 1995 when an agrarian caseload was brought into the area. To date, the natural vegetation is almost depleted. This is exacerbated by the fact that refugees and the host community use firewood as the main energy source. This is in addition to the use of poles for shelter construction. Hence, there's a need to restore the forest cover and to provide alternative energy sources, including electricity and sustainable building approaches.

### **Child Protection:**

According to a recent gender rapid assessment (May 2017) , there are significant child protection challenges. Child separation is a major concern. For example, in one of the new settlements, a total of 854 children; 422 males and 432 females are unaccompanied; 2401 are separated, 1274 male and 1124 female. Adolescent girls are a most vulnerable category as they face risks of sexual exploitation and abuse. Boys are potential targets of forced recruitment into armed groups.

### **Sexual and Gender-Based Violence (SGBV):**

SGBV is not only prevalent among the refugee population, it is accepted as an integral part of gender relations, which in some cases has been normalised. There are negative attitudes towards addressing SGBV and violence against children. Records from the Inter-agency GBV Information Management System (IMS) as of 30 April indicate, a total of 312 cases were recorded in Adjumani and Moyo alone, with cases of physical assault accounting for 34%, sexual assault, 28% and emotional violence at 13%, which point to the emotional state of the population. The prevalence of sexual and gender based violence (SGBV) in host districts and within the settlements remains high with increased demand for the provision of response services (health, psychosocial, safety and security and legal justice) to address the critical lifesaving needs of survivors.



## Education:

There are extraordinary needs at all levels of the education sector, from early childhood through to post primary. Few refugees have access to tertiary education. Overcrowding in early childhood centres and primary schools is particularly pronounced, with an average child classroom ratio at 150:1 (rising to over 200 in some cases); and 100:1 average in senior classes. Children who missed their opportunity to acquire basic education do not have suitable alternative options for continuing with education, which creates the need for Accelerated Learning Programmes (ALP). The need for hiring, training and payment for teachers, provision of teaching and learning materials remain a challenge. Adolescent friendly services are inadequate and the opportunities for secondary or post primary alternative education and life skills are largely insufficient – especially for the girl child. In addition, there are limited opportunities for productive skills for adolescent boys and girls.

## Livelihoods:

The Government of Uganda and host communities provide land to refugees on which income generating activities are undertaken, especially agriculture. Emergency livelihood interventions are part of the overall emergency response aimed at addressing immediate needs and to prevent asset depletion and negative coping strategies among the new arrivals. A Rapid Market Assessment (2016) by Dan Church Aid, found that the newly arrived refugee population have only their clothes and a few small possessions or nothing at all, and with close to no purchasing power. They are thus dependent on food and non-food assistance. Efforts have been made to empower different groups of women and youth to engage in income generating activities. However, more innovative approaches need to be developed. Agricultural inputs including storage silos, seed, small livestock, and non-agricultural income-generating opportunities need to be provided and supported to buffer against food rationing caused by increased emergency influxes. This has an added value of increasing peaceful co-existence due to decreased strains on food.

## Resilience

### Refugee hosting areas are more vulnerable to shocks:

According to a World Bank study, within refugee hosting districts, refugees and nationals face similar development and basic service delivery challenges. However, refugee-impacted sub-counties are more vulnerable to shocks than non-impacted areas. This is due to refugees' underlying poverty in relation to nationals, the demands on already-stressed resources, and refugees' limited resilience. The lack of resilience is mainly because their community organization/social capital is not as robust, their livelihoods are less diverse, and they have less assets or capital to carry them through difficult periods. For both refugees and host communities, a focus on community resilience can help them better weather the impact of conflict (e.g. new influx, community tensions), economic shocks (e.g. market price volatility, food ration reductions) and environmental stress (e.g. drought, climate change).

Refugees and hosting communities are often worse off than the national average. Most host communities are remote and already vulnerable with limited access to resources. There is a need for these vulnerable areas to be further integrated into development interventions.

Uganda has taken steps to address these issues. The vulnerability criteria in the National Development Plan II recognises refugee-hosting districts, making them a priority for development interventions. Within refugee interventions, as a guiding principle 30% of the humanitarian response for refugees has supported the needs of the host communities. Services are shared between refugees and their hosts and not developed as parallel structures.



## **Health and Education infrastructure:**

Today less than 50% of health staff and only 30% of teachers have staff accommodation. This results in issues of vacant posts and staff absenteeism. Existing schools and health centres are overcrowded. All districts are short of secondary schools. Given the young population of Uganda this means a large number of youths not accessing secondary education and hence remain idle. The districts are in need of staff accommodation, classroom blocks; secondary schools and vocational schools, as well as repairs and rehabilitation to hospitals, upgrades of health centres, new ambulances and vehicles for administration.

## **Livelihoods:**

The Ugandan policy allocates land to refugees for agriculture. Host communities and refugees need support in terms of modernizing agriculture, value addition as well as other income-generating activities. A study conducted by IOM in collaboration with UNHCR on refugee employment, showed that a number of private sector firms/business were willing and interested in employing refugees into their casual labour force. The availability of these options can enhance livelihoods for refugees. There is a particular need to provide opportunities for women and youth in a variety of income-generating activities. Women in refugee and host communities are disproportionately affected by changing livelihood patterns, conflict, natural disasters and climate change. There are disparities in access to financial services, land and property, which exacerbate these vulnerabilities. Displacement has changed the status of women. There is an increasing number of women headed households, coupled with a fragmentation of households, demoralization and trauma, sometimes leading to destructive coping strategies.

## **Environment:**

Long term interventions are required to address the environmental degradation of settlement areas and ensure viable alternatives to energy sources. This will include tree-planting and various strategies to provide energy access – including energy saving stoves, solar power and an extension of the electric grid. Providing energy sources also has long term benefits in education, health and livelihoods.

## **Land management and shelter:**

In some areas government has gazetted land for hosting refugees but for the South Sudanese influx in the North most land is offered by the communities. Today only emergency shelter support is available for refugees (tarpaulin and poles) and budgeted for in the refugee response. Given the refugee situation the Government is developing a new standard of semi-permanent shelters. There is a need to strengthen mechanisms on conflict resolution on land matters, both within the settlements and among host communities so as to promote peaceful co-existence.

## **Infrastructure:**

Infrastructure is critical for delivery of services, including providing individuals with access to markets and livelihood opportunities. Currently, some settlement areas are not easily accessible, especially in the rainy season, and many of the existing roads are in need of rehabilitation, inside and outside of the settlements, to all-weather and others to high quality murrum. For the new settlements, road infrastructure is non-existent and needs to be established as the settlements grow. Other critical infrastructure includes markets, community centres, schools and health units.



## Outcomes

To strengthen the complementarities and convergence between the humanitarian and resilience frameworks and to promote sustainable development, nine common outcomes have been developed from the STA and CRRF and its key supporting frameworks, namely; ReHoPE and RRP. This strengthens Uganda's integrated refugee management model. This New Way of Working helps address fragmentation and siloed-approaches. It enables humanitarian and development actors to work collectively to address the humanitarian-development nexus by seeking development-oriented solutions from the onset of an emergency.

### 1. Protection

**Outcome 1: By 2020, asylum space for refugees sustained, protection strengthened and emergency assistance enhanced**

In line with pillar I and II of the Comprehensive Refugee Response Framework (CRRF) on admission and rights and emergency response respectively, it's critical to ensure dignity and access to asylum, while at the same time meeting the immediate humanitarian needs in a gender responsive way. This helps preserve equal and unhindered access to territory and protection space and promote the full enjoyment of rights, while maintaining the civilian character of asylum. The Office of the Prime Minister ensures the management of the refugee affairs, through registration, security screening, health screening, biometric registration as well as transportation of new arrivals. This provides an entry point for the provision of lifesaving multi-sector emergency assistance to refugees.

### 2. Integrated social service delivery

**Outcome 2: By 2020, refugees and host population have access to quality, efficient and integrated basic social services**

There's a need to progressively enhance social service delivery capacity in refugee-hosting areas, with a view to integrating services with local government systems, including Ugandan Social Safety Nets or "Social Protection" mechanisms. This includes applying national standards in the provision of integrated health including HIV/AIDs, WASH, SGBV and education sectors to schools and health facilities open to both refugees and host communities. It also requires capacity building of district local government to provide high-quality services in key areas such as SGBV prevention, psychosocial support, youth centers and women's empowerment. This is in support of Pillar III, II, IV and V of the CRRF.

### 3. Strengthened capacity of Ministries, Departments and Agencies

**Outcome 3: By 2020, capacity of line ministries, departments, and agencies, as well as local governments enhanced**

The presence of refugees has strained the capacity of government to deliver quality services, affecting the access of the host communities to these same services. There is a need to provide capacity support so the Government is able to deliver services to the entirety of the population – both refugees and nationals.



#### 4. Sustainable livelihoods with a focus on women and youth

**Outcome 4: By 2020, refugees and host communities, especially women and youth have enhanced economic opportunities.**

During the first stage of emergency, refugees often lose critical assets, increasing their vulnerability, especially for women and girls. The first short-term layer of support provided by humanitarian assistance can help to meet basic needs, preserve or recover essential productive assets and minimise expenditures. In the medium and long-term all partners will work on improving living conditions, diversifying livelihoods options and capitalise on resources, creating resilience and avoiding dependency. This cuts across the RRP, STA and ReHoPE. Gender responsive emergency livelihood interventions are part of the overall emergency response plan towards addressing immediate needs and preventing asset depletion and negative coping strategies.

#### 5. Environment protection

**Outcome 5: By 2020, natural resources management and energy access in refugee hosting areas enhanced.**

Rapidly expanding refugee settlements have adverse effects on the environment. Natural resources management and energy access in refugee hosting areas should be gender responsive, efficient and effective, reducing emissions and the impact of climate induced disasters and environmental degradation on livelihoods and production systems and community resilience.

#### 6. Infrastructure development

**Outcome 6: By 2020, economic and social infrastructure in refugee hosting areas improved.**

It is critical to progressively enhance economic and social infrastructure in refugee hosting areas, in accordance with local government plans and systems. This will include the provision of electricity and alternative energy options, construction and maintenance of community and market access roads; shelter for refugees; building and maintaining of water systems and the establishment of solid waste disposal infrastructure; among others.

#### 7. Governance and Rule of Law

**Outcome 7: By 2020, access to justice and rule of law enhanced in refugee hosting areas.**

It is critical to ensure that settlements are governed in a manner that respects the rights and obligations of refugees and promotes the rule of law, with equitable access to justice. It is also important that governance structures and systems for refugees and host communities are guided by national laws and policies on the right of women to lead and participate in decision-making.



## 8. Peaceful co-existence

**Outcome 8: By 2020, peaceful co-existence between refugees and host communities enhanced.**

There is an urgent need to create an environment for refugees to live in safety, harmony and dignity with each other and with the host community. This will be critical for resilience building as both human development and human security objectives are pursued concurrently.

## 9. Shelter and Land Management

**Outcome 9: By 2020, the Shelter Strategy is implemented and settlement land systematically planned.**

Settlement land should be managed in a way that is efficient and effective that incorporates, agricultural zoning based on soil and watershed analysis, and promotes land regeneration. The Shelter Strategy promotes semi-permanent structures that assures refugees a dignified home – having positive outcomes on health of the individuals.



# Requirements for a Comprehensive Refugee Response

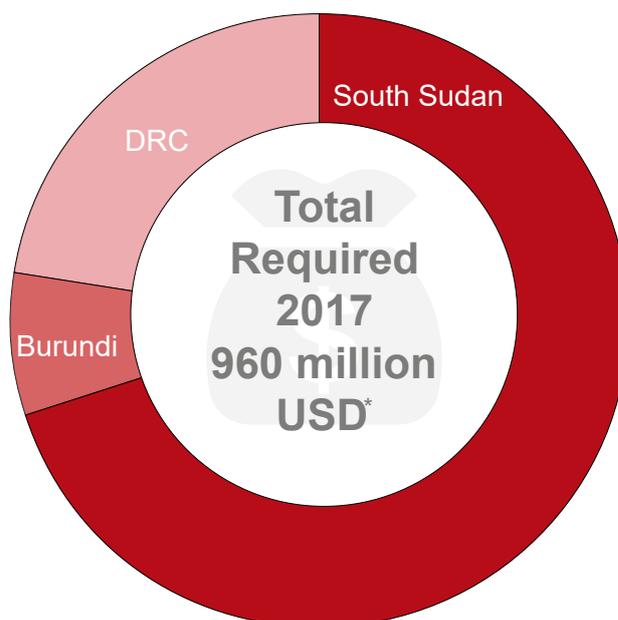
## Comprehensive Requirements and Affected Population

Refugees who recently arrived to Uganda are in need of critical life-saving assistance in key areas of Food, Health and Nutrition, Protection, Water and Sanitation (WASH), Shelter and Education. A Refugee Response Plan (RRP) is a Government and UNHCR-led, inter-agency planning and coordination tool for large-scale or complex refugee situations. RRP presents the inter-agency response strategy and the corresponding financial requirements of all partners. To effectively bridge the humanitarian-development divide it is important to ensure fully funded emergency operations. In 2017, the refugee response requires USD 960 million for three population groups. This makes up 48% of the average annual requirement of USD 2 billion.

The estimated resilience requirements of some US\$ 5.4 billion over four years require a multi-stakeholder approach (Government, UN Development Partners, NGOs, Private sector etc.) Project requirements to fulfill the objectives of the Settlement Transformation Agenda (STA) by refugee-hosting district for the 2017-2020 period amount to USD 4.7 billion while the estimated UN ReHoPE requirements amount to USD 620 million with interventions on capacity-building and systems-strengthening which complement the government requirements. Project requirements are based on district local government data and government standards and unit costs as per respective Ministries, Departments and Agencies.

The total requirements are based on an assumption of lower humanitarian aid over time in parallel with an upscale of development funding towards resilience of refugees and host communities. This is reflective of the Ugandan model which offers opportunities to refugees to fend for themselves once immediate life-saving support has been given and favors an integrated approach where refugees and host communities share services and development needs.

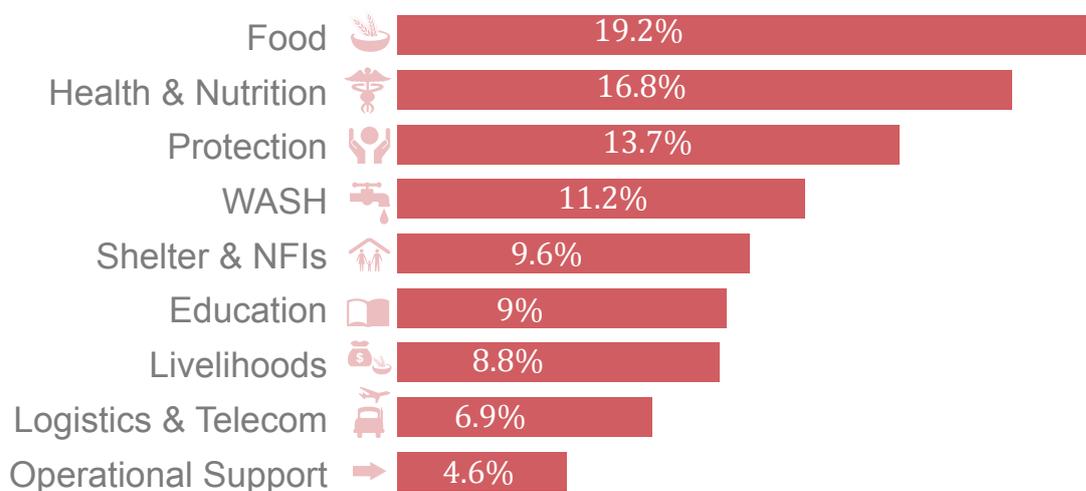
### Summary of Refugee Response Plans (RRPs) Requirements for Uganda 2017 (in USD)



\*Requirements are indicative and to be reviewed annually



## Total Required Refugee Response Plans 2017 By Sector (%)



## Breakdown of Requirements

Common Outcomes	Humanitarian requirements 2017-2020 in USD	Resilience requirements-the Humanitarian-development nexus 2017-2020 in USD	
	Refugee Response Plans 2017-2020	Settlement Transformation Agenda	Refugee and Host Population Empowerment
Protection	231,200,628		
Food	323,857,840		
Integrated Social Service Delivery	623,022,536	172,254,033 (WASH)	344,720,000
Strengthened capacity of Ministries, Departments and Agencies/Governance and Rule of Law			28,520,000
Sustainable Livelihoods	148,471,831	669,241,901	215,140,000
Environment protection		477,056,121	31,620,000
Infrastructure Development		2,830,656,206	
Peaceful Coexistence		23,511,989	
Shelter and Land Management	162,354,262	258,826,880	
Operational support and Logistics	195,457,183	47,500,000	
	<b>2,644,532,527</b>	<b>4,785,726,626</b>	<b>620,000,000</b>



## Coordination Mechanisms

Coordination will be built on existing Government led coordination arrangements. The Office of the Prime Minister will lead responses to address refugees' protection and assistance needs, as well as solutions, both for emergencies and development. This will ensure effective consultations and coordinated interventions, supported by local and international NGOs, the UN Country Team, humanitarian and development agencies, multilateral institutions, regional bodies and the private sector. Regular strategic inter-agency coordination will take place at the national and district levels, where there is an increased focus on coordinating targeted and sustainable multi-year protection, basic services and durable solutions' interventions.

Coordination will link to mechanisms under the CRRF. It seeks to ensure the engagement of a range of stakeholders from across the humanitarian and development spectrum including Government, UN, NGOs, and the private sector.

### **Operational support and logistics.**

Operational support and logistics are required to facilitate greater efficiency and effectiveness among the different humanitarian and development actors, comprising; Government line ministries and departments, national NGOs, INGOs, the Red Cross Movement and UN organisations. Proposed common services include air transportation, procurement, warehousing and ICT. There's also need to develop policy guidance and capacity for national actors to promote coherence.

## Management of Resources

An open/ Multi-donor basket account will be set up in the Office of the Prime Minister, under Section 44 of the Public Finance Management Act 2015. Also, off-budget financing will be administered as per agreed mechanisms between the donor, government and implementing partner. The Government in consultation with Development Partners will set up governing structures for effective coordination, collective commitment and mutual accountability. Investment guidelines, policies and priority programs shall be developed in consultation with stakeholders. Investments shall be aligned with existing programmes, funding and sector specific interventions to the agreed programming frameworks which fall under a comprehensive refugee response framework, i.e. RRP, STA and ReHoPE. In the refugee-hosting districts, a strong coordination mechanism shall be established under the Chief Administrative Officer with the participation of other stakeholders.

Risk Management, Control and Reporting will be carried out by the Office of the Auditor General, Public Procurement and Disposal of Assets Authority (PPDA), the Inspectorate of Government (IG). Annual audits will be conducted by the Auditor General to ensure transparency and Accountability. Office of the Prime Minister shall report to government and donors on the utilization of the solidarity resources.



## Monitoring and Reporting

The CRRF Secretariat and Steering Group will be responsible for the follow-up to the Summit pledges and commitments and ensure that the outcomes feed into national, international, regional and international requirements. Post summit, the indicative refugee requirements will be further revised and detailed as necessary. Reporting will be aligned with the existing reporting frameworks.