

**The Republic of Uganda**

**Data Collection Survey**

**on**

**Social Needs to Strengthen the Resilience**

**of the Refugee-Hosting Areas**

**in West Nile Sub-Region**

**Final Report**

January 2021

Japan International Cooperation Agency (JICA)

IC Net Limited

GP
JR
21-005

# Location of the Study Area



**Uganda**  
UNHCR Presence and refugee locations  
as of 11 Aug 2020



The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.  
Creation: 11 Aug 2020 Sources: UNHCR, UNCS, UBOS Feedback: IM Team Uganda (igakalmug@unhcr.org) | UNHCR BO KAMPALA

## Table of Contents

Cover	
Location of the Study Area	i
Table of Contents	ii
List of Abbreviations	iii
1. Outline of the Survey	1
1-1. Objectives of the Survey	1
1-2. Work Plan of the Survey	2
2. Policies on support to refugees and host communities and implementing systems	3
2-1. Government policies on support to refugees and host communities and the current situation	3
2-2. Policies to support refugees and host communities and the current situation of major donors and UN agencies	7
2-3. Policies and the current situation on “Integrated Planning”	12
3. Current situation and challenges on support and the developing planning process in settlements and refugee hosting communities	14
3-1. Current situation and challenges in refugee hosting communities	14
3-2. Current situation and challenges in settlements and self-settlers	16
3-3. Refugee and host community support policies, implementation systems, and the current situation of local government offices in the area of planning in West Nile Sub-Region	17
3-4. Implementation systems and the current situation of refugee and host community support of major donors and UN agencies in the area of planning	18
3-5. Lessons learned, good practices, and issues on “Integrated Planning” in settlements and refugee hosting communities	19
3-6. Lessons learned, good practices, and issues on livelihood activities in settlements and refugee hosting communities	22
3-7. Current status and support of vulnerable people in West Nile Sub-Region	24
4. Recommendations	25
4-1. Reflecting refugees issues and needs in DDPs: Planning process in refugee settlements	25
4-2. Cooperation with other donors and international organizations in improving the planning capacity of local governments	25
4-3. Efforts to identify refugees and self settlers in refugee-affected districts	26
4-4. Need for community development support to promote social cohesion between refugees and host communities	26
Annexes	28
Annex 1: List of Individuals Interviewed	29
Annex 2: List of Collected Documents	32
Annex 3: References	35

## List of Abbreviations

Abbreviations	Full Form
BMZ	<i>Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung</i> (German Federal Ministry for Economic Cooperation and Development)
CAO	Chief Administrative Officer
CDD	Community Driven Development
CDO	Community Development Officer
CRRF	Comprehensive Refugee Response Framework
DANIDA	Danish International Development Agency
DCDO	District Community Development Officer
DDEG	Discretionary Development Equalisation Grant
DDP	District Development Plan
DECOC	District Emergency Coordination and Operation Center
DLG	District Local Government
DRDIP	Development Response to Displacement Impacts Project
EnDev	Energizing Development
EU	European Union
EUTF	European Union Emergency Trust Fund
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i> (German Federal Enterprise for International Cooperation)
GOU	Government of Uganda
HC	Health Center
HMIS	Health Management Information System
IP	Implementing Partner
JICA	Japan International Cooperation Agency
KOICA	Korea International Cooperation Agency
LED	Local Economic Development
LG	Local Government
LGDPG	Local Government Development Planning Guidelines
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
MoLG	Ministry of Local Government
MOU	Memorandum of Understanding
MoWE	Ministry of Water and Environment
NDP II	Second National Development Plan
NDP III	Third National Development Plan
NECOC	National Emergency Coordination and Operation Center
NPA	National Planning Authority
NURI	Northern Uganda Resilience Initiative
NUSAF	Northern Ugandan Social Action Fund

OPM	Office of the Prime Minister (of Uganda)
RDO	Refugee Desk Officer
ReHoPE	Refugee and Host Population Empowerment
RISE	Response to Increase Demand on Government Services and Creation of Economic Opportunities in Uganda
RRP	Refugee Response Plan
RWC	Refugee Welfare Council
SC	Sub-County
SIDA	Swedish International Development Cooperation Agency
STA	Settlement Transformation Agenda
TAAC	Transparency, Accountability, and Anti-corruption
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children Fund
USMID	Uganda Support for Municipal Infrastructure Development
WACAP	Project for Capacity Development of Local Government for Strengthening Community Resilience in Acholi and West Nile Sub-Regions
WatSSUP	Water Supply and Sanitation for Refugee Settlements and Host Communities in Northern Uganda
WFP	World Food Programme

## 1. Outline of the Survey

Known for its tolerance to refugees, the Government of Uganda (GOU) accepted more than 1.4 million refugees from neighboring countries by June 2020.<sup>1</sup> In West Nile Sub-Region, refugee settlements are located within or close to local communities, and refugees and host community people have access to social infrastructure and facilities in both areas. Although humanitarian assistance agencies have supported not only refugees but also host communities, the shortages of social infrastructure, facilities, and natural resources are becoming more serious because of the rapid increase in the refugee population. The situation in West Nile Sub-Region is getting critical given the situation of neighboring countries. Development aid agencies and humanitarian assistance agencies need to strive to reduce the burden of host communities and ease the social tensions between refugees and host communities.

Meanwhile, the GOU recently proposed changing its refugee assistance policy from “Care and Maintenance” to “Self-Reliance.” Based on the Comprehensive Refugee Response Framework (CRRF) adopted by the UN General Assembly in September 2016, the GOU launched its own CRRF adapting to the Ugandan context in 2017. Prior to this, refugee issues were planned and implemented mainly by the Office of the Prime Minister (OPM), supported by UNHCR; now the “Whole of Society” approach brought the participation of a wide range of stakeholders under the CRRF led by the OPM. As a key actor to roll out the approach, the Local Governments (LGs) in West Nile Sub-Region are expected to play important roles in coping with the needs of refugees and host communities effectively by coordinating stakeholders at the field level and integrating their plans.

Since 2009, the Japan International Cooperation Agency (JICA) has implemented several projects in Northern Uganda to enhance the LGs’ capacity for planning and service delivery, and improve social infrastructures. One of them is the Project for Capacity Development of Local Government for Strengthening Community Resilience in Acholi and West Nile Sub-Regions (WACAP), which is a four-year project that began in 2016. Therefore, based on the changes in the LGs’ roles, the Data Collection Survey on Social Needs to Strengthen the Resilience of the Refugee-Hosting Areas in West Nile Sub-Region (hereinafter the “survey”) was planned to collect information on the GOU’s support policies for refugees and host communities and the status of local government support programs by development aid agencies and humanitarian assistance agencies.

This document is the final report on the findings of the field survey conducted from February to March 2020 and the result of the remote survey from Japan conducted by December 2020 with the support of a research assistant. Lists of individuals interviewed and collected documents are attached to this report.

### 1-1. Objectives of the Survey

The survey aimed to collect the information listed below from the following sources: (1) Central Government offices, major donors, and UN agencies in Kampala; (2) local government offices in West Nile Sub-Region; and (3) field offices of donors and UN agencies in refugee settlements and host

---

<sup>1</sup> UNHCR; Office of the Prime Minister, Government of Uganda

communities.

- 1) GOU’s policies to support refugees and host communities and LGs’ roles in them
- 2) LGs’ challenges regarding planning and providing public services, especially on livelihood improvement, in West Nile Sub-Region
- 3) Approach and current status of local government support programs implemented by development aid agencies and humanitarian assistance agencies in settlements and host communities
- 4) Stakeholders’ views and activities on coordination and “Integrated Planning<sup>2</sup>”
- 5) Current status and support of vulnerable people in West Nile Sub-Region

### 1-2. Work Plan of the Survey

Originally, the first phase of the survey was to be conducted from February 24 to April 3, 2020. However, it was suspended on March 21, 2020 because of the coronavirus disease 2019 (COVID-19) pandemic. Then, the rest of the survey was conducted through online meetings and e-mail. The survey team planned to conduct the second field survey in October 2020, but it was conducted through online meetings, e-mail, and field visit by the research assistant as the COVID-19 pandemic continues. The following table shows the schedule of information collection.

Table 1. Schedule of the survey

	2020												2021
	Feb.	Mar.		Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec	Jan
1) Information collection	Survey in the field			By online meeting, email and phone									
Central Government offices	MoLG	OPM, MoH										NPA, MoES	
Major donors and UN organizations in Kampala	UNDP, GIZ	UNHCR		UNHCR	World bank (DRDIP)		DRDIP					UNICEF Health	World Bank, UNICEF
Major donors and UN organizations in West Nile		GIZ, WACAP (JICA)		UNHCR									
Refugee hosting LG offices in West Nile		Arua, Koboko, Madi Okollo		Arua	Koboko, Madi Okollo, Obongi, Yumbe, Moyo	Adjumani, Koboko, Obongi, Yumbe	Adjumani, Arua, Koboko, Madi Okollo, Obongi, Yumbe, Moyo						
Other LG offices in West Nile		Maracha, Nebbi, Pakwach, Zombo											
RDO and settlements in West Nile		RDO (Arua), Rhino camp										Questionnaire and interview by the research assistant	
2) Follow up information collection				By online meeting, email and phone									
Central Government offices				OPM, MoLG	OPM, MoLG		OPM, MoLG, MoH			MoLG, MoH	OPM		
Major donors and UN organizations					GIZ	GIZ	GIZ, UNDP, UNHCR, World Bank, EU, USAID			UNDP, GIZ			
LG offices				Koboko	Koboko, Maracha		Adjumani, Arua, Koboko, Madi Okollo, Obongi, Yumbe, Moyo, Maracha, Nebbi, Pakwach, Zombo			Questionnaire and interview by the research assistant			
RDOs and settlements						RDO (Arua)							
3) Sharing of findings and discussion											By online meeting, email and phone		
Sharing of findings and discussion with organizations concerned										Share the interim report and reflect feedback	NPA, MoLG, MoH, MoES, DLG, UNDP, UNHCR, GIZ	DLG, GIZ RISE	Share the draft report and reflect feedback

\* February to March: 1<sup>st</sup> field survey, March to December: remote survey from Japan

<sup>2</sup> See P12, 2-3

## 2. Policies on support to refugees and host communities and implementing systems

### 2-1. Government policies on support to refugees and host communities and the current situation

While the OPM is responsible for coordination and monitoring of governmental organizations and all agencies addressing issues on refugees, LGs are responsible for delivering public services to host community. In response to the adoption of the CRRF, the GOU formed the CRRF secretariat in February 2018. The secretariat helps coordinate the planning, programing, and resourcing of the CRRF roll-out in Uganda, and facilitates information exchange and linkages among stakeholders. Following the launch of the CRRF, CRRF Road Map 2018-2020 was developed and revised as the National Action Plan to implement the Global Compact on Refugees and the CRRF. The two-year National Action Plan expires at the end of 2020; the CRRF is formulating a new National Action Plan with a focus on supporting districts and the district coordination mechanism.

The Third National Development Plan (NDP III), formulated in June 2020, regards refugees as a threat to economic development and natural resource management. On the other hand, the NDP III proposes strengthening regional stability to control the inflow of refugees, capacity building to integrate refugee plans into national, sector, and local government policies, and support to host communities for improving labor productivity. The following table shows examples of items mentioned for refugees.

Table 2: Items mentioned for refugees in NDP III

Chapter	Title	Description
2	Regional and Global Development Context	Threats in climate change, cyber security, regional conflicts and their impacts on refugee influx must be planned for in NDPIII
	Regional Conflicts and the Refugee Challenge	<ul style="list-style-type: none"> <li>• Whereas Uganda’s policy towards refugees has been applauded globally, the country’s resources could be overwhelmed by the high and increasing number of refugees.</li> <li>• Voluntary repatriation of refugees to their home countries, once peace has been realized, can be explored only when the conditions of safety and dignity are in place.</li> </ul>
9	Natural Resources, Environment, Climate Change, Land and Water Management	The influx of refugees who heavily rely on natural resources has worsened the situation.
	Programme Interventions	Integrate environmental management in all disaster and refugee response interventions.
16	Human Capital Development	<ul style="list-style-type: none"> <li>• Uganda has the second youngest population in the world, 50.3 percent of the 40 million people are below 15 years. This is worsened by the refugee population, the highest in Africa and the third in the world.</li> <li>• Uganda needs to focus on addressing the challenge of low labour productivity in the country, by (i) strengthening the foundation for human capital; (ii) improving quality of education at all levels; ...and (xii) support refugee hosting communities to meet increasing service delivery demands.</li> </ul>
19	Governance and Security	The lack of a comprehensive national policy on migration, fragmented approach to migration issues by key stakeholders, lack of comprehensive data providing evidence base to policy makers, insufficient preparation of service providers meant to create a protective environment for vulnerable migrants, are all critical issues



		that need to be addressed in order to unlock the potential of migration in Uganda and enhance the protection of vulnerable individuals
	Programme Interventions	Coordinating the responses that address refugee protection and assistance
21	Regional Development (Programme Interventions)	Develop targeted agri-LED (Local Economic Development) interventions for refugees and host communities
22	Development Plan Implementation (Programme Interventions)	<ul style="list-style-type: none"> <li>• Strengthen capacity for development planning at the sector, MDAs and local government levels on integrating migration and refugee planning and all other cross cutting issues in national, sectoral and local government plans</li> <li>• Strengthen compilation of statistics for cross-cutting issues. (eg migration, gender, refugees and others)</li> </ul>

Source: NDP III

As opposed to the sector-based approach of the NDP II, the NDP III introduced a program-based approach, and work is underway to reorganize 16 sectors into 18 programs in the relevant ministries and agencies. The outline of the 18 programs is shown in the table below.

Table 3: NDP III's 18 programs overview

	Program	Overview
1	Agro-Industrialization	The Agro-industrialization programme will address the dominant subsistence sector by increasing commercialization and competitiveness of agricultural production and agro processing. This will be key in ensuring resilience in food and clothing markets.
2	Mineral Development	The goal of the mineral development programme is to increase the exploitation and value addition to selected resources for job rich industrialization.
3	Sustainable Petroleum Development	The goal of the sustainable petroleum development is therefore to attain equitable value from the petroleum resources and spur economic development in a timely and sustainable manner.
4	Tourism Development	The goal of the tourism development programme is therefore to increase Uganda's attractiveness as a preferred tourism destination.
5	Natural Resources, Environment, Climate Change, Land and Water Management	The goal of the programme is to reduce environmental degradation and the adverse effects of climate change as well as improve utilization of natural resources for sustainable economic growth and livelihood security.
6	Private Sector development	The private sector development programme will increase competitiveness and strength of the private sector to drive sustainable and inclusive growth.
7	Manufacturing	The manufacturing programme will increase the product range and scale for export and import replacement and will also improve Uganda's resilience.
8	Digital Transformation	The digital transformation programme will increase ICT penetration and use of ICT services for social and economic development
9	Integrated Transport Infrastructure and Services	The integrated infrastructure programme will develop a seamless, safe, inclusive and sustainable multi-modal transport system to link production to markets
10	Sustainable Energy Development	The sustainable energy programme will increase access and consumption of clean energy to enhance production.
11	Sustainable Urbanization and Housing	The sustainable urbanization and housing programme will attain inclusive, productive and livable urban areas and shelter for socio-economic development

12	Human Capital Development	The human capital development programme will improve the productivity of Ugandans by ensuring a healthy and an educated resilient Ugandan population
13	Community Mobilization and Mindset Change	the mind-set programme will aim to improve spirituality, empower families, communities and citizens to embrace national values and actively participate in sustainable development
14	Innovation, Technology Development and Transfer	The innovation, technology development and Transfer Programme will be important in creating a knowledge-based economy
15	Regional Development	The goal of the regional development programme is to accelerate equitable, regional economic growth and development.
16	Governance and Security	The governance and security programme will improve adherence to the rule of law and capacity to contain prevailing and emerging security threats.
17	Public Sector Transformation	The goal of the programme is to improve public sector response to the needs of the citizens and the private sector.
18	Development Plan Implementation	The goal of the development plan implementation programme, therefore, is to increase efficiency and effectiveness in the implementation of NDPIII.

Source: NDP III

Based on the NDP III, the OPM is formulating strategic plans on the OPM and refugees. The refugee policy that has been considered for documentation since 2018 is expected to be finalized by the end of 2020. Ministries related to refugee assistance have developed a Refugee Response Plan for each sector. The Ministry of Health (MoH) has already formulated the Refugee Response Plan for the health sector; the Ministry of Education and Sports (MoES) has formulated the one for the education sector; and the Ministry of Water and Environment (MoWE), the one for the water and environment sector. The Ministry of Gender, Labour and Social Development (MoGLSD) is formulating the Refugee Response Plan for Livelihood and Jobs. Those sector-based plans have been reorganized into the Program Implementation Action Plan as the NDP III has switched to the program-based approach.

Among the Refugee Response Plans above, the ones for the health sector and the education sector were formulated early. These sectors work closely with LGs with regard to the budgets allocation, implementation, and management of projects, and reflecting refugees' issues in the projects. For example, in the health sector, most donors and partners work with the District Health Management Unit that manages medicines and medical supplies. The sector has health center management guidelines with a provision on the participation of beneficiaries including refugees in managing health facilities. Refugees are involved in the Health Unit Management Committee and the Hospital Management Board of refugee settlement because they are considered a part of the administrative structure in health facilities. Even outside refugee settlements, if there are refugees who are recognized as users of the facility, they may be able to become members of the committee or the board.

As in the Refugee Response Plan (RRP), the goal of the health sector is for the District Local Governments (DLGs) to also operate health facilities in refugee settlements. The health sector recommends that donors and international organizations sign a memorandum of understanding (MOU) with the DLGs so that the DLGs can use the former's budget to formulate plans. Usually, the DLGs do not receive sufficient information from donors and international organizations because the latter sign an MOU only with the OPM. In this sense, Koboko district is categorized as a "fully integrated" district

because it has signed an MOU with all the relevant donors and international organizations and reflects the donors' information in its plans. The MoH states that the DLGs and donors are "fully integrated" when they sign an MOU to budget the DLGs and cooperate in staffing and drug purchase planning, monitoring and evaluation. In the case of Koboko, the refugee population is small compared to other districts with settlements, so it is relatively easy to sign an MoU with all donors and international organizations, and in other districts with settlements, it takes time.

In addition, since July 2020, the health sector has reflected the refugee population in the Local Government Resource Allocation Formula. The districts with refugee settlements receive additional funds from the combination of a portion of a grant by the World Bank and co-funding by the GOU. The funds, whose amount is small, can be used only for non-wage purposes. It is calculated based on parameters such as the refugee population registered in settlements, the number of health facilities, land area, and disease burden indicated by financial cost, mortality, morbidity, and others. The target is not limited to refugee settlements, but all registered (coded) health facilities in the districts, and conversely, health facilities that are not registered in refugee settlements are excluded. From July 2020, the Health Management Information System (HMIS) will record refugees and residents separately in outpatient registrations (OPD registers), which is expected to help measure the actual condition of service delivery for refugees. Self-Settlers<sup>3</sup> are included in the total number of users, but since they do not have an ID, they can only be self-reported, and some residents do not have an ID yet, it is difficult to recognize how many users are self-settlers.

The education sector is also working with the districts with refugee settlements with regard to schools in refugee settlements. The GOU identifies and prioritizes gaps in support from donors and international organizations through the RRP. The sector is formulating the second Education Response Plan for Refugees and Host Communities based on the change from the sector-based approach to the program-based one. The plan will cover early childhood education, district-wise support for the districts with refugee settlements,<sup>4</sup> and close coordination with the Job and Livelihood Refugee Response Plan in response to the change to the program-based approach. The district-level RRP not only reflects the programs of donors and international organizations on refugee assistance but is also a comprehensive plan to monitor, confirm and take appropriate action

The survey confirmed that policies and implementation systems are being developed for support to refugees and host communities. However, it also found ambiguities and overlapping in the implementation systems, activities, and the division of roles among the relevant parties. This is likely due to the wide range of the parties, meetings, and the structure in which the central government and LGs address refugee issues and the host communities. In addition, the sector plans and the District Development Plans (DDPs) should have been connected, but they were not. Such factors caused challenges in implementing the Second National Development Plan (NDP II). Thus, the NDP III introduced a program-based approach and a program working group to avoid duplication of work and deliver concrete results. In the program-based approach, technical leaders are designated in the 18

---

<sup>3</sup> People who have fled to Uganda due to conflicts and are living in urban areas instead of refugee camps. Some of them don't desire refugee registration. It refers to a wider range than Self Settled Refugees.

<sup>4</sup> Sub-counties (SCs) with refugee settlements receive support, but those in the same district that have no refugee settlements do not.

programs, and information on budgets is shared with stakeholders. The approach aims to share information on not only the allocated budget but also the gaps between plans and the allocated budget so that major donors and UN agencies can fill them. It allows LGs to plan budgets in an integrated manner even if their budgetary sources vary. Meanwhile, the OPM will launch the Uganda Refugee Response Monitoring System that watches service provision from start to finish. The system will cover details of a refugee support program, its beneficiaries, budget, and location. In addition, for knowledge management, the system will be linked with reports and other relevant documents. UNHCR also has a monitoring system called ActivityInfo. While ActivityInfo monitors the progress of only Implementing Partners (IPs), the OPM's Uganda Refugee Response Monitoring System monitors all refugee support providers not only UNHCR and IPs. All support providers that signed an MOU with the OPM must register with the Uganda Refugee Response Monitoring System and enter necessary data in the system. For a third party to access the system, registration is required, and the types of access depend on the user.

Among the 12 districts in West Nile Sub-Region, the following six are officially recognized as Refugee-Hosting Districts<sup>5</sup>: Adjumani, Koboko, Madi Okollo, Obongi, Yumbe and the newly created district of Terego. Six other districts including Arua and Moyo are recognized as Refugee-Affected Districts. Although the Local Government Development Planning Guideline (LGDPG) of 2020 states that "all refugee hosting local governments as well as those in close proximity to refugee camps (at least 150 KM radius) are obliged to integrate refugee issues in their plans," the refugee-affected districts receive no official support regarding refugee issues. It is the policy of the GOU that refugees can use public services as well as Ugandans, and even in districts without refugee settlements, refugees use public services such as health facilities and schools, however, donors' support and government budgets are concentrated in districts with refugee settlements, and that gap put pressure on the public services of LGs without refugee settlements.

## 2-2. Policies to support refugees and host communities and the current situation of major donors and UN agencies

UNHCR continues to work with the OPM to assist refugees and manage refugee settlements. In addition, UNHCR works with the OPM and the Ministry of Local Government (MoLG) to coordinate related organizations and share information with the DLGs to promote the CRRF. Interviews with the DLG officials revealed that UNHCR helped improve information sharing on support to refugees. As information sharing efforts progressed, cooperation in the formulation of the DDP began to be seen, and in Arua, representatives of refugee youth (18 to 24 years old) participated in the District's Budget Conference with the support of the United Nations International Children Fund (UNICEF) to discuss issues such as education related to them; in Koboko, World Food Programme (WFP) is considering a project to improve agricultural productivity in host communities and secure food for settlements in collaboration with the DLG.

With the formulation of Refugee and Host Population Empowerment (ReHoPE) by UNHCR and

---

<sup>5</sup> The survey found that the refugee-affected districts also host refugees, so in this report, the refugee-hosting districts are referred to as districts with refugee settlements to avoid confusion.

the World Bank in response to the formulation of Settlement Transformation Agenda (STA) proposed in the NDP II and the adoption of the CRRF, the organizations that have helped refugees have also begun to support the host communities. To promote comprehensive support for refugees and host communities, the UNHCR and GIZ recommends that 50% of refugee support be provided to the host communities; this has increased the number of projects that make their final beneficiaries refugees and host communities.

To support the host communities, the DLGs can use ReHoPE funded by UNHCR and the Development Response to Displacement Impacts Project (DRDIP), a part of ReHoPE, funded by the World Bank. According to interviews with the DLG officials, the budget from ReHoPE have been suspended since 2018 because of the low execution rate, but the reason for the low execution rate is that the budget was not disbursed to the DLG as planned. The DRDIP aims to improve access to basic social services, expand economic opportunities, and strengthen environmental management for refugees and host communities. The DLGs evaluate the DRDIP highly because it provided a total of USD 50 million to the DLGs that accepted refugees from FY 2018 to FY 2020; the DLGs were able to use the funds according to their own needs. In West Nile Sub-Region, JICA is building the capacity of LGs, DANIDA is implementing a livelihood improvement project, and GIZ and UNDP are providing support in various fields. The following is the information on each organization obtained in the survey.

#### 1) UNHCR

UNHCR and the DLGs with refugee settlements and transition centers concluded an MOU (partnership agreement) on refugee support within the districts, and one DLG official per district was appointed as UNHCR focal point regardless of sector. The idea of the MOU with the DLGs emerged in 2009 or 2010 when South Sudanese refugees began returning to their country. UNHCR maintains its MOU with the DLGs for the long-term refugees stay and in anticipation of refugees' return to their countries again. One of the purposes of the MOU is to provide a platform to the districts in order to coordinate donors and service providers working there. The UNHCR focal points' position in the districts varies, for example, the Assistant Chief Administrative Officer (CAO) in Arua and the District Health Educator in Koboko. UNHCR provides budget to the DLGs for such purposes as transportation expenses for the district staff and monitoring and conference fees for the UNHCR's projects.

As mentioned above, UNHCR, in cooperation with the OPM and the MoLG, holds an Inter-Agency Coordination Meeting to sharing information with relevant organizations at the central, district, and sub-county (SC) levels to promote the CRRF. While some DLGs have evaluated that information sharing has improved thanks to such undertaking by UNHCR, it is difficult to secure time to discuss the DLGs' concerns in the meeting above as related organizations are too numerous.

From April 2019, UNHCR started managing the progress of the quarterly Refugee Response Plan using software called ActivityInfo. Each Implementing Partner (IP) enters information in the software to share it online immediately. For each sector, ActivityInfo covers basic information such as executing agency, content of support, location (including coordinates), number of beneficiaries by age and gender, as well as sector-specific information such as funding sources. Currently, UNHCR is training IPs on the use of and input to ActivityInfo and encouraging them to provide regular input. As the OPM is going to introduce a similar monitoring system, UNHCR is concerned that the relevant UN agencies including

itself and IPs may have to work on both ActivityInfo and the OPM system. It is necessary to confirm the impact on the monitoring system caused by the change from the sector approach to the program approach.

In addition, UNHCR conducts a participatory assessment based on age, gender, and diversity in each settlement every year and listens to refugees. UNHCR asks refugees regarding matters including the following: safety and protection such as ensuring physical safety; violence based on gender and child protection; social services such as refugee registration procedures and legal support, participation in local communities; peaceful coexistence; livelihood and habitation; support for people with physical disabilities; and education and health. DLGs, which do not have such qualitative information, may be able to use it for improving their public services.

## 2) World Bank

The World Bank is implementing many national-level projects to support refugees and host communities such as the DRDIP, the Northern Ugandan Social Action Fund (NUSAF), the Uganda Support for Municipal Infrastructure Development (USMID), and the Integrated Water Management and Development Project (IWMDP). It also plans to implement the following projects to support refugee hosting districts: Uganda Investing in Forests and Protected Areas for Climate Smart Development; Uganda Secondary Education Expansion Project (USEEP); Roads and Bridges in Refugee Hosting Districts (Koboko, Yumbe and Moyo); and Uganda Intergovernmental Fiscal Transfers (UgIFT) – Additional Financing. All of them are national-level projects except the DRDIP and the roads and bridges project. In addition, since July 2020, the refugee population has been reflected in the budget of LGs in the health sector, which has been contributed by the World Bank and jointly funded by the GOU.

The World Bank intended to fund the DRDIP until June 2021. However, it decided to provide the DRDIP with a total of USD 150 million for three years from FY 2020/21 to the end of December 2023 as the original DRDIP budget would be exhausted by the end of December 2019 because of the huge increase in the refugee population after the project started. The target districts in West Nile are six districts with refugee settlement and two mother districts, Arua and Moyo districts, from which new districts hosting refugees were created; two mother districts will receive less resources compared to other target districts. However, it has been proposed to scale up and include refugees among the beneficiaries, and to add Displacement Crisis Response and Transparency, Accountability, and Anti-corruption (TAAC). The four components of the DRDIP are Social and Economic Services and Infrastructure, Sustainable Environmental Management, Livelihoods Support, and Project Policy and Accountability Systems Support and Administration. The Component of Social and Economic Services and Infrastructure aims to improve access to basic social services and economic infrastructure and improve service delivery capacity of local authorities to address significant development deficits, including low human capital and limited access to basic social services and economic infrastructure in refugee hosting areas. The component of Sustainable Environmental Management aims to ensure the protection and improvement of environmental and natural resource assets such as soils, wetlands, forests, water bodies, and so on considering the increasing demand for natural resources in both refugee settlements and the host communities. The component of Livelihoods Support supports the development and expansion of traditional and nontraditional livelihoods of the beneficiary households to increase

income generating opportunities. The component of Project Policy and Accountability Systems Support and Administration supports strengthening TAAC in the implementation of the project, the implementation system in line with Uganda's decentralization approach, and supports OPM to formulate the refugee policy<sup>6</sup>.

There is no change in the DRDIP's administration, and the CAO is responsible for managing the project at the district level. Regarding the budget of activities for refugees in settlements, the CAO clears it after approval by the settlement commandant under the Refugee Desk Officer (RDO).

After the NDP III was finalized, the implementation of the DRDIP is reviewed to align it with the NDP III while the National Refugee response will be under the Regional Development Program and the result framework of the DRDIP will also be aligned with the NDP III. For example, the DRDIP, through its livelihood component, emphasizes agro-processing and commercialized farming supported by a strategic investment fund linked to a commercialization program under the NDP III. In addition to the changes reflected from the NDP III, information and communication technology, monitoring and evaluation, development communication, administration as well as safeguard budgets under the DRDIP have been realigned to support responses to the COVID-19 pandemic. The DRDIP is highly participatory and uses the Community Driven Development (CDD) approach. The project is cooperating with OPM to build an implementation system that matches the local administrative system of GOU such as the District Implementation Support Team including settlement commandants at the district level, and the Sub County Implementation Support Team including assistant settlement commandants at the lower local government level. At the community level, the DRDIP has such organs as community watershed committees, community project management committees, community procurement committees, community monitoring groups, refugee welfare committees, and grievances redress committees. The project recruited Engineering Assistants in all districts, and districts have Community Facilitators and Local Lead Artisans at the community level who receive task-based allowances to support operations of watersheds and communities in forming, implementing, and monitoring and evaluation of sub-projects. The DRDIP's livelihood support component is implemented separately in refugee settlements and host communities. If a host community has self-settled refugees those who are registered but live outside a settlement, the project implementation structure allows for joint planning, implementation, and monitoring and evaluation for both the host community and refugees. These operations are supported by the District Implementation Support Team and the Sub County Implementation Support Teams that include settlement commandants and assistant settlement commandants.

### 3) GIZ

In West Nile Sub-Region, Deutsche Gesellschaft für Internationale Zusammenarbeit (German Federal Enterprise for International Cooperation: GIZ) implements the following projects: Response to Increased demand on Government Service and creation of Economic opportunities in Uganda (RISE); Energizing Development (EnDev) that focuses on sustainable access to modern energy; Water Supply and Sanitation for Refugee Settlements and Host Communities in Northern Uganda (WatSSUP), aimed

---

<sup>6</sup> World Bank (2019) International Development Association Project paper on a Proposed Grant in the Amount of SDR 108,700 Million to the Republic of Uganda for an Additional Finance for the DRDIP

at long-term water supply and sanitation to selected refugee settlements and host communities in northern Uganda through strengthening the capacities of national, regional, and local authorities and institutions; and Protecting human rights, tackling corruption and strengthening civil society in Uganda.

RISE is a four-year project funded by the European Union (EU) and the German Federal Ministry of Economic Cooperation and Development (BMZ). It aims to strengthen local authorities in delivering public services to all people in the Districts with refugee settlements in northern Uganda, and enable greater resilience and self-reliance among both refugee and host communities by creating economic opportunities. The MoLG is the principle implementing partner for RISE, and the implementation of the RISE activities is ensured through GIZ's partnership with the DLGs of Adjumani, Arua, Madi-Okollo, Moyo, Obongi, and Terego. In Terego, SCs with refugee settlements are supported in livelihood improvement activities, but the district itself is not.

The following are the specific objectives of RISE: 1) Strengthen local authorities' coordination and development planning, as well as local authority-led service delivery to refugees and the host populations; 2) Increase economic self-reliance of refugees and host populations.

RISE has three components. Component 1 focuses on strengthening local authorities' coordination and development planning, as well as local authority-led service delivery to refugees and host communities. Component 2 focuses on improving economic opportunities for refugees and host communities. Component 3 focuses on increasing incomes for refugees and host communities from agricultural activities.

Component 1 has the following four result areas:

- (1) Increased planning capacities of LGs with a view to including refugees in a sustainable integrated service delivery approach and planning for inclusive economic opportunities and infrastructure for both refugees and host communities.
- (2) Improved capacity of local authorities to provide prioritized basic social services for both refugees and host communities with an emphasis on access, quality, and infrastructure.
- (3) Enhanced inclusiveness of local decision-making and planning procedures, especially with regard to the participation of refugees.
- (4) Better coordination capacities of selected Local Governments for cooperation with the OPM and relevant central ministries (the Ministry of Finance, Planning and Economic Development (MoFPED), as well as the MoLG), as well as building and strengthening links between the private sector and job seekers.

#### 4) UNDP

UNDP is developing a plan for 2021-2025, and resilience will be one of the plan's major pillars. Resilience is one of the core themes of the United Nations Sustainable Development Framework 2018-2022. UNDP approaches refugee issues comprehensively and is working with NPA to integrate resilience into development planning.

UNDP has several projects for refugees and host communities. In particular, the livelihood improvement project targeting refugees and host communities in cooperation with Korea International Cooperation Agency (KOICA) has been very successful but it ends on 2023/24. UNDP also dispatches advisors to the MoLG in cooperation with Swedish International Development Cooperation Agency



(SIDA).

In addition, the UNDP has two refugee support projects: Uganda Host and Refugee Community Empowerment Project, and Enhancing National Resilience to Multi-hazard Induced Disaster Risks. The former, funded by KOICA as well, supports Moyo and Obongi districts in West Nile Sub-Region. It runs the Cash for Work scheme with an additional focus on the environment such as tree planting, value chains, and small-scale capacity development of the local governments. The latter is a new project that began in 2020 based on the realization that the National Emergency Coordination and Operation Center (NECOC) and the District Emergency Coordination and Operation Center (DECOC) should be equipped and improved to use in response to COVID-19. It aims to develop emergency centers at the regional and district levels. UNDP launched a pilot project in 11 districts that are likely to experience many disasters such as natural disasters and refugees that cause vulnerabilities. Adjumani district is a pilot district in West Nile to address emergency refugee issues. The project improves communication by providing an early warning system, monitoring tools, solar systems, personal computers, and training needed to reduce risk in an emergency. The pilot project will be implemented until December 2020 and may be expanded later.

#### 5) UNICEF

UNICEF is working in both the Districts with refugee settlements and the non-Refugee-Hosting ones in West Nile. Its support to refugees is the response to one of the four following crises in the districts: refugees, outbreak of diseases, COVID-19, and meteorological hazards. In its other programs, UNICEF selects target districts based on the national indicators. UNICEF's next country program for Uganda, which will start in 2021, gives top priority (also known as "Tier 1") to all the six Districts with refugee settlements in West Nile. UNICEF's approaches to both the Districts with refugee settlements and the non-Refugee-Hosting ones are similar. DLGs are UNICEF's main point of entry, but UNICEF works with other stakeholders such as the OPM, UNHCR and other UN agencies in the Districts with refugee settlements. UNICEF provides its support through either DLGs or IPs depends on activities and projects.

UNICEF and UNHCR have an MOU on refugee support in Uganda. In addition, UNICEF has an MOU with DLGs, and submits to the DLGs a rolling plan on all the UNICEF activities nationwide. UNICEF's approach in Uganda is to use the capacity of districts to integrate refugees into the district system or the national one.

#### 2-3. Policies and the current situation on "Integrated Planning"

In Uganda, refugee management and protection has been included in the NDP II, but in the central government and LGs, it has come to be considered that LGs need to consider not only the needs of the residents who are the target of public services but also the needs of refugees from the planning stage. Considering this, NDP III and the LGDPG revised in 2020 stated that refugee issues should be reflected in the DDP. In this report, "Integrated Planning" refers to LGs' integrated planning and service delivery to Ugandan citizens and refugees. However, since the formulation of NDP III and the revision of LGDPG have just started, no unified definition or concrete approach has been established among the government or donors, and the contents of donor support have not been unified. According to the Refugee Act, only

the OPM can make plans for refugee assistance. The NDP III says that the ability of local governments to integrate refugee issues into local government plans will be improved by the MoFPED and the National Planning Authority (NPA). The NPA has revised in its LGDPG how it reflects the refugee issues in DDPs reflecting the lessons learned which there are problems with sustainability, quick response, and duplication if refugee assistance and public services of LGs are provided separately in parallel. Regarding the integration of plans at the national level, the five areas with RRP are integrated into the Program Implementation Action Plan; Refugee Issue Papers are prepared and reflected in the NDP III in other sectors, so all programs in the NDP III address the needs of refugees. The NPA has revised the LGDPG with complaints from the DLGs that the previous LGDPG did not allow to reflect the needs of refugees in DDP, and now it considers refugees are a part of the population which to be included in the DDP. The LGDPG emphasizes consultation at all levels from central to SC and collection of data not limited to primary and secondary and requires all stakeholders, including refugees, to participate in a development formulation process at the village level (Village Consultative Meeting). On the other hand, the LGDPG states that one of its purposes is integrating refugee issues in DDPs. The following table summarizes the views of the ministries.

Table 4: Ministries' view on the integrated planning process

Ministry	View
OPM	According to the Refugee Act, only the OPM can make plans for refugee assistance. LG should coordinate with OPM's local agencies, RDOs and Settlement Commandants, before approaching refugees directly.
NPA	The revised LGDPG, which states that all stakeholders will participate in the Village Consultative Meeting, includes refugees in "all stakeholders".
MoLG	Applying to the GOU's bottom-up approach, in refugee settlements, plans are formulated from each level of the Refugee Welfare Council (RWC). It is considered that the RWCs coordinate with the Parish Chiefs in the host communities. Refugee needs are compiled by the RWCs, the Parish Chiefs, and the Settlement Commandants, and submit to the SCs and the DLGs.

Source: Created based on interviews with persons in charge of each ministry

However, this description can take a wide range of meanings. It is not clear that the DLGs can involve refugees throughout the planning process or the DLGs just reflect the plan developed by the OPM in the DDP. Thus, the approach to involve refugees in the planning process varies depending on the DLG. Workshops by RISE, which were held prior to the DLGs' planning process, with the participation of LGs, settlement officials, representatives of host communities, and refugees, contributed to enhancing refugee participation in the planning process and sensitizing the participants on cultural- and conflict-sensitive planning.

### 3. Current situation and challenges on support and the developing planning process in settlements and refugee hosting communities

#### 3-1. Current situation and challenges in refugee hosting communities

There are 24 refugee settlements in the West Nile region across 6 of the 12 districts. It is difficult to know the exact population because the settlements are divided into divisions or spans two or more districts or SCs, but the approximate population is as follows.

Table 5: Districts and SCs with refugee settlements and settlement population

District	District Population As of 2014 Census	SC	Settlement 'as of December 2020)		Refugee population in the district
			Name	Population	
Adjumani	225,251	Dzaipi	Elema, Nyumanzi, Baratuku, Pagrinya, Ayilo I, Ayilo II	127,269	215,529
		Pakele	Olua I, Olua II, Boroli I, Boroli I I	24,827	
		Pacala	Alere, Olijji	8,247	
		Ciforo	Agojo	7,390	
		Adropi	Mirieyi	7,266	
		Ukusijoni	Maaj, Maaji II, Maaji III	33,551	
		Itirikwa	Mungula I, Mungula II	6,619	
Koboko	206,495	Lobule	Lobule	5,557* <sup>1</sup>	5,557
Yumbe	484,822	Drajini	Bidibidi	50,506	232,697
		Kochi		55,305	
		Kululu		32,393	
		Odravu		50,422	
		Ariwa		44,071* <sup>2</sup>	
		Romogi			
Obongi	139,012 (Total with Moyo district)	Itula	Palorinya	122,244	122,244
Madi Okollo	782,077 (Total with Arua district)	Rigbo	Rhino	121,580* <sup>3</sup>	60,790
Terego		Omugo			128,588
		Uriama			
		Odupi			
		Imvepi		67,798	

\*1 Refugee population of Lobule is added to refugee population in Koboko district.

\*2 Refugee population of Bidibidi which spans Yumbe district and Obongi district is added only to Yumbe district.

\*3 Refugee population of Rhino is divided in Madi Okollo district and Terego district.

Source: The National Population and Housing Census 2014, UNHCR

In the host communities, insufficient services have become a serious problem because the users of facilities such as health centers, schools, and water supply are increasing. At the same time, it is reported

that facilities in the settlements are sometimes available free of charge, and there are opportunities to increase income by selling supplies for the settlements such as food and building materials. Even in districts without refugee settlements, business opportunities caused by refugees from the settlements are reported. However, such businesses cause the prices of agricultural products to soar and a shortage of local resources. In addition, the demand is high for firewood (charcoal) for cooking and timber for houses. Because of the progress of logging, concerns are growing on not only conflict between the refugees and the host communities over natural resources, but also an impact on the environment. In the Maracha district, where a wide area along the main road is used for logging, no forest is owned by the government or the district. Thus, individuals can sell timber as they wish without any control by the DLG. In September 2020, there was a clash between the host communities and refugees over livestock grazing although previous conflicts were mainly among refugees. Now, the impact of COVID-19 must be considered. In addition, the increase in conflicts due to the decrease in natural resources is a concern for DLGs, donors, and refugees. A few SCs with refugee settlements complained about congestion of the facilities and receiving less support from donors than specified in the “30/70 principle,” which is conceptualized in the ReHoPE strategy and STA. The principle is that all projects in Districts with refugee settlements reserve at least 30% of their deliverables for the host communities. The relevant UN agencies and donors provide 30% of support to the host communities, but the amount of support is calculated as a whole project, not by individual activity. According to interviews with officials involved in settlement management and RWCs, the following causes have been reported regarding conflicts between the settlements and the host communities.

- a) Competition for Employment: The host communities often develop into riots seeking employment in refugee support projects. Although the number of incidents is small, it is a major factor affecting the peaceful coexistence of the area.
- b) Lack of information on the 30% allocation of resources to host communities: The host communities think 30% of the resource is allocated additionally to their SCs or DLGs, but in reality, 30% of the services and infrastructure that support the settlement are also provided free of charge to the host communities. The host communities don't understand this and it causes moderate conflicts. The host communities understand when explained, but they seek supports directly to transform into household incomes.
- c) Threatening violence: Moderate conflicts often occur when people are intoxicated with alcohol.
- d) Stray animals: The land that refugees are settled in was formerly grazing land of host communities. There are many cattle of host communities that stray to refugees' gardens and eat crops, hence refugees apprehend cattle, livestock, goats, and sheep for compensation. This is the most commonly reported issue that causes a lot of acrimony and conflict between refugees and host communities. In September 2020, it developed into a large-scale riot, but conflicts so far have been generally mild.
- e) Livelihood support: The host communities' demands that any kind of livelihood support extended to the refugees, should also benefit them. The support includes; agricultural inputs, seeds, construction of shelter. There have been fights between the youth of both communities.
- f) Inflation of prices in the local markets: Hiking of prices by the host communities in the village markets causes confrontation and fighting between refugees and host communities.

- g) Uncoordinated enforcement by SC authorities: SCs sometimes enforce Local Government ordinances without informing OPM, for example, the arrest of stray animals of refugees, this causes a lot of conflicts between refugees who think the SCs do not have that authority and host communities.
- h) Sharing of natural resources: There are conflicts over an illegal collection of firewood and who has the right to collect water first at the water points. A settlement commandant questioned why NGOs give piped water to refugees only and not extend the pipes to host communities.

According to interviews with SCs and settlements, livestock grazing, natural resource sharing, small land and landowners' fraud, and school and medical facility congestion are more recognized as the causes of conflict.

Regarding building relationships between refugees and host communities, SCs with settlements highly recognized efforts to distribute profits such as livelihood improvement projects that benefit both sides, recruiting workers from both sides in the road projects, cultural exchanges such as anniversary celebrations and sports, and placement of project staff who play a role in connecting activities in both communities.

### 3-2. Current situation and challenges in settlements and self-settlers

In the refugee settlements, although the influx of refugees has been relatively stable, the refugee population continues to grow, and the land allocated to each refugee family is smaller than before. Because of the increased population density and inadequate services such as schools and health centers, some refugees live outside the settlements and return there only at the time of distribution of food and other necessities. Support from donors is also decreasing because of lack of resources.

In the West Nile area, some people have fled to Uganda due to conflicts and live in urban areas without registering as refugees, and there are many cases where they do not want to register as refugees. In addition, as mentioned above, refugees registered in a settlement may live outside it to avoid conflicts there or for comfort and convenience.

According to a survey of self-settlers by the International Agency of the Association of Netherlands Municipalities<sup>7</sup> (VNG) in Koboko Municipality, Koboko District, in 2018, the population of self-settlers, which was presumed to be about 15,000 people in the whole district, was 23,000 in Koboko Municipality alone. The survey results indicate that the strains on service delivery are more serious than expected. Urban Refugees used to refer only to refugees living in Kampala, but it is known that many refugees also live in Arua town, which became a major concern. On the other hand, the Arua district mentioned that they collect income tax from Self Settlers, who are doing business, so it cannot call them free-rider.

Although the LGDPG, revised in 2020, requires that refugee issues be reflected in the DDP not only in districts with settlements but also in districts without settlements if the districts located within 150 km of the settlements, specific support for this has not yet been considered. It is difficult to grasp the specific scale of necessary support and budget because the population is volatile and difficult to calculate.

The settlements have reported more conflicts and crimes recently. The main causes of such incidents

---

<sup>7</sup> het Internationaal Agentschap van de Vereniging van Nederlandse Gemeenten

are as follows:

- a) Theft
- b) Suspicion of witchcraft
- c) Sharing of the water points
- d) Remarks of hatred, revenge, and mistrust of a particular community
- e) Relationships between young people, especially men and women
- f) Gender-based violence to and early marriage of girls
- g) Patriarchy and male chauvinism, following the sensitization of refugee women on equal rights with men. In refugee settlements, most men try to re-assert their authority as heads of households, and that tends to cause fights between men and women.
- h) Elopement of girls and women in communities
- i) Encroachment among refugees on land plots of one another
- j) Allegations of having taken part in killing family members of others in home country
- k) Misguided and poor leadership causing conflicts among refugees

In response to these conflicts, OPMs, donors, and international organizations are taking measures such as providing opportunities for dialogue and explanation, emphasize the opinion and support of socially vulnerable groups, and place conflicting tribes in separate settlements.

### 3-3. Refugee and host community support policies, implementation systems, and the current situation of local government offices in the area of planning in West Nile Sub-Region

There are two types of DLGs: those with refugee settlements such as Adjumani, Koboko, Madi Okollo, Obongi, Yumbe, and Terego, those without refugee settlements but affected by refugees (including self-settlers) such as Arua, Maracha, Moyo, Nebbi, Pakwach and Zombo. Pakwach is reported that they have little impact by refugees in this survey.

Refugees are equally cared for in all districts. According to the national policy, DLGs do not refuse refugees who arrive, and share with them what the residents have. The DLGs do not deny refugees access to facilities, but call on the central government to provide additional assistance if necessary. Even if the use of facilities by refugees is restricted, it is difficult to distinguish refugees or self-settlers from local people because they look similar. For the same reason, it is difficult to know the number of refugees and self-settlers who are using social services in the host communities or nearby areas. In the districts without refugee settlements, for example, water trucks for settlements and trucks for food transportation sometimes use village roads when the road conditions on major roads are poor, and get worsen the condition of the village roads because they are not strong enough. DRDIP and OPM have come to check the road condition, but the maintenance budget has not come and the DLG has to bear the repair cost. The districts without refugee settlements are requesting additional support from the OPM, but the problem is that the target supported by OPM is registered refugees and the number of self-settlers cannot be determined.

In each district with refugee settlements, one DLG official has been appointed as the focal point with UNHCR, and UNHCR provides financial support such as an addition to the salary of DLG officials working for projects in the settlements, transportation costs for activities, and provision of vehicles. UNHCR's assistance contributes to smooth collaboration between DLGs and UNHCR. To reflect the

needs and issues of refugees in local government development plans, further information sharing is needed. Donors and international organizations that support refugees struggle to meet the urgent needs as they have changed their policy from emergency assistance to long-term assistance. For example, in Madi Okollo, it was difficult to receive a group of refugees from the Democratic Republic of the Congo because the existing transit center was already overcapacity. In Arua, which has settlements until July 2020, it affected refugee assistance as many donors and international organizations changed their policies, significantly reducing direct support for urgent needs, while not increasing government budgets for service delivery. For example, in the tree planting project in the settlements, the environmental conditions are very poor and it is difficult to grow the trees without follow-up, so LG needs to take over the management, but the LG's capacity is limited to do it. LGs rely heavily on donors' support, and reduced support makes it harder for LG to serve refugees.

Regarding the health facilities and schools in the settlements, the permanent facilities are under the jurisdiction of the DLG, and donors subsidize salaries for medical staff and teachers through the DLG. It is easy for the DLG to compile data of health facilities and schools for planning because the DLG can grasp the status of facilities and monitor them regularly. In contrast, although water facilities are to be confirmed by the DLG officials before drilling boreholes, old water facilities may be missing from the records. The records are registered in the MoWE data system so that anyone can access the data from anywhere. Officials of the Arua district access the MoWE data system because the DLG has no independent system to manage the data of water facilities. The Nebbi district also accesses health, education, and water supply data compiled by each ministry, so they do not have their own data management system.

#### 3-4. Implementation systems and the current situation of refugee and host community support of major donors and UN agencies in the area of planning

Support for LGs by major donors and international organizations is concentrated in districts with refugee settlements. Although the major donors and international organizations aware of the impact on districts without refugee settlements, funding is not even sufficient to support settlements. Uganda's refugee assistance funding is below target, due to competition with neighboring regions. Support for refugees and host areas includes DRDIP and GIZ RISE projects, UNDP livelihood improvement projects and empowerment projects, and resilience enhancement projects. The target districts for each project are as shown in the table below.

Table 6: Support for LGs by major donors and international organizations

Name of organization	World Bank	GIZ	UNDP		
Name of Project	DRDIP	GIZ RISE	Livelihood Improvement	Empowerment	Resilience
Duration of the project	2017-2023	2018-2022	2019-2023	2020	2020
LGs with refugee settlements					
Adjumani	○	○	○	-	○
Koboko	○	-	-	-	-
Madi Okollo	○	○	-	-	-
Obongi	○	○	○	○	-

Terego	○	△(SCs only)	-	-	-
LGs used with refugee settlements					
Arua	△(reduced)	○	-	-	-
Moyo	△(reduced)	○	○	○	-
LGs without refugee settlements					
Maracha	-	-	-	-	-
Nebbi	-	-	-	-	-
Pakwach	-	-	-	-	-
Zombo	-	-	-	-	-

Source: World Bank, GIZ and UNDP

This section describes GIZ’s RISE project while focusing on its component 1 on technical intervention.

Initially, RISE targeted the Districts with refugee settlements of Arua, Adjumani, and Moyo. Madi Okollo and Obongi, the new districts established from Arua and Moyo, were added later. Component 1 of RISE supports the DLGs and sub-counties depending on the necessity of the DLGs’ activities. Prior to the survey, in the districts of Adjumani, Arua and Moyo, RISE conducted three workshops each on the following themes: planning; integrating refugees into the District Local Government development planning process; Stakeholder Interaction Analysis; and Governance Needs Assessment. The key participants of the workshops were as follows: DLGs’ heads of departments; technical and political leaders of local governments; Refugee Welfare Committees (RWCs); representatives of youth, women, and Person with Disability; and OPM, UNHCR, MoLG, and other implementing partners on the ground. The results of the workshops are considered in formulating upcoming activities. An analysis shows that the DLGs has limited financial and human resources to plan and provide services for refugees and host communities effectively. This sometimes limits the power of the DLGs to deliver services effectively and inclusively to both refugees and host communities.

### 3-5. Lessons learned, good practices, and issues on “Integrated Planning” in settlements and refugee hosting communities

As seen above, regarding Integrated Planning, a concrete process has not yet been established, and various attempts have been made to collect information that is the basis of the plan, but it has not yet fully functioned. The table below shows examples of meetings as a forum for coordination and information sharing between donors, international organizations and LGs.

Table 7: Meetings between LGs and refugee support donors and international organizations

Meeting	
District level	
Quarterly coordination meeting	It consists of district and SC councilors, all sector heads of the district, OPM, donors, and international organizations. All donors and international organizations report progress to avoid duplication. The results are reflected in the DDP. In the case of an emergency, for example, it was resolved and implemented the emergency maintenance of roads in the rainy season with the budget of DRDIP.
Technical Working Group	A monthly meeting chaired by the head of the sector. It consists of the staff of relevant departments and units in the district, SCs staff, OPM, donors, and international organizations. Councilors will not be invited to this meeting.



Sector Working Group	Meeting of district departments such as health, education, WASH, environment, infrastructure. It is a regular meeting but the frequency varies by district and sector.
Inter-agency coordination meeting	The meeting co-chaired by OPM, UNHCR CAO, and the chair of the district council
Settlement level	
Inter-agency coordination meeting	The meeting co-chaired by OPM, UNHCR, and the chair of the SC council and consist of SC staff and donors.
Sector meeting	Quarterly meeting called by a lead donor of the sector. District staff also is invited.
Joint monitoring	Mainly conducted by donors at its inception, mid-term, and completion of the project. District technical staff of the relevant sector is also invited.

Source: Created based on interviews with persons in charge of LGs and settlements

As shown in the table above, from hearings from districts and SCs, it is found that there were ample opportunities to share information, however, it was also pointed out by them that there was not enough time for sharing information and discussion because of many participants and time-consuming progress report. In the DLGs, it is difficult to obtain sufficient information on the donors and executing agencies to formulate plans, especially on the budget. In April 2019, UNHCR launched an online monitoring system called ActivityInfo to monitor the progress of Refugee Response Plans, and IPs enter their progress in the system quarterly. However, the system has not yet been widely used by the IPs and UNHCR encourages IPs to enter. While ActivityInfo monitors IPs' activities only, the OPM will launch the Uganda Refugee Response Monitoring System that watches all service provisions in refugee settlements from start to finish. The OPM's new system is expected to contribute to sharing budget information with DLGs timely. In terms of the use of existing data, UNHCR's Participatory Assessment, which is conducted every year to comprehensively understand the risks, factors, and vulnerabilities related to the living conditions and protection of refugees, is useful for the DLGs to understand the needs of refugees and improve public services.

DLGs with refugee settlements are working to reflect the needs of refugees in the DDP III, but there seems to be no unified guideline on how to do so. As mentioned earlier, UNHCR and the RISE project contribute to addressing this issue; while UNHCR provides a coordination budget to the DLGs, the RISE project supports the DLGs to integrate refugee issues in the DDP III through participatory refugee integration workshops; community dialogues on inclusive participation and decision-making processes; and working with NPA, UNHCR, OPM, JICA to review the LGDP guidelines, and orient and train the LGs on the application of the revised LGDP guidelines with a focus on refugee integration, Local Economic Development, Climate change, youth and gender mainstreaming, etc. However, the process of reflecting refugees' needs varies SCs because DLGs could not give specific instruction to SCs on the procedure of the village consultative meeting where communities' needs are discussed participatory. In Obongi, the LG used the framework of the refugee settlements such as RWC to compile refugees' needs and integrate them at the Parish level with communities' needs, and invited representatives of the settlements in the district meeting. In Adjumani, the LGs invited representatives of the settlements such as RWC in the village consultative meetings; the quality of discussion varies meetings. In Arua, where

refugee settlements were located in SCs until July 2020, LGs used the inventory sheet which was introduced by WACAP to reflect information on facilities in refugee settlements. Koboko DLG established a task force by UNHCR, UNICEF, WFP, and community-based organizations (CBOs) to reflect the needs of refugees in the DDP. It is meant to provide information on policies, needs and issues concerning the support by each organization. In Koboko DLG, it is considered that “Integrated Planning” has been established because the DLG has signed an MoU with all donors and UN agencies that support the settlements and the DLG can grasp their plans and budgets in advance. In the DDP III, DLGs with refugee settlements use OPM data to reflect refugee issues in Chapter 1 on demographic characteristics and Chapter 2 on situation analysis. They reflected refugee needs in the DDP III based on priority project requests by SCs. It is not specified which projects requested by SCs include refugees as beneficiaries; it will be recognized from the location of the project. In some cases, refugees are invited to meetings at the district level. In the education sector, district-level refugee response plans have been formulated in the districts with refugee settlements.

Although Maracha District does not host refugee settlement, the DLG is reflecting refugees impacts on social services, the environment, and food security in the Situation Analysis of the DDP in accordance with the Local Government Development Planning Guideline (Second Version); the guideline states that any DLG located within the 150-km radius from a refugee settlement obliged to reflect refugee issues in its DDP in the same way as a refugee-hosting DLG. Whether refugees are invited to village consultation depends on the DLG. Nebbi District, which has self settlers in the district, does not reflect refugee issues and needs in its DDP actively. However, the DLG is considering obtaining information from health facilities in the SCs. The DLG recognized that the DDP indirectly reflected the needs of refugees, as the number of self-settlers in the area seems to be included in the number of households and users of public facilities. In Arua and Moyo, based on the experience of being a district with settlements, more active efforts were seen than other districts without settlements. Arua and Moyo are still affected by refugees, Self Settlers, and the offices of donors, international organizations, and IPs because they have better urban facilities than the districts separated from them. In Arua, the DLG pointed out difficulties to understand the actual situation of Self Settlers and to involve them in the DDP planning process. They have been discussing in the district whether to involve Self Settlers in the planning process. The DLG also pointed out that the population data referred to in the DDP is based on the previous census and is not reflecting the current population. As a result, the refugee population is not considered in the DDP planning process.

With the introduction of Integrated Planning, the survey found that refugees issues and needs have been reflected in DDPs, however, there is a gap between planning and budget because the refugee assistance budget was not integrated into the districts’ budget, and the assistance of donors and international organizations is beyond the control of the DLGs. DLGs have lists of projects with and without government budgets in the DDP, and the districts with refugee settlements have appealed to donors and international organizations for a system to choose projects from the list of projects without government budgets, but the system has not been established both in the districts with and without refugee settlements except Koboko district.

With regard to the education sector, DLGs with refugee settlements have formulated education sector RRP, and implement monitoring based on them. The MoES consider adding the number of

refugee students to the number of students that becomes the basis for calculating the Capitation Grant and reflecting the budgets of donors and international organizations to the Capitation Grant. In addition, they are expected to establish integrated management of information in the districts.

In the health sector, the refugee population has been included in the allocation of local administrative budgets since July 2020, the beginning of a new fiscal year. The budgets, which have been increased modestly, can be used only for non-wage purposes such as stationery and daily allowances. However, the reflection of the refugee population in the districts' budgets is a major step forward.

When responding to emergencies such as COVID-19, the OPM manages the overall emergency plan and budgets, and disburses budgets to DLGs as planned. It is difficult to integrate the emergency plan in the DDP once the latter is approved in October each year. DLGs suggested that DLGs should respond in an emergency by themselves because the central government such as OPM is far from the districts and takes time for response, and purchased relief supplies may not meet the needs of the districts. Currently, even if DLGs formulate a contingency plan, it is not always possible to get a budget for it.

Regarding self-settlers' "free-riding" on social services, the DLGs believe that this issue is indirectly reflected in the DDPs through data on social services users. However, self-settlers are not included in the population as the basis for calculating the DLGs' budget. The DLGs do not know whether self-settlers participate in the planning process.

### 3-6. Lessons learned, good practices, and issues on livelihood activities in settlements and refugee hosting communities

It was heard from several DLGs that the livelihood improvement projects implemented by LGs, regardless of whether they have refugee settlements or not, require staff members to cover such a wide range of tasks that they are overwhelmed. In contrast, the support provided by the donors is generally well-received because of its detailed procedures and timely responses. The projects of both the GOU and the donors provide support mainly through loans to groups in the fields of agriculture and small-scale business. Some large-scale project provides vocational training and creates employment opportunities.

Some DLGs with refugee settlements are proposing a new project based on their experience. For example, Koboko District proposed linking WFP's cash support for refugees with improving agricultural productivity in the host communities and get refugees to buy agricultural products. As of March 2020, DLGs and WFP is preparing for this prospective project. In contrast, there are few support groups in districts without refugee settlements.

LG officials considered improving agricultural productivity as a good practice in many cases. In districts with refugee settlements, the Lutheran World Federation's project was reported as a good practice; it improved livelihoods through a joint group of refugees and host communities, promoted the coexistence of refugees and local communities, and made it easier for refugees to access the land of host communities. In LGs without refugee settlements, two good practices were reported: EU-supported vocational training and entrepreneur support for young people which led to more employment; and systematic and detailed support to farmer groups by the Danish International Development Agency (DANIDA)'s Northern Uganda Resilience Initiative (NURI) project. Both projects were well received

by LGs involved due to their results-oriented approach and systematic supports. The following table shows good examples recommended by DLGs, SCs and refugee settlements.

Table 8: List of good practice

Reason why they think it a good example and outline of the activities	Donors and implementing organization
<ul style="list-style-type: none"> <li>• Benefits to both refugees and host communities               <ul style="list-style-type: none"> <li>➤ Promotion of animal traction practices benefit both communities</li> <li>➤ Provision of 30% or 50% of agro inputs, resources and knowledge to host communities</li> <li>➤ Agriculture project conducted jointly by DLG and WFP benefit both refugee and host community farmer groups, and the host communities supported the refugee groups with land for the farming since the refugees do not own land.</li> <li>➤ Microfinance project supported by DRC</li> <li>➤ DRDIP benefits both refugees and host communities to engage in various enterprises of their choices such as goat rearing and fattening, farming and tree planting practices and others</li> <li>➤ Joint interventions for farmer groups comprising of either 30/70% or 50/50% host communities and refugees. As a result, the host communities have offered land for farming</li> </ul> </li> </ul>	<p>World Vision, Danish Refugee Council(DRC), NURI, Lutheran World Federation (LWF), BPR, Development Initiative for Northern Uganda (DINO), WFP, Save the Children, TPO, Finn Church Aid, Calbombay Ministries (CBM), SNV, ZOA, RICE West Nile, DRDIP</p>
<ul style="list-style-type: none"> <li>• Increase in income               <ul style="list-style-type: none"> <li>➤ Grinding mill projects have been contributing a lot to the communities</li> <li>➤ Construction of community facilities such as roads, in which community people work on roads and are paid.</li> <li>➤ The climate smart agriculture that is focused on community resilience has improved household incomes and food security of the community</li> <li>➤ NURI conduct agriculture related projects in which groups plant and produce crops while the organization links them to buyers</li> <li>➤ The Tricycle initiative supported by microfinance project</li> </ul> </li> </ul>	<p>NURI</p>
<ul style="list-style-type: none"> <li>• Group activity               <ul style="list-style-type: none"> <li>➤ Farmers groups such as pig farming and soybean cultivation have continued their activities since then.</li> </ul> </li> </ul>	<p>NURI, WACAP</p>
<ul style="list-style-type: none"> <li>• Skill training               <ul style="list-style-type: none"> <li>➤ Vocational training schools which equip the people with life skills such as making of bricks, hair making, tailoring and electronics</li> <li>➤ Skill training with start-up money</li> </ul> </li> </ul>	<p>RICE West Nile</p>
<ul style="list-style-type: none"> <li>• Agriculture               <ul style="list-style-type: none"> <li>➤ Extensive production of oil seed production (such as sun flower and sesame), sun flower production promoted by private sector</li> <li>➤ Livelihood and nutrition improvement through fish farming, distributed ducks and rabbits</li> <li>➤ Backyard vegetable gardening to produce vegetables for sale and nutrition</li> <li>➤ Introducing large scale crop production</li> <li>➤ Promotion of high value vegetables for refugees with small pieces of agricultural land</li> <li>➤ Introducing simple irrigation technologies so that farmers don't depend on rain</li> </ul> </li> </ul>	<p>Danish Church Aid (DCA), Mukwano industries, World Vision, LWF, NURI, DINO</p>

<ul style="list-style-type: none"> <li>• Microfinance <ul style="list-style-type: none"> <li>➤ Cash for work projects with components of microfinance so that beneficiaries can acquire start-up capital for their businesses</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• Natural resources protection <ul style="list-style-type: none"> <li>➤ Energy saving stoves with the aim of minimizing the use of wood fuel</li> <li>➤ Agroforestry</li> <li>➤ Solar energy</li> </ul> </li> </ul>	RICE West Nile,
<ul style="list-style-type: none"> <li>• Implementing mechanism <ul style="list-style-type: none"> <li>➤ Whatever is planned for and implemented are in the DDP</li> <li>➤ Implementation is done using government structures in coordination with donors and implementing organization</li> </ul> </li> </ul>	Oxfam, Palm corps, DRC, FAWE, WACAP
<ul style="list-style-type: none"> <li>• Fostering trust in government projects <ul style="list-style-type: none"> <li>➤ Communities appreciated and gained confidence in government projects for earning income through them</li> </ul> </li> </ul>	DDEG, WACAP

Source: Created based on interviews of the research assistant with LG officials and settlement commandants

### 3-7. Current status and support of vulnerable people in West Nile Sub-Region

In Uganda, youth, women, person with disabilities, the elderly are considered as socially vulnerable, and refugees are added to it in the West Nile Sub-Region. In DLGs, the Community Service Department under the jurisdiction of the MoGLSD is responsible mainly for supporting the socially vulnerable. There are District Community Development Officers (DCDOs) in districts and Community Development Officers (CDOs) in SCs. DCDOs and CDOs are responsible for community empowerment and social inclusion in the districts, and implement community awareness activities and livelihood improvement projects for youths, women, people with disabilities, and the elderly. DCDOs assess the state of the districts' socially vulnerable groups annually and reflect it in the DDPs. Interviews with DCDOs and CDOs reveal that men have advantages over women in education, employment, relationships, and other aspects of life. In addition, lack of resources is a factor in allowing male-dominant customs to endure. For example, if a household has a limited education budget, it tends to enroll boys instead of girls in school. Many projects target the socially vulnerable, but have room for improvements such as lack of human resources and budgets, and target beneficiaries do not necessarily know about the projects. These problems cause delays in addressing the needs of the socially vulnerable. While the GOU's Youth Livelihood Program has been well received, it has been pointed out that the program's loan method may discourage young people from participating in the program. It is necessary to implement livelihood improvement projects in such a way that they meet the needs and characteristics of their target beneficiaries.

## 4. Recommendations

### 4-1. Reflecting refugees issues and needs in DDPs: Planning process in refugee settlements

As explained earlier, the LGDPG, revised in 2020, states that “all refugee hosting local governments as well as those in close proximity to refugee camps (at least 150 KM radius) are obliged to integrate refugee issues in their plans,” but no specific procedure is described. Whether or not it is reflected and how it is reflected also differ depending on the district. From the interview with the OPM and RISE project, they recommend inviting the needs compiled by the settlements at the Parish level or invite refugees to the planning process at the village level through OPM rather than inviting individual refugees to the village-level planning process (Village Consultative Meeting). It is necessary to consider how the needs are organized in the settlements and how they are integrated with the needs of the host communities. In RISE project, the development planning tools are introduced at a workshop in which settlement officials also participate. It will improve the ability of OPM field staff (settlement commandants and assistants) and RWC to understand and solve problems. In addition, UNHCR's annual AGD-based participatory assessment at each settlement should be actively utilized not only to understand refugee challenges but also to apply and understand the socially vulnerable groups in the districts. The AGD-based participatory assessment does not target host communities but the challenges are considered to be common.

### 4-2. Cooperation with other donors and international organizations in improving the planning capacity of local governments

As mentioned above, JICA Project for Capacity Development of Local Government for Strengthening Community Resilience in Acholi and West Nile Sub-Regions (WACAP) and GIZ's RISE projects are directly supporting the improvement of planning capacity of local governments, and donors and international organizations also indirectly support the improvement of the districts' development planning ability through signing MoU with DLGs and sharing information with the DLGs by organizing Inter-Agency Coordination Meetings. The WACAP and RISE project overlap in the target districts but there is no overlap in their activities because WACAP uses planning tools to help DLGs and SCs implement a bottom-up planning process, while RISE project focuses on the integrated planning of refugees and host communities in the SCs, especially in Parish, while promoting widespread public understanding. In WACAP, refugee support was not covered by the project, but if the JICA is going to support the DLGs' ability to formulate “Integrated Planning” in the future, cooperation with the RISE project is very useful to review and re-examine the planning process. In the RISE project, the outline of the planning process and planning tools were introduced at the workshop to promote integrated planning in Parish, and cooperation with the JICA project was expected at the time of this survey. On the other hand, donors and international organizations are promoting information sharing on refugee support with the DLGs, but the information is not yet fully shared. When the number of UNHCR Activity Info users increases and the OPM's monitoring system launches, the situation will be improved, but there is a concern that the data will need to be processed when the DLG formulate DDP. Existing planning tools, especially the inventory sheet, are useful for integrated planning of RISE projects in Parish.

#### 4-3. Efforts to identify refugees and self settlers in refugee-affected districts

Both in the districts with refugee settlements and in districts without refugee settlements, it is recognized that refugees who live and access to public services out of the settlements, and short-term and long-term stays of unregistered refugees from neighboring countries are affecting public services to the host communities. However, the lack of statistical data hinders those refugee-affected districts from providing evidence of the impact and from requests for assistance. It is not realistic to conduct a survey of all self-settlers' households, such as that conducted by VNG in Koboko Municipality, Koboko District, throughout the refugee-affected districts, taking up a specific public service in a specific area and actually measuring the degree of impact is useful in considering how to grasp the impact thereafter. Understanding the actual situation of Self Settlers is necessary data not only for requesting support but also for planning and budget allocation of local governments.

#### 4-4. Need for community development support to promote social cohesion between refugees and host communities

Donors and international organizations efforts on promoting social cohesion between refugees and host communities have been evaluated in the refugee-hosting SCs: for instance, livelihood improvement activity that is profitable for both communities, efforts to share profit such as recruiting workers from both communities for road construction, cultural exchanges such as anniversary celebrations and sports and the placement of staff in the role of connecting the activities of both communities. However, the outbreak of conflicts caused by grazing livestock, sharing of natural resources, small land and fraud by landowners, and congestion of schools and health facilities has become a safety concern in the region. In September 2020, the spread of the COVID-19 and the resulting lockdown may have had affected, but the conflict that originated from the grazing of livestock developed into a major riot accompanied by murder. In view of this situation, when JICA supports the capacity building of local governments regarding "Integrated Planning" in the future, it is required community development support that benefits both refugees and the host community participating in planning. Livelihood improvement projects are evaluated as contributing to the peaceful coexistence of refugees and host communities although the allocation of a certain percentage (30% or 50%) of refugee assistance by donors and international organizations to the host communities is difficult to understand and complaints from the refugee-hosting SC officials. Regarding the WACAP's livelihood improvement activity, it is perceived that it has contributed to the capacity improvement of the SC staff, such as the formulation and implementation of business plans and monitoring. The micro-credit projects have been achieved good results through technical guidance such as agriculture and group activities. In the case of livelihood improvement projects by donors and international organizations, it is thought that a generous implementation system has led to results, and it may not be possible for local governments to implement it as it is, but it will be possible to improve the ongoing projects by improving the project management capabilities of the SC staff and to utilize NGOs who have gained experience through the project implementation of donors and international organizations.

It has been pointed out that there is a need for projects that match the characteristics of each in support of socially vulnerable groups. It seems that the existing annual assessments such as DCDO's assessment of socially vulnerable groups and UNHCR's participatory assessment of AGD in the settlements are not

fully utilized. As mentioned above, UNHCR's assessment, which reflects the opinions of focus group interviews, is informative and helpful for local governments to understand the AGD issues and should be utilized.



Annexes

## Annex 1: List of Individuals Interviewed

Note: The designation and organization of the individuals listed here are those at the time of the Study Team's meetings or interviews with them.

Name	Designation, Organization
Office of Prime Minister	
Mr. Menhya Gerald Simon	Acting Commissioner Refugee, Department of Refugees
Mr. Nelson Balyeku	Monitoring & Evaluation Officer
Mr. Solomon Osakan	Refugee Desk Officer, Arua
Mr. Matata	Assistant Settlement Commandment, Ocea Zone-1, Rhino camp
National Planning Authority	
Mr. Chris Nokrach Otim	Local Government Planning
MoLG	
Mr. Andrew Kaggwa	Principal Administrative Officer, District Administration
Mr. Ahumuza Samuel	Policy and Planning Department
Mr. Idha Koma Stephen	Assistant Commissioner – District Inspection
MoH	
Mr. Tom Aliti Candia	Commissioner (Health Sector Partners & Multi-Sectoral Coordination) Directorate of Health Governance & Regulation
Mr. Timothy Musila	Assistant Commissioner, Health Services (Private Section Coordination) Department of Health Sector Partners & Multi-Sectoral Coordination Health Policy, Planning and Financing Specialist
MoES	
Ms. Constance Alezuyo	Coordinator, Education Response Plan Secretariat
GIZ	
Mr. Patrick Poehlmann	Head of Programme
GIZ RISE	
Ms. Claudia Heinze	Head of Component I
Mr. Thomas Ujjiga Ojjali	Technical Advisor
Ms. Alina Zalewski	Technical Advisor
JICA WACAP	
Dr. Yusuke Kubo	Chief Advisor
Ms. Satomi Kamei	Planning expert
Ms. Imazato Isa	Livelihood Improvement expert
Ms. Misaki Kimura	Peace Building/Project Coordinator
UNDP	
Mr. Innocent Ejolu	Chief, Institutional effectiveness programme
Mr. Macdonald Kadzatsa	Advisor for MoLG (SIDA)
Mr. Gemechis Gudina	Advisor for MoLG (SIDA)
UNICEF	
Ms. Alessia Turco	Chief Field Operations & Emergencies
Ms. Irene Babille	Emergency Manager, Kampala
Mr. Jacob Opiyo	Emergency Officer, Gulu

UNHCR	
Mr. Bo Hurkmans	Associate Information Management Officer, Kampala
Mr. Michael Abusa	Arua
Ms. Moreen Ninsiima	Mbarara
Mr. Sam Mosallai	Associate Community-based Protection Officer, expert in Accountability to Affected Populations, Gender Equality and Age Gender Diversity Mainstreaming
Dr. Julius Kasozi	UNHCR Public Health Officer
Dr. Ronald Nyakoojo	Assistant RH & HIV/AIDs officer
Dr. Wadember Ibrahim	Associate Public Health Officer
Ms. Lillian	
World Bank	
Mr. Michael Mutemi Munavu	
Mr. Benjamin Christopher Reese	Senior Operations Officer (Forced Displacement)
Adjumani District	
Mr. Moini Fred	Senior Planner
Arua District	
Mr. Eswilu Donath	CAO
Mr. Kefa Adule	Senior Planner
Mr. Obia Richard	Acting DCDO
Ms. Badaru Gertrude	District Agriculture Officer
Mr. Paul Bishop Daleba	Acting District Health Officer
Mr. Dramadn Maxine David	District Sports Officer
Mr. Opitre Stephen	District Water Officer
Koboko District	
Mr. Bimbona Simon	CAO
Mr. Dhata Edward	District Planner
Mr. Wayi Dragamulai	District Education Officer
Madi Okollo District	
Mr. Jack Byaruhanga	CAO
Mr. Maisha Godfrey	Planner
Maracha District	
Mr. Kato Alfred	District Planner
Mr. Dramani Sam	DCDO
Dr. Candia Alex	DPO
Ms. Abaru Stella	S/C CDO, Tara S/C
Nebbi District	
Mr. Olley Ben Robinson	District Planner
Mr. Okiria Peter Joseph	DCDO
Mr. Nyakuni Levy Liverrious	DPO
Mr. Ongon Christipher	S/C Chief, Erussi S/C
Obongi District	
Mr. Lemeriga George Origason	District Planner
Pakwach District	

Ms. Stella Abyeto	CAO
Mr. Orem Richard	District Planner
Ms. Awor Bernardette	DCDO
Mr. Oloya Michael	DPO
Ms. Anyayo Prisca	CDO, Panyimur S/C
Terego District	
Mr. Robert Anguzu	Acting Planner
Zombo District	
Mr. Mussa Ismal Onzu	CAO
Mr. Godwin Openjuru	District Planner
Mr. Ocaki Samuel	DCDO
Mr. Walter Kumakech	DPO
Mr. Ucamringa Robert	CDO, Jangokoro S/C
RWC	
Ms. Rosemary Benard	RWC-1, Ocea Zone-1, Rhino camp

## Annex 2: List of Collected Documents

	Issued by	Name of Document	Issued year	Number of hard copy	E-file type
1	CRRF	Concept Note Revision of the National Action Plan for the implementation of the Global Compact on Refugees and its CRRF	2020		Word document
2	CRRF	National Action Plan revision – Consultations December 2020	2020		Power Point
3	GIZ	Programme Summary on RISE Component I	2018	1	
4	GIZ	Response to increased demand on Government Services and creation of economic opportunities in Uganda (RISE)	2019	-	
5	GIZ	Narrative Report on Planning Workshop	2019	1	
6	GIZ	Narrative Report on Stakeholder Interaction Analysis (Arua)	2019	1	
7	GIZ	Narrative Report on “Integration of refugees into the District Local Government development planning process” workshop (Adjumani)	2019		PDF
8	GIZ	Narrative Report on “Integration of refugees into the District Local Government development planning process” workshop (Arua)	2019		PDF
9	GIZ	Narrative Report on “Integration of refugees into the District Local Government development planning process” workshop (Moyo)	2019		PDF
10	GIZ	Narrative Report on Stakeholder Interaction Analysis workshop (Adjumani)	2019		PDF
11	GIZ	Narrative Report on Stakeholder Interaction Analysis workshop (Arua)	2019		PDF
12	GIZ	Narrative Report on Stakeholder Interaction Analysis workshop (Moyo)	2019		PDF
13	GIZ	Governance Needs Assessment Stakeholder Workshop (Adjumani)	2020	1	
14	GIZ	Governance Needs Assessment Stakeholder Workshop (Arua)	2020		PDF
15	GIZ	Governance Needs Assessment Stakeholder Workshop (Moyo)	2020		PDF
16	GIZ	Governance Needs Assessment Stakeholder Workshop (Arua)	2020		PDF
17	GIZ	GIZ brochures	2020		PDF
18	GIZ	GIZ RISE PDM			PDF
19	Inter-Agency Meeting	Education Sector Update	2019	-	Power Point
20	Koboko District	Situation analysis for DDP III - Refugees_Koboko	2020		Word document
21	Minister of Health	Health Sector Refugee Response Report July 2020	2020		PDF

22	Minister of Health	HEALTH SECTOR INTEGRATED REFUGEE RESPONSE PLAN 2019-2024	-	-	PDF
23	Ministry of Education and Sports	EDUCATION RESPONSE PLAN FOR REFUGEES AND HOST COMMUNITIES IN UGANDA	2018	-	PDF
24	Ministry of Gender, Labour and Social Development	JOBS AND LIVELIHOODS INTEGRATED RESPONSE PLAN FOR REFUGEES AND HOST COMMUNITIES 2020/2021-2024/2025	2020		word document
25	Ministry of Health	Update on the Health sector Integrated Refugee Response Plan (Presentation handout)	2020	1	
26	Ministry of Local Government	Discretionary Development Equalisation Grant (DDEG) Budget and Implementation Guidelines Effective from FY 2020/21	2020	-	PDF
27	Moyo District	Moyo District Development Plan sample	2020		Word document
28	National Planning Authority	LOCAL GOVERNMENT DEVELOPMENT PLANNING GUIDELINES Second Edition	2019	-	PDF
29	National Planning Authority	THIRD NATIONAL DEVELOPMENT PLAN (NDPIII) 2020/21 – 2024/25	2020	-	PDF
30	NPA	THIRD NATIONAL DEVELOPMENT PLAN (NDPIII) 2020/21 – 2024/25	2020		PDF
31	NPA	LOCAL GOVERNMENT DEVELOPMENT PLANNING GUIDELINES Second Edition	2020		PDF
32	Obongi District	Obongi DDP	2020		Word document /Excel
33	OPM	Information on Refugee Settlement (Imvepi, Rhino camp, Lobule)	2020	1	
34	OPM and EU	DINU – Final Presentations From CFC Information Sessions	2019		PDF
35	OPM and World Bank	DRDIP – UNDERSTANDING AND ADDRESSING GENDER-BASED VIOLENCE	2019		PDF
36	Pakwach District	Pakwach District gender analysis matrix	2020		JPEG
37	RDO	JICA SURVEY ON REASONS FOR CONFLICT BETWEEN HOST COMMUNITIES AND REFUGEES	2020		Word document
38	UNHCR	PARTICIPATORY ASSESSMENT PRIORITIZATION REPORT FOR PALORINYA REFUGEE SETTLEMENT, OCTOBER 2017.	2017		PDF
39	UNHCR	Participatory Assessment (PA) Report Imvepi, Rhino and Lubule Settlements and Facilities in Koboko district 2018	2018		PDF
40	UNHCR	UNHCR Consolidated AGD Action Plan	2019		Excel file

41	UNHCR	UNHCR Fact Sheet : Uganda January 2020	2020	1	
42	UNHCR	Program on ActivityInfo training sessions for Q1 reporting - 7 and 8 April 2020	2020		Word document
43	UNHCR Sub-Office Adjumani/Pakelle	ADJUMANI AND LAMWO PARTICIPATORY ASSESSMENT REPORT 2018	2018		PDF
44	UNHCR Uganda, JICA Uganda office	UNHCR-JICA meeting handout	2020	1 set	
45	UNICEF	UNICEF's HAC 2021	2020		PDF
46	UNICEF	October multi-hazard situational report for UNICEF	2020		PDF
47	UNICEF	October multi-hazard dashboard for UNICEF	2020		pdf
48	VNG	Self-Settled Refugees and the Impact on Service Delivery in Koboko Municipal Council	2018		PDF
49	VNG	Survey Highlights on Self-Settled Refugees in Koboko Municipal Council	2018		PDF
50	WACAP JICA	専門家業務完了報告書（開発計画専門家）	2019		PDF
51	WACAP JICA	Plan and Progress of the 2nd round OJT in West Nile Sub-Region	2020		Excel file
52	WACAP JICA	Plan and Progress of the OJT in West Nile Sub-Region	2020		Excel file
53	World Bank	updated report on the WB's forced displacement analytic work	2020		PDF
54	World Bank	the WB's forced displacement portfolio	-		PDF
55	World Bank	PROJECT PAPER ON DRDIP	2019		Word document

### Annex 3: References

ACODE: ADVOCATES COALITION FOR DEVELOPMENT AND ENVIRONMENT (2019) REVIEW OF THE GENDER COMPLIANCE ASSESSMENT OF UGANDA'S NATIONAL BUDGET

A FOCUS ON THE AGRICULTURE SECTOR <http://library.health.go.ug/publications/audits-budget/review-gender-compliance-assessment-ugandas-national-budget-focus>"

Atsushi Hanatani (2019) Recent Reforms in Decentralization Policy

and their Implications for WACAP "

CRRF DPG Sub-group Meeting (2020) Uganda's comprehensive refugee response-Efforts to strengthen coordination, alignment and harmonization

DANIDA (2019) Project Document Northern Uganda Resilience Initiative (NURI) 2018-2022

[https://www.nuri.ag/0-8011-19-](https://www.nuri.ag/0-8011-19-1010%20%20NURI%20Programme%20Document%20Final%2022.03.2019.pdf)

[1010%20%20NURI%20Programme%20Document%20Final%2022.03.2019.pdf](https://www.nuri.ag/0-8011-19-1010%20%20NURI%20Programme%20Document%20Final%2022.03.2019.pdf)

DFID (2018) DFID Uganda Profile: July 2018

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/723334/](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/723334/DFID-Uganda-Profile-July-2018.pdf)

[DFID-Uganda-Profile-July-2018.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/723334/DFID-Uganda-Profile-July-2018.pdf)

Dr Lisa Groß, German Development Institute (2018) Assessing the Impact of Governance Programmes GIZ

Support to Citizen Participation in Local Governance in Benin [https://www.die-](https://www.die-gdi.de/uploads/media/DP__16.2018.pdf)

[gdi.de/uploads/media/DP\\_\\_16.2018.pdf](https://www.die-gdi.de/uploads/media/DP__16.2018.pdf)

EU (2017) Development Initiative for Northern Uganda START Fact Sheet

<https://www.uncdf.org/uganda/dinu>

Francesca Booker and Phil Franks, IIED (2019) Governance Assessment for Protected and Conserved

Areas (GAPA) Methodology manual for GAPA facilitators [https://www.die-](https://www.die-gdi.de/uploads/media/DP__16.2018.pdf)

[gdi.de/uploads/media/DP\\_\\_16.2018.pdf](https://www.die-gdi.de/uploads/media/DP__16.2018.pdf)

GoU (2018) Uganda CRRF Road Map 2018-2020 <https://data2.unhcr.org/en/documents/details/64290>

GoU (2019) Revised CRRF Road Map <https://data2.unhcr.org/en/documents/details/74394>

GoU (2019) Uganda National Action Plan to Implement the Global Compact on Refugees and its CRRF

<https://data2.unhcr.org/en/documents/details/82453>

HPG (2019) The Comprehensive Refugee Response Framework Progress in Uganda

<https://www.odi.org/sites/odi.org.uk/files/resource-documents/12937.pdf>

JICA, KATAHIRA & Engineers International, PADECO Co., Ltd., KOKUSAI KOGYO CO., LTD (2018)

The Republic of Uganda Data Collection Survey on Social Infrastructure Needs of Refugee-Hosting

Communities in Northern Uganda Final Report



MINISTRY OF WATER AND ENVIRONMENT (2019) WATER AND ENVIRONMENT SECTOR  
RESPONSE PLAN FOR REFUGEES AND HOST COMMUNITIES IN UGANDA

<https://data2.unhcr.org/en/documents/details/75623>

MoH (2019) Guidelines for Health Centre IV Health Unit Management Committees 2019

<http://154.72.196.19/publications/health-centres-iv-iii-and-ii/guidelines-health-centre-iv-health-unit-management>

MoLG (2020) DDEG - Grant guidelines FY2021-22 <https://www.bukedea.go.ug/news/reference-documents-guidelines>

OPM (2011) The National Policy for Disaster Preparedness and Management,

<https://www.refworld.org/pdfid/5b44c5d04.pdf>

OPM (2015) OPM STRATEGIC PLAN 201516-201920 <https://opm.go.ug/download/opm-strategic-plan-2015-16-2019-20/>

OPM (2016) Adjumani District Hazard, Risk, and Vulnerability Profile <https://www.necoc-opm.go.ug/northern-region.php>

OPM (2018) DRDIP - Updated Resettlement Policy Framework-RPF June 2018

<https://opm.go.ug/download/updated-resettlement-policy-framework-rpf-june-2018/>

OPM (2019) CRRF Flyer <https://data2.unhcr.org/en/documents/download/71177>

OPM (2019) DRDIP Overview <https://opm.go.ug/download/drdip-overview/>

OPM (2020) Government directive on Partners' regularization - By OPM

<https://data2.unhcr.org/en/documents/details/79237>

OPM (2018?) Comprehensive Refugee Response Framework Uganda <https://opm.go.ug/comprehensive-refugee-response-framework-uganda/>

Uganda Bureau of Statistics (2016) The National Population and Housing Census 2014 – Main Report

<https://unstats.un.org/unsd/demographic/sources/census/wphc/Uganda/UGA-2016-05-23.pdf>

UN Country team and World bank (2017) REHOPE — REFUGEE AND HOST POPULATION  
EMPOWERMENT STRATEGIC FRAMEWORK - UGANDA

<https://data2.unhcr.org/en/documents/download/64166>

UNDP (2015) Country programme document for Uganda (2016-2020)

<https://www.undp.org/content/dam/rba/docs/Programme%20Documents/uganda-CPD-2016-2020-en.pdf>

UNDP (2016) Livelihood-focused Rapid Needs Assessment and Programme Development Report

[https://www.undp.org/content/dam/uganda/docs/UNDPUG2016-RNA\\_Yumbe\\_Adjumani\\_Report\\_Final.pdf](https://www.undp.org/content/dam/uganda/docs/UNDPUG2016-RNA_Yumbe_Adjumani_Report_Final.pdf)

UNDP (2018) The Emergency Response and Resilience Strategy for Refugees and Host Communities

<https://www.undp.org/content/dam/uganda/docs/UNDPUG2018%20-%20UNDP%20Emergency%20Respon>

se%20&%20Resilience%20Strategy%202018.pdf

UNDP (2018) Understanding Land Dynamics and Livelihood in Refugee Hosting Districts of Northern Uganda

<https://www.undp.org/content/dam/uganda/docs/UNDPUG18%20-%20Understanding%20Land%20Dynamics.pdf>

UNHCR and World Bank (2017) REHOPE — REFUGEE AND HOST POPULATION EMPOWERMENT STRATEGIC FRAMEWORK - UGANDA <https://data2.unhcr.org/en/documents/download/64166>

UNHCR (2018) Uganda Age, Gender and Diversity Participatory Assessment Report 2018

<https://data2.unhcr.org/en/documents/download/71165>

UNHCR (2018) UGANDA COUNTRY REFUGEE RESPONSE PLAN January 2019 — December 2020

<https://data2.unhcr.org/en/documents/download/67314>

UNHCR (2018) UNHCR POLICY ON AGE, GENDER AND DIVERSITY

<https://www.unhcr.org/protection/women/5aa13c0c7/policy-age-gender-diversity-accountability-2018.html>

UNHCR (2019) Access Roads to Bidibidi, Imvepi, Lobule, Palorinya and Rhino Camp Refugee

Settlements Draft IX as of 14th October 2019 <https://data2.unhcr.org/en/documents/download/74082>

UNHCR (2019) Livelihoods and Resilience Sector: December 2019 Meeting Documents

<https://data2.unhcr.org/en/documents/details/73109>

UNHCR (2019) MINUTES - UGANDA REFUGEE RESPONSE MONITORING TASK FORCE – 31 JAN

2019 <https://data2.unhcr.org/en/documents/details/73264>

UNHCR (2019) Sector Log Frames - 2019-2020 RRP Performance Tracking

<https://data2.unhcr.org/en/documents/download/70527>

UNHCR (2020) ACTIVITY INFO REPORTING MODULE STEP BY STEP GUIDE

<https://data2.unhcr.org/en/documents/download/71585>

UNHCR (2020) ActivityInfo - Response to Q3 feedback

<https://data2.unhcr.org/en/documents/download/73497>

UNHCR (2020) EiE SWG 071119 minutes <https://data2.unhcr.org/en/documents/details/72848>

UNHCR (2020) Inter agency coordination group meeting documents of 28 February 2020

<https://data2.unhcr.org/en/documents/details/74499>

UNHCR (2020) Inter agency coordination group meeting documents of 28 February 2020

<https://data2.unhcr.org/en/documents/details/74499>

UNHCR (2020) Inter Agency coordination proceedings - January 2020

<https://data2.unhcr.org/en/documents/details/74061>

UNHCR (2020) Livelihoods and Resilience Sector Information Package January 2020

<https://data2.unhcr.org/en/documents/details/74063>

UNHCR (2020) Operational Update January 2020 <https://data2.unhcr.org/en/documents/download/74074>

UNHCR (2020) Performance Snapshot Q2 2020 <https://data2.unhcr.org/en/documents/details/78741>

UNHCR (2020) Refugees and asylum seekers statistics Map - January 2020

<https://data2.unhcr.org/en/documents/download/73905>

UNHCR (2020) Settlement Profile Adjumani - January, 2020

<https://data2.unhcr.org/en/documents/download/73979>

UNHCR (2020) Settlement Profile Bidibidi - January, 2020

<https://data2.unhcr.org/en/documents/download/73980>

UNHCR (2020) Settlement Profile Imvepi - January, 2020

<https://data2.unhcr.org/en/documents/download/73981>

UNHCR (2020) Settlement Profile Lobule - January, 2020

<https://data2.unhcr.org/en/documents/download/73986>

UNHCR (2020) Settlement Profile Palorinya - January, 2020

<https://data2.unhcr.org/en/documents/download/73990>

UNHCR (2020) Settlement Profile Rhino - January, 2020

<https://data2.unhcr.org/en/documents/download/73991>

UNHCR (2020) Tracking the performance of the Refugee Response Plan (RRP)

<https://data2.unhcr.org/en/documents/download/71586>

UNHCR (2020) Uganda - Refugee Statistics December 2020 - Adjumani

<https://data2.unhcr.org/en/documents/details/84108>

UNHCR (2020) Uganda - Refugee Statistics December 2020 - Bidibidi

<https://data2.unhcr.org/en/documents/details/84109>

UNHCR (2020) Uganda - Refugee Statistics December 2020 - Imvepi

<https://data2.unhcr.org/en/documents/details/84110>

UNHCR (2020) Uganda - Refugee Statistics December 2020 - Lobule

<https://data2.unhcr.org/en/documents/details/84115>

UNHCR (2020) Uganda - Refugee Statistics December 2020 - Palorinya

<https://data2.unhcr.org/en/documents/details/84119>

UNHCR (2020) Uganda - Refugee Statistics December 2020 - Rhino

<https://data2.unhcr.org/en/documents/details/84121>

UNHCR (2020) UNHCR Inter Agency Coordination meeting 11 Setember 2020

<https://data2.unhcr.org/en/documents/details/79231>

UNHCR (2020) UNHCR Map for Presence and refugee locations in Uganda as of 11 August 2020

<https://data2.unhcr.org/en/documents/details/78294>

UNHCR (2020) UNHCR Refugee hosting districts\_11 Aug 2020

<https://data2.unhcr.org/en/documents/details/78295>

UNHCR (2020) UNHCR Uganda - Map showing sub-regions in Uganda

<https://data2.unhcr.org/en/documents/details/76380>

"UNHCR/OPM (2020)

RRP\_5W\_Forests,\_wetlands,\_shorelines\_protected\_and\_restored\_20201013\_090402.UTC

<https://v4.activityinfo.org/app> (ログインが必要) "

UNICEF (2020) UNICEF Uganda Annual Report 2019 <https://www.unicef.org/uganda/reports/unicef-uganda-annual-report-2019>

USAID (2015) Baseline Brief for an Impact Evaluation of Governance, Accountability, Participation and Performance (GAPP): SMS for Better Service Provision in Uganda

<https://www.usaid.gov/sites/default/files/documents/1866/Uganda%20IE%20Baseline%20Report.docx>

USAID (2016) USAID UGANDA COUNTRY DEVELOPMENT COOPERATION STRATEGY 2016-2021

[https://www.usaid.gov/sites/default/files/documents/1860/CDCS\\_FINAL\\_26092017.tags\\_.pdf](https://www.usaid.gov/sites/default/files/documents/1860/CDCS_FINAL_26092017.tags_.pdf)

USAID (2019) Performance Evaluation Report: GAPP

[https://dec.usaid.gov/dec/content/Detail\\_Presto.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDhmY2Uy&rID=NTU1ODkw&qrs=RmFsc2U%3d&q=ZG9jdW1lbnRzLmRlc2NyaXB0b3JzX2dlb2dyYXBoaWM9VWdhbmRhIEFORCBkb2N1bWVudHMuYmliGlvZ3JhcGhpY190eXBIX2NvZGU9KDIyIE9SIDI0KQ%3d%3d&ph=VHJ1ZQ%3d%3d&bckToL=VHJ1ZQ%3d%3d&rrtc=VHJ1ZQ%3d%3d](https://dec.usaid.gov/dec/content/Detail_Presto.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDhmY2Uy&rID=NTU1ODkw&qrs=RmFsc2U%3d&q=ZG9jdW1lbnRzLmRlc2NyaXB0b3JzX2dlb2dyYXBoaWM9VWdhbmRhIEFORCBkb2N1bWVudHMuYmliGlvZ3JhcGhpY190eXBIX2NvZGU9KDIyIE9SIDI0KQ%3d%3d&ph=VHJ1ZQ%3d%3d&bckToL=VHJ1ZQ%3d%3d&rrtc=VHJ1ZQ%3d%3d)

World Bank (2018) Program Paper on USMID

<http://documents1.worldbank.org/curated/en/946901526654169395/pdf/UGANDA-PAD-04272018.pdf>

World bank (2019) Financing Agreement on Additional Financing for DRDIP

<http://documents.worldbank.org/curated/en/615431563570910105/pdf/Official-Documents-Financing-Agreement-for-Additional-Financing-Grant-D421-UG-Closing-Package.pdf>

World Bank (2019) Project Paper on DEVELOPMENT RESPONSE TO DISPLACEMENT IMPACTS PROJECT IN THE HORN OF AFRICA

<http://documents.worldbank.org/curated/en/347371555812093462/pdf/Uganda-Development-Response-to-Displacement-Impacts-Project-in-the-Horn-of-Africa-Project.pdf>

Atsushi Hanatani (2019) ウガンダの難民・受入地域のレジリエンス強化に向けた JICA の取組

JICA、株式会社片平エンジニアリング・インターナショナル、株式会社パデコ、国際航業株式会社(2018) ウガンダ国西ナイル地域難民受入コミュニティの現状及びニーズに係る情報収集・確

認調査 ファイナル・レポート

UN (2018) 難民に関するグローバルコンパクト [https://www.unhcr.org/jp/wp-content/uploads/sites/34/2019/04/Global-Compact-on-Refugees\\_JPN.pdf](https://www.unhcr.org/jp/wp-content/uploads/sites/34/2019/04/Global-Compact-on-Refugees_JPN.pdf)

UNHCR 駐日事務所 (2017) AGDMPA2016 年度サマリー [https://www.unhcr.org/jp/wp-content/uploads/sites/34/2017/11/AGDM-PA-2016\\_1020\\_final.pdf](https://www.unhcr.org/jp/wp-content/uploads/sites/34/2017/11/AGDM-PA-2016_1020_final.pdf)

World Bank/株式会社一灯舎 (2017) 世界開発報告 2017 ガバナンスと法  
<http://documents.worldbank.org/curated/en/698341537265806680/pdf/112303-JAPANESE-PUBLIC.pdf>

三菱 UFJ リサーチ&コンサルティング株式会社 (2015) 平成 26 年度アフリカ等途上国の農業生産  
拡大支援のうちアフリカにおける耕作されていない農地等の活性化調査  
[https://www.maff.go.jp/j/kokusai/kokkyo/nousui\\_bunya/pdf/1\\_1\\_1\\_kasseika.pdf](https://www.maff.go.jp/j/kokusai/kokkyo/nousui_bunya/pdf/1_1_1_kasseika.pdf)

社団法人 農業農村工学会 (1970) ウガンダの農業 (農業土木会誌第 38 巻第 7 号)  
[https://www.jstage.jst.go.jp/article/jjsidre1965/38/7/38\\_7\\_489/\\_pdf/-char/ja](https://www.jstage.jst.go.jp/article/jjsidre1965/38/7/38_7_489/_pdf/-char/ja)