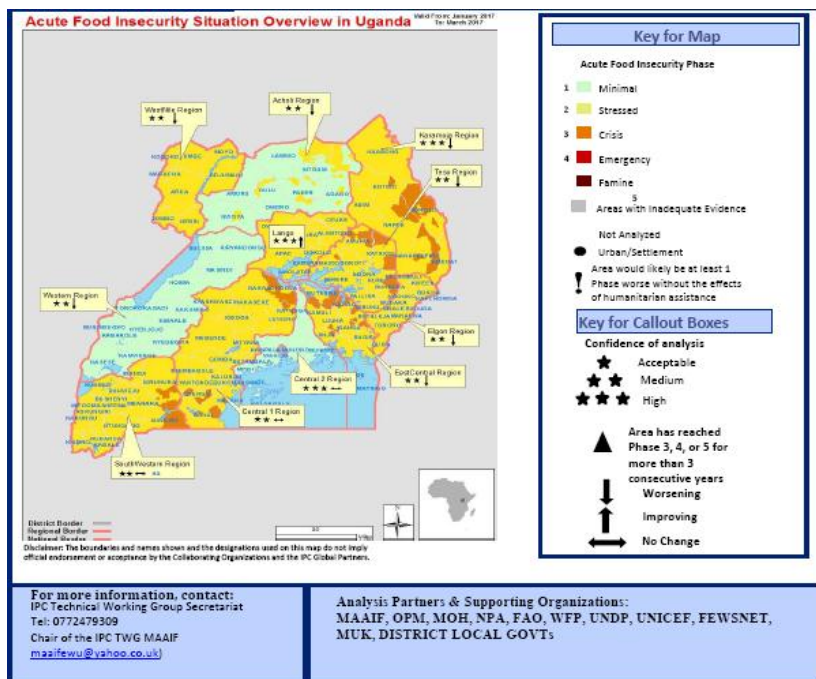




Country Context

Uganda is particularly **vulnerable to the effects of natural disasters** and the **impacts of climate change**. Uganda is currently experiencing a prolonged period of crop failure. Nearly 30 per cent of the population (7-10 million) are currently facing increasing levels of food insecurity, adding to underlying vulnerabilities of poverty, youth unemployment, poor access to social services, high levels of gender based violence and high levels of new HIV/AIDS infections. Uganda has one of the youngest populations in the world, with 78% of the population being under 30. Out of a total of 112 districts in Uganda, 12 districts, with a total population of approximately 4 million, hosting more than 1 million refugees and asylum-seekers (as of end January 2017). Several refugee-hosting districts are particularly affected by the deterioration in the food security situation and limited basic social services: water, health, education and infrastructures.

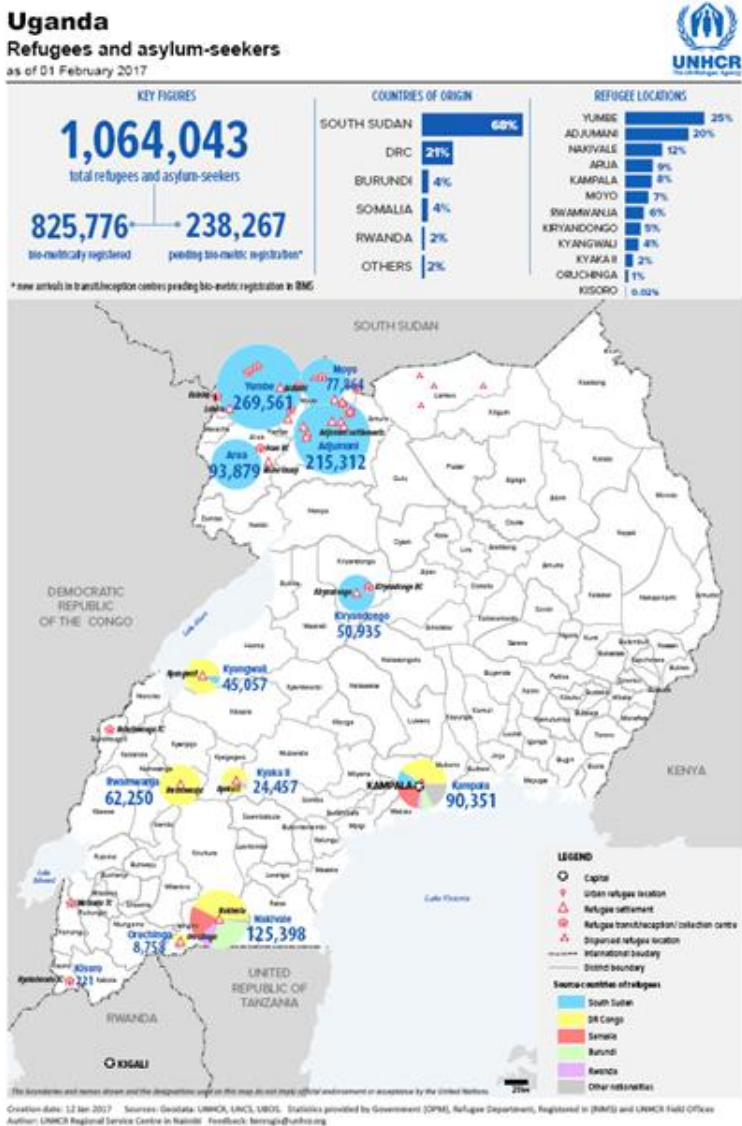


Uganda has as direct neighbors DRC, Kenya, Rwanda and Tanzania, and shares the Lake Victoria with the last three. Uganda is also affected by the broader regional political and economic dynamics, including the Horn of Africa and Central Africa. According to the 2015 census Uganda has 36.6 million inhabitants, currently projected to be close to 40 million, and is now currently **hosts more refugees** than at any time in its history due to the **cycles of violence and instability** with no expected resolution in the near future. During the course of 2016, the number of refugees in Uganda roughly doubled. Uganda is expected to receive at least 380,000 additional refugees in 2017, including more than 300,000 refugees from South Sudan. Other countries with large refugee populations include DRC, Burundi and Somalia. These unprecedented numbers and increasing vulnerabilities demand accelerated efforts and support to the refugee hosting communities.

Harmonization of the humanitarian and development response in Uganda builds upon the SDGs-informed National Development Plan II and the 2016-2020 UN Development Assistance Framework. The NDPII, and the UNDAF, with Governance, Human Capital Development and Sustainable and Inclusive Economic Development as strategic priorities, inform coordination, delivery and resource mobilization priorities.

Despite rapidly increasing relief needs, humanitarian and development response programmes in Uganda are **chronically and severely underfunded**: the South Sudan 2016 Refugee Response Plan was only 36 per cent funded at the end of 2016, and the UNDAF faces a funding gap of approximately 100 million USD annually over the next four years. Uganda is investing **significant domestic resources** in the protection, management and integration of refugees, through the provision of land, social services, and security. In order for the Ugandan open-door policy to be sustainable and maintained, the response must contribute to building resilience and self-reliance of both refugees and host communities. This requires significant additional international support.

The United Nations footprint in Uganda includes 18 agencies, funds and programs operating as part of the UN Country Team as well as a UN base in Entebbe hosting the Regional Service Center run by DFSS and the MONUSCO base run by DPKO. Uganda is one of the three countries in Africa hosting an OHCHR country office. The benefit of this presence is that humanitarian and development plans, strategies and programmes benefit from **human rights mainstreaming**. OHCHR also supports the UNCT in implementing the Human Rights Up Front initiative.



Examples of working towards Collective Outcomes



Refugees and Host Communities – Uganda is at the forefront of developing innovative new approaches that bridge the humanitarian/development nexus in the refugee response, empowering refugees and host communities. Uganda’s settlement approach is transformative and integrated, allowing refugees the possibility to live with greater dignity, independence and normality and for both refugees and host communities to benefit from humanitarian and development interventions. Rather than being hosted in camps, refugees are settled in villages. The model provides refugees with freedom of movement, the right to work and establish businesses, the right to go to school, access to documentation and allocation of land for agricultural use. **Uganda’s no-camps/settlement approach** demonstrates how a progressive refugee policy is economically and socially advantageous for both refugees and host communities. This approach also addresses security concerns by enabling refugees to contribute to protecting the communities hosting them with dignity. When communities recognize that refugees are agents of development and that they positively contribute to the sustainable development of their district, the refugee asylum space is not only protected, but strengthened.

Uganda has integrated **refugee management and protection** within the country’s own domestic mid-term planning through the second National Development Plan (NDP II). Through the NDP II, Uganda has committed to a ‘Settlement Transformative Agenda’, with the goal to assist refugees and host communities by promoting investment and socio-economic development in refugee-hosting areas. This requires a shift in focus to bridge the gap from emergency relief to medium and longer-term, sustainable and integrated improvements in affected areas to ensure that refugees and nationals have access to adequate shelter, water and sanitation, schools and health services.

Uganda has been selected as one of the focus countries to practically inform the blueprint of a **Global Compact on Refugees** through practical application of the Comprehensive Refugee Response Framework (CRRF).



Disaster Risk Preparedness and Management – Uganda’s disaster preparedness and management policy provides a global best practice to understanding, anticipating and reducing risks, shifting the approach away from merely *managing disaster events* to **addressing the underlying risk factor**. Through district-level hazard, risk and vulnerability profiling, the country has an evidence-base to support risk-informed decision making. By better understanding climate and disaster risk, Uganda is protecting its investments and future-proofing its development. Initiatives include:



- Investment in **district level risk analysis** and an **integrated national early warning system**.
- Investing in a **disaster risk financing mechanism**, which is a part of a soft loan to support a social safety net programme (Third Northern Uganda Social Action Fund) and illustrates Uganda's commitment to building the resilience of poor and vulnerable households facing drought, shifting its focus from relief to empowerment.
- Building new partnerships in support of investment in **climate-smart agriculture and sustainable resource management** coupled with alternative livelihoods, including through support to the Presidential Wetlands Initiative and engagement with the private sector.

Potential and existing institutional arrangements for Collective Outcomes

The UN in Uganda and the World Bank, in support of the Government's Settlement Transformative Agenda, have developed the **Refugee and Host Population Empowerment (ReHoPE)** initiative, a multi-year joint framework for self-reliance and resilience programming for refugee and host communities. The UN, under the leadership of the RC, is already implementing ReHoPE as part of the UNDAF and ongoing refugee and host community response. These efforts are set to inform the CRRF, the Solutions Alliance and global blueprints for how countries can bring security and development into the response for both refugees and host communities. This is the first time UN and World Bank are jointly working to develop a displacement specific strategy in support of refugee and host communities with the involvement of government. The framework emphasizes the need to develop innovative partnerships, especially in the area of promoting sustainable livelihoods and protecting the environment including through safe access to sustainable energy. Partnerships to such effect are already being developed with private sector and new innovative actors.

ReHoPE provides the **key strategic planning framework** for Government, humanitarian / development partners, civil society and private sector to apply a comprehensive refugee response and align around collective outcomes which support both immediate and long-term needs of refugees and host communities. Key elements include:

- Safeguarding the life-saving response while integrating a development-oriented approach – integrating livelihoods and environmental considerations - **from the onset of the emergency** and in protracted refugee situations;
- Building and **strengthening ownership and capacity** among local governments and community institutions, including women and youth local associations;

- Design **interventions** that are **multi-year and multi-sectoral** to support both host communities and refugees with coordinated delivery under government leadership;
- Progressively enhance the **social service delivery system and capacity** while integrating resilient services with local government systems and line ministries;
- Ensure **inclusion of refugees** within national, sectoral and district development plans and subsequent annual work plans.
- Promote **peace and social cohesion** through an area-based approach and a strong focus on investment in refugee-hosting districts, to the benefit of host communities and refugees alike;

Challenges to a Collective Outcome Approach



The existing **silos of humanitarian and development funding** provide limited multi-year funding commitments and do not encourage the application of development-oriented approaches already from the onset of an emergency and in protracted refugee situations.

There is **limited international funding** / financing, and limited willingness to provide higher up-front investments at the onset of an emergency—which could reduce humanitarian costs in the longer term—both in the context of refugee situations and in disaster risk reduction / prevention and better preparedness.

The current funding and resource mobilization practices of UN agencies do not incentivize collective outcomes and coordination / collaboration to achieve them.

Moreover, a **platform for strategic engagement** of key humanitarian and development stakeholders has previously been lacking, although plans are currently in motion to set up a new common and joint Secretariat for humanitarian/development coordination in the Office of the Prime Minister. Strategic leadership is required to ensure coordination within Government and among key stakeholders to break down pre-existing silos. This will require empowering line ministries and development actors to enhance their contribution to a collective refugee and host community response, which may currently be constrained by a limited sense of ownership.

Increasing security risks in border regions and volatility may also affect the field presence of the UN, development partners and civil society, and pose risks to the move towards development-oriented approaches and private sector investment in refugee-hosting districts.



Fostering **sustainable development** in Uganda based on holistic approaches – including sustainable natural resource management and green growth/jobs - is also a challenge which must be addressed in order to create more favorable conditions for a continuation of Uganda's progressive refugee and host community policies.



Solutions to transcend the humanitarian-development divide

The UN/World Bank **ReHOPE strategy** enables multi-partner and multi-year joint planning and shared analysis; it also provides a framework to accommodate different sources of financing;

- There is a need for **multi-annual continuity of funding/financing** for collective outcomes such as ReHOPE, to enable the application of development-oriented approaches in humanitarian settings;
 - ReHOPE contributes to Uganda's realization of the **CRRF**, a global framework for addressing both refugee and host population needs to promote solutions from the onset;
 - The UN is undertaking **internal efforts to enhance coordination** between humanitarian and development interventions, including through the UNDAF coordination structure, at national level and at local level through the UN Area Coordinators, joint mapping of requirements in refugee-hosting districts, and enhanced joint situation analysis through weekly Bulletins issued by the RC's office.
 - **UN development agencies, funds and programmes** are increasingly involved in the refugee and host community response as part of ReHOPE, including through a new UNDP Emergency Response and Resilience Strategy in 2017.
 - Enhanced partnerships with the **private sector** and **non-traditional development partners** are essential to diversify funding/investment sources and enhance sustainability of interventions, both in the context of ReHOPE and disaster risk reduction;
 - ReHOPE aims to **build capacity of local authorities** to coordinate humanitarian/development partners at district level and enhance social service delivery for refugees as well as host communities. The UN supports local sectoral and inter-sectoral coordination through UN Area Coordinators and specialized agencies, led by local authorities and line ministries at district level;
 - **Existing coordination fora** are used to prevent duplication. The Office of the Prime Minister and line ministries are reinforced by the RC and UNCT to enhance coordination among humanitarian and development partners, while building on existing development partner coordination mechanisms and enhancing coordination with NGOs.
- **The UN Resident Coordinator** can play a key role in working with government to convene all relevant actors across the humanitarian-development nexus, including NGOs and donors, to sustain support for coherent approaches and collective outcomes at district and national levels;
 - Initiatives such as the emerging Joint Programme with Border Communities for Peace & Development will help reinforce capacities at local level to lead conflict prevention and transformation by supporting **cross-border shared analysis and partnerships; creating safe spaces** for traditional and formal leaders to contribute to peace, development and conflict prevention. This innovative approach will contribute to protecting the asylum space, and the CRRF objective of supporting conditions in countries of origin;
 - The Joint **UN Programme of Support on AIDS in Uganda** and **Joint Programmes on Gender-Based Violence and Female Genital Mutilation** have enabled multi-partner planning, coordination and resource mobilization for increased impact of a gender approach and the HIV/AIDS response as cross-cutting issues. Implementation is informed by statistics on level of incidence which in some cases includes districts affected by food insecurity or districts hosting refugees.