THE REPULIC OF UGANDA

OFFICE OF THE PRIME MINISTER

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SETTLEMENT TRANSFORMATION AGENDA II 2022-2027

2022

Pillar 1: Land Management

Pillar 2: Sustainable Livelihoods

Pillar 3: Governance and Rule of Law

Pillar 4: Peaceful Co-exisatnce

Pillar 5: Environmental Protection

Pillar 6: Community Infrastructure and Access to Social Services

SETTLEMENT TRANSFORMATION AGENDA II 2022-2027

2022

Office of the Prime Minister
P.O. Box 341, Kampala - Uganda
Plot 9-11 Apollo Kaggwa Rd

Abbreviations and Acronyms

COVID	Coronavirus Disease
CRRF	Comprehensive Refugee Response Framework
DFID	Department for International Development
DRDIP	Development Response to Displacement Impacts Project
EU	European Union
GBV	Gender Based Violence
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (German Development Cooperation)
GCR	Global Compact of Refugees
IP	Implementing Partner
JICA	Japan International Cooperation Agency
LC	Local Council
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
MOWT	Ministry of Works and Transport
NDP	National Development Plan
NFA	National Forest Authority
NGO	Non-Government Organisations
OPM	Office of the Prime Minister

RCTIL	Research Consultancy and Training International Limited
RDO	Refugee Desk Officer
RWC	Refugee Welfare Council
SDGs	Sustainable Development Goals
STA	Settlement Transformation Agenda
UN	United Nations
UNDP	United Nations Development Program
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VSLA	Village Savings and Loan Association
WASH	Water Sanitation and Hygiene
WB	World Bank
WFP	World Food Program

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Foreword

The history of hosting refugees in Uganda dates back to the World War II period of the 1940s when the Nazi German army invaded Poland. As an allied colony of Britain by then, Uganda offered a safe haven to over 8,000 Polish refugees. Initially settled at Namasagali in Busoga, these were later relocated to Masindi Port and Nyabyeya in Masindi District. Another group was settled in Koja (Mpunge) in Mukono District. In 1955, Uganda hosted refugees from Southern Sudan and later Congolese between 1959 and the 60s. Since 1959, Uganda has been hosting refugees in settlements rather than camps, allowing refugees to live alongside nationals. The settlements in the South West of Uganda are established on government-owned gazetted land, while in the Northern region, the land where the settlements are being community-owned. Uganda has since then been commended for having one of the most progressive and generous refugee laws and policy regimes in the world. During the Uganda Solidarity Summit on Refugees on 23rd June 2017, Uganda's Integrated Refugee Management Model was stated as the best way of providing dignified asylum. This is because it allows for refugees' freedom of movement and facilitates them in pursuing livelihood opportunities, including access to the labour market and entrepreneurship. The 2006 Refugee Act and 2010 Refugee Regulations are the legal frameworks that govern the management of refugees in Uganda. As of December 2021, Uganda hosted over 1.5 million refugees.
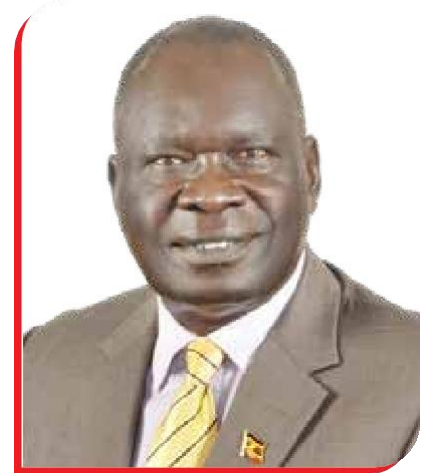
The situation of many refugees living in Uganda is protracted however. More recently, prolonged conflict in the surrounding countries of South Sudan, Burundi and the Democratic Republic of Congo have led to large influxes of new refugee arrivals in Uganda. Uganda is now the largest refugee hosting country in Africa and the second largest globally. The government through the Office of the Prime Minister (OPM) plays a lead role in refugee management in accordance with article 189 (1) and sixth schedule item 5 of the 1995 constitution. In line with Uganda Vision 2040, EAC Vision 2050, Africa Agenda 2063 and the Sustainable Development Goals (SDGs) and in recognition of Uganda's firm commitment to peace and security in the region and the protracted nature of displacement, the Government of Uganda took a bold decision to include refugee management and protection within its own domestic mid-term planning framework, namely the Third National Development Plan (2020/21-2024/25). The Settlement Transformation Agenda (STA) strategy seeks to explore opportunities that benefit refugees and their host communities by bridging the gap between humanitarian and development interventions. STA represents a key building block of a comprehensive

response to displacement in Uganda and a critical component in the application of the Comprehensive Refugee Response Framework as stipulated in the New York Declaration on Refugees and Migrants (19 September 2016). Initiated in 2015 by the Government of Uganda and implemented by partners and the UN agencies, the STA initiative is designed as a collective departmental strategic framework that brings together a wide range of stakeholders in a harmonised and cohesive manner to guide effective programming in the inclusion of development into the humanitarian refugee response. The STA II, therefore, has laid the following six pillars that comprehensively cover the resilience and humanitarian development nexus issues we face in the refugee response as its areas of focus between 2022 - 2027: i) land management; ii) sustainable livelihoods, iii) governance and rule of law; iv) peaceful co-existence; v) environmental protection; and vi) community infrastructure. By 2027, the effective implementation of these pillars is expected to lead to self-reliance and local settlement for refugees and promote social development in the refugee-hosting areas as a durable solution to problems faced by refugees while protecting national and local interests.

We urge the international community to seize

the social service investment opportunities presented in the STA II to support Uganda to become a model of how sustainable and inclusive investments in social services and human capital among refugees and host communities can break the cycle of conflict, cement peaceful co-existence and with time as refugees return, help rebuild their countries of origin. Particularly, the UN agencies, development partners, international NGOs, national NGOs, private sector, civil society, academia, faith-based organisations and community-based organisations have a significant role to play in the realisation and implementation of the STA II aspirations for effective and efficient service delivery and support to refugees and host communities. We also applaud the host communities and refugee-hosting district local governments for sharing their limited resources with refugees. We will continue to advocate for support to build their resilience in the face of increased refugee numbers so that the two groups can continue to live in peace, harmony and dignity. Correspondingly, the public should have a positive mindset towards the STA II for its successful implementation. With the assurance of sustained peace, stability and good governance from the National Resistance Movement (NRM), we shall realise the goal of the STA II together.

For God and My Country

....
Hon. Eng. Hilary O. Onek (MP)
Minister for Relief, Disaster Preparedness and Refugees

Acknowledgements

The development of the Settlement Transformation Agenda (STA) strategy was born out of the realisation by the government that refugees have the potential to build capacity, better themselves for return and contribute to the socio-economic development of their host countries. The STA strategy is government-led and its evaluation has been a participatory, consultative and transparent process. This strategy operationalises the provisions of the Refugee Act 2006 and the Refugee Regulations 2010. It is a pragmatic step by the Office of the Prime Minister (OPM) in the inclusion of development into the humanitarian refugee response and an opportunity for the mutual benefit of refugees and the host communities.

I take this opportunity to thank the staff and top management of the OPM for the time spent on developing this strategy; the refugee response MDAs, financial institutions and private sector entities for their time and support; and the political leadership of refugee-hosting districts for welcoming and hosting refugees. In a special way, I would like to thank the Japan International Cooperation Agency (JICA) for the financial support that facilitated the consultations, drafting, costing and development of the STA II Strategy; and the United Nations Agencies – the United Nations High Commissioner for Refugees (UNHCR), the World Food Programme (WFP), the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF) and the UN Women and Development Partners for their technical and financial support. Last, but not least, I would like to thank the Comprehensive Refugee Response Framework (CRRF) steering group and the CRRF secretariat, non-government organisations (NGO) implementing partners, all technical and administrative staff, and refugee-hosting districts for their invaluable inputs during the consultative process. I look forward to a successful implementation of the Settlement Transformation Agenda II with the hope of developing resilience and socio-economic transformation for both the Refugees and the host communities.

For God and My Country

Keith Muhakanizi
Permanent Secretary, Office of the Prime Minister

Executive Summary

The government through the Office of the Prime Minister (OPM) plays a lead role in refugee management in accordance with article 189 (1) and sixth schedule item 5 of the 1995 constitution. The Settlement Transformation Agenda (STA) II has been developed in order to ensure that the interventions towards response to the refugee influx in Uganda are well coordinated. The rationale for the STA II is informed by the achievements of the STA I which need to be consolidated and the challenges and constraints which require remedy. The STA II also cascades from the Global Compact of Refugees (GCR), Sustainable Development Goals (SDGs), and National Development Plan (NDP) III objectives, which also lay focus on ensuring effective settlement of refugees and provision of services to both refugees and host communities.

The goal of the STA II is to achieve self-reliance and local settlement for refugees and to promote social development in the refugee hosting areas as a durable solution to refugees' problems while protecting national and local interests. Below are the six pillars for the STA II, objectives and the corresponding key strategic actions:

Pillar 1: Land management

The objective of Pillar 1 is to ensure that settlement land is managed in a way that is efficient and sustainable. To achieve this, the following actions have been advanced: i) secure more land for settlement and production; ii) develop transition plans for land management; iii) develop settlement plans that include agriculture zoning; iv) establish systematic physical planning mechanisms; v) develop a land management framework to guide land use; and vi) lay strategies to increase land productivity and production.

Pillar 2: Sustainable livelihoods

The objective of Pillar 2 is to foster self-reliance for improved livelihoods for refugees and host communities. To achieve this, the following actions have been advanced: i) enhance value-addition in refugee settlements and host communities; ii) enhance productivity and well-being of the refugees and host communities; iii) enhance skills and training for refugees and host communities; iv) enhance private sector engagement strategies; v) enable entrepreneurial-led development and market growth system; and vi) promote community farming strategies.

Pillar 3: Governance and rule of law
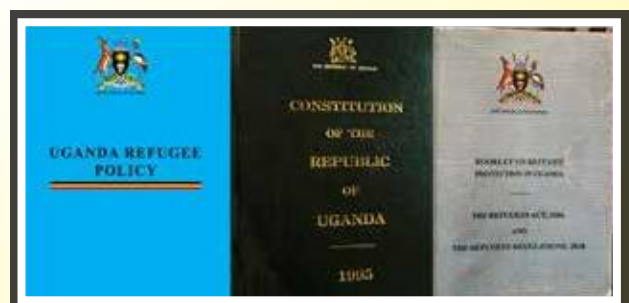
The objective of Pillar 3 is to ensure that settlements are governed in a way that respects the rights and obligations of refugees and promotes the rule of law among refugees and host communities. To achieve this objective, the following actions have been advanced: i) support the establishment and strengthening of special units for justice and referral operations; ii) ensure involvement of management and staff in all initiatives of the STA; iii) enhanced interventions towards crime prevention, e.g., Gender Based Violence (GBV) and sexual violence; iv) Promote gender, equity and participation of special groups in leadership and governance; v) enhance women social justice systems; vi) and support initiatives to reduce drop-out rates, especially of the girl child.

Pillar4: Peaceful co-existence

The objective of Pillar 4 is to create an enabling environment for refugees to live in safety, harmony and dignity with host communities. To achieve this objective, the following objectives have been advanced: i) support peace-building initiatives for both refugees and host communities; ii) create cultural orientation centres; iii) establish and facilitate cultural leaders' centres; iv) promote psychosocial support services; v) establish community centres; vi) support joint initiatives for both refugees and host communities; vii) strengthen refugee and host community social cohesion; and viii) promote an effective shock responsive refugee and host community social protection and social inclusion systems.

Pillar 5: Environmental protection

The objective of Pillar 5 is to protect, conserve and sustainably use the natural environment in and around refugee settlements and refugee-affected areas in Uganda. To achieve this objective, the following actions have been advanced: i) promote alternative fuel sources like briquettes, energy-saving stoves, solar, biomass and mini-power grids for institutions and households; ii) promote enlightenment on environmental conservation through tree growing initiatives; iii) promote waste management initiatives; iv) build capacity of local governments to develop and enforce ordinances on environmental protection and management; and v) restore, conserve and protect the existing degraded environment and natural resources.

Pillar 6: Community infrastructure and access to social services

The objective of Pillar 6 is to progressively enhance economic and social infrastructure in refugee hosting and affected areas. To achieve this, the following actions have been advanced: i) construction and rehabilitation of roads; ii) routine maintenance of roads; iii) construction of infrastructure, e.g., schools, health facilities, markets, food storage facilities, office space and accommodation houses; iv) construction of a shelter for refugees with special needs; v) stakeholder involvement and empowerment in infrastructure development and management; vi) promotion and support of community procurement, monitoring and sustainable use of infrastructure; vii) promotion of sustainable agricultural practices; viii) implementation of Water, Sanitation and Hygiene (WASH) interventions towards improved sanitation, safe water access and utilization; ix) improved equitable access to inclusive relevant learning opportunities; x) improved delivery of quality education and training; xi) strengthening systems for effective education delivery; xii) enhanced health services and care in refugee settlements and host communities; and xiii) development of sustainable and effective energy solutions.

The STA II is expected to have a budget estimate of USD7,023 Million between 2022/23-2026/27. Its implementation will be through the support of the operating and implementing partners under the support of the United Nations High Commission for Refugees (UNHCR), with a key role to mobilise funding. The Office of the Prime Minister (OPM) will spearhead and coordinate the STA II implementation.

CHAPTER ONE:

INTRODUCTION ANDBACKGROUND

1.1 Introduction

The Settlement Transformation Agenda (STA) II has been developed as a strategy to achieve self-reliance and local settlement for refugees and to promote social development in the refugee-hosting areas as a durable solution to the refugees' problems while protecting national and local interests. This chapter presents the background to the STA, performance review of the 2016-2021 STA I, the strategic direction of the STA, funding strategy, risk management, monitoring and evaluation, and sustainability.

1.2 Background

The history of hosting refugees in Uganda dates back to the World War II period of the 1940s when the Nazi German army invaded Poland. As an allied colony of Britain by then, Uganda offered a safe haven to over 8,000 Polish refugees. Initially settled at Namasagali in Busoga, these were later relocated to Masindi Port and Nyabyeya in Masindi District. Another group was settled in Koja (Mpunge) in Mukono District. In 1955, Uganda hosted refugees from Sudan and later from Zaire (current day the Democratic Republic of Congo) between 1959 and the 1960s. Since 1959, Uganda has been hosting refugees in village-style settlements where they are allocated government- owned gazetted land and are free to support themselves. This policy has been maintained by successive Ugandan governments despite several flows of refugees into and out of the country.

Uganda's efforts in hosting refugees have so far been fruitful as the country is lauded for having some of the most progressive and generous refugee laws and policy regimes in the world. The Uganda Solidarity Summit on Refugees held on June 23rd 2017 referred to Uganda's Integrated Refugee Management Model as one of the best ways of providing dignified asylum. The 2006 Refugee Act and 2010 Refugee Regulations allow for the integration of refugees within host communities with refugees having access to the same public services as nationals. They have freedom of movement and are free to pursue livelihood opportunities, including access to the labour market and establishing businesses. However, despite the presence of such opportunities, most refugees have remained in a traditional peasant economic model.

The situation of many refugees living in Uganda remains protracted. More recently, prolonged conflict in the surrounding countries of South Sudan, Burundi and the Democratic Republic of Congo have led to new refugee arrivals in Uganda. Uganda is now the largest refugee hosting country in Africa and the third largest globally. The government through the Office of the Prime Minister (OPM) plays a lead role in refugee management in accordance with article 189 (1) and sixth schedule item 5 of the 1995 constitution. The key roles of the OPM include:

i. Processing asylum applications, registration and documentation of refugees and asylum seekers

ii. Settling refugees and ensuring their welfare and protection through coordinated services, delivery structure and mechanisms

iii. Providing technical advice to the government concerning refugee matters and developing policies, guidelines and standards concerning service delivery for refugee and host communities

iv. Entering MOUs with partners to provide support to refugees and host communities, monitor and supervise service provision to refugees and host communities and mobilise resources for refugees and host communities

v. Undertaking planning and budgeting for refugee management, promoting durable solutions for refugees, and developing and enforcing guidelines for better coordination

vi. Building and supporting local response capacity including risk management and strategies

The STA I was evaluated to ascertain its achievements and to appreciate the constraints and challenges faced. The evaluation reported a lot of achievements on the STA I, which are now areas of focus for consolidation under the STA II. However, several constraints including low dissemination of the STA I and prolonged effects of the COVID-19 pandemic were cited as some of the challenges faced. Remedies have been proposed under the STA II for continuity of benefit and focus to transform the lives of refugees and host communities.

1.3 The STA II Development Process

The 2022-2027 STA II strategic direction was developed in a participatory and inclusive process between October 2021 and February 2022. The development process of the STA II followed a comprehensive evaluation of the 2016-2021 STA 1. To support the evaluation of the STA I and development of the STA II, the Office of the Prime Minister (OPM) with funding from the Japan International Cooperation Agency (JICA) engaged Research and Consultancy Training International Limited (RCTIL). Evaluation of the STA I started with holding inception meetings among OPM, JICA and RCTIL consultants to design the STA evaluation and development assignment. Instruments for data collection and generation, as well as the evaluation and development schedules, were also shared and agreed upon. Data generation started with consultations with the OPM staff, the Director in charge of Disaster Preparedness, Management and Refugees, the DRDIP Focal Person and the DRDIP Project Manager. Engagements were also held with Ministries, Departments and Agencies (MDAs) whose work involves refugee response. These included: the Ministry of Finance Planning and Economic Development (MoFPED), the Ministry of Health (MoH), the Ministry of Education and Sports (MoES), the Ministry of Water and Environment (MoWE), the Ministry of Gender Labour and Social Development (MoGLSD), the Ministry of Local Government (MoLG), the Ministry of Water and Transport (MoWT) and the National Forestry Authority (NFA). Consultations were also made with representatives of donor agencies including the: Japanese International Cooperation Agency (JICA), German Development Cooperation (GIZ), World Bank (WB), United States Agency for International Development (USAID), European Union (EU) and Department for International Development (DFID). They also involved representatives of private sector entities (2 banks, 2 Microfinance Institutions (MFIs) and 2 energy private service providers). Further engagements were made with the RDOs, staff of UN Agencies (UNDP, UNHCR, WFP, UN Women and UNICEF), District Refugee Focal Persons, representatives of Implementing Partners, Refugee Welfare Committees and Local Council leaders.

The evaluation process of the STAI generated data on achievements and challenges in the period 2016-2021. Respondents and participants on the evaluation also suggested ideas on interventions of the STA II 2022-2027. An evaluation report which informed the development of the STA II was submitted for approval to the OPM. Validation meetings were then held with key stakeholders to capture their input into the STA II. One validation meeting which was held at Hotel Africana in February 2022 had a multitude of stakeholders including government officials from the OPM and line ministries, the district local government leaders, the CRRF Secretariat, the JICA, the UNHCR and the OPM regional RDOs. Another virtual validation meeting was held for development partners in March 2022. The input was captured into the Final STA II document.

CHAPTER TWO:

RATIONALE OF THE 2022-2027 STA II

2.1 Introduction

The STA II has been developed due to various reasons. Below is a summary justifying the development of the STA II.

2.1.1 Performance of the STA I

The period that STA I was set to cover (2016-2021) came to an end resulting in a need to evaluate its achievements and challenges to inform the development of the STA II 2022-2027. The achievements registered in the previous STA I have been consolidated to ensure the sustainability of efforts while remedies have been suggested for the registered challenges and constraints which may have derailed the achievement of some of the set targets of STA I.

2.1.2 Legal Context

Uganda is a signatory to the 1951 Refugee Convention and its 1967 protocol under which the Government of Uganda committed to protect persons fleeing from persecution. Uganda is also a signatory to the 1969 OAU Convention under which refugees fleeing from conflict can be granted prima facie refugee status. The 1995 Constitution also reaffirms Uganda's commitments to international humanitarian law, and in particular, article 195 places refugees under the responsibility of the Central Government. In line with the above, in 2006, the Parliament passed the most progressive refugee law in Africa: The Refugee Act 2006, together with its 2010 Regulations. These guarantee refugee rights to work, move freely and access basic social services like Ugandan citizens, but also place obligations on the refugees to abide by national laws while in Uganda. Similarly, section 95 of the Local Government Act of 1997 as amended gives district local governments powers to plan for their respective areas of jurisdiction. In this regard, the district local governments that host refugees and the ones that facilitate transit are also areas of focus during refugee management processes. The STA II fully conforms with Ugandan international obligations and domestic laws and further demonstrates Uganda's leadership in finding durable solutions for refugees.

2.1.3 The Global Compact Of Refugees (GCR)

The Government of Uganda formally launched the Comprehensive Refugee Response Framework (CRRF) in March 2017 that underscore the importance of Global Political will and ambition to operationalize the principle of burden and responsibility sharing; to mobilize the international community as a whole and also galvanize action for an improved response to Refugee Situations. The Settlement Transformative Agenda (STA-I) developed in 2014 included in the National Development Plan (NDPII), paved the way for the CRRF. It created entry points for line ministries and development actors into Uganda's refugee response, consolidating the current model.

2.1.4 Sustainable Development Goals (SDGs)

The STA II covers SDGs 1, 3, 4, 6, 7 and 8, among others, aimed at alleviating poverty among refugees and host communities and providing quality education, health, clean water and sanitation, and alternative energy.

2.1.5 NDP III Objectives

The STA II further draws from the objectives of the NDP III where it aims to strengthen the role of the state in refugee response by guaranteeing the settlement of refugees and promoting peaceful co-existence with the host communities. It also contributes to improving public service provision through the community infrastructure pillar, sustainable livelihoods, land management, environmental protection, and governance and rule of law.

2.1.6 Sustaining Benefits from The Previous STA I

The STA I made a lot of achievements under the six pillars. These achievements need to be consolidated to ensure continued benefit. Therefore, the STA II lays strategies to continue intervening in the six pillars.

2.1.7 Continued Refugee Influx

Uganda has continued to experience an influx of refugees, especially from the Democratic Republic of Congo and South Sudan. Presently, there are approximately 1.5 million refugees in Uganda, a sharp increase from approximately 430,000 refugees in 2016. Despite their surge, there are no corresponding resource increments for refugees such as land? This has placed environmental pressure on the limited and fragmented land eroding productivity, while at the same time, there are missed opportunities for refugees to acquire skills and resources needed for sustainable livelihoods to improve their standard of living. For this reason, the government has committed to making extraordinary and transformational investments in refugee settlements to increase their productivity and diversify their economic opportunities so as to improve the social and economic linkages between refugees and host communities, leading to a greater degree of self-reliance on the same land. This, therefore, calls for continued interventions for readiness to ensure that refugees are settled and provided with public services including healthcare, education, water and sanitation, food production, roads, and housing, among others. The STA II provides for this, on top of focusing on ensuring that the host communities are also provided with public services, mainly to promote peaceful co-existence.

2.1.8 Risk Mitigation

Learning from the performance of the STA I, the STA II identifies risks that may hinder the achievement of the set objectives. It has therefore carried out an initiative to mainstream for risks and suggest preventive and reactive mitigation measures. This will enhance the performance of the STA

CHAPTER THREE:

PERFORMANCE REVIEW OF THE 2016-2021 STAI

3.1 Overview

The STA I was evaluated at its tail end to ascertain its performance including successes, constraints and challenges. The evaluation assessed the performance of the STA I under the six pillars, i.e., i) land management, ii) sustainable livelihoods, iii) governance and rule of law, iv) peaceful co-existence, v) environmental protection, and vi) community infrastructure. The achievements and challenges identified under the STA pillars are presented below:

3.2 STA Pillar 1: Land management

Key achievements
i.   The OPM secured land from landlords for distribution to refugees and for tree planting initiatives
ii. Refugees and host communities were trained on land use which allowed for allocation of land for cultivation to refugees by the landlords

Key challenges
i.   There was no land use assessment in the period

ii. The OPM does not own land for the settlements, thus relying more on land owners to determine land use

iii. Land allocations to refugee households reduced to 25x25 square meters which is insufficient for housing and farming

iv. Some landlords denied refugees from harvesting their crops from the land they earlier allocated to them

v.   Refugees were mostly allocated the less productive land with environmental issues such as pests and diseases

3.3 STA Pillar 2: Sustainable livelihoods

Key achievements

i.   Enhanced food security due to access to land for cultivation

ii. Supported the Village Saving and Loan Associations (VSLA) initiatives

iii. Supported the kitchen gardening initiative

iv. Promoted massive commercial production through zoning

v. Households generated some income from commercial farming using land allocated by the OPM

vi. Some refugees grew into prosperous business people owning very big shops and operating institutions like schools

vii. The ability for self-support due to the livelihoods interventions

viii. Cash rations have had an impact since they give the beneficiaries access to non-food requirements and they are cheaper to administer

ix. The nutrition component of the WFP gave supplements to lactating mothers

x. Provided some agriculture, value-addition and market linkage support

xi. Promoted WASH interventions towards improved safe water coverage and sanitation

xii. Youth received support in groups

xiii. A lot of sensitization on self-sustenance of refugees at the second slashing of food rations which helped them cope easily

xiv. Households (about 95%) can now afford at least two meals a day

Key challenges
i. Flooding during the rainy season and the hard-hitting dry season affected the crops planted

ii. The COVID-19 pandemic limited normal operations due to restrictions

iii. Over relying on traditional methods of livelihood, e.g., depending on rainwater

iv. Insufficient funding for livelihoods interventions

v. Inadequate shelter for refugees due to high numbers in the households

vi. The challenge of protecting teenage girls from early pregnancies and marriages

vii. Nationals not receiving any form of scholarships from some implementing partners

viii. A lot of stress on health care facilities, yet there are insufficient health workers

3.4 STA Pillar 3: Governance and rule of law

Key achievements
i. Refugee welfare councils have played a major role in liaising with other government structures towards law, justice and general development initiatives

ii. The district local governments have supported the coordination role of delivering public services with the police, health providers and religious leaders, among others

iii. Social protection and justice are now open for both refugees and host communities

iv. Reduced cases of violence against children and GBV through advocacy

v. Police posts were attached to refugee settlements to keep law and order

vi. Refugees plan for public services and development together with host communities

vii. Reduced crime rate within the refugee-hosting areas and the settlements

viii. Women have now taken up leadership positions

ix. Girls have been supported to remain in school

Key challenges

i. Insufficient personnel in the law and order sector

ii. Absence of remand homes for children

iii. The STA was not well disseminated

iv. The district local governments have had coordination challenges, not only for the STA but also for the implementing partners

v. Non-reporting of cases of GBV, sexual violence and violence against children

3.5 STA Pillar 4: Peaceful co-existence

Key achievements

i. Pronounced increased peaceful co-existence between refugees and the host communities mainly due to the policy of 70:30 for refugees and host communities respectively

ii. Increase in joint problem solving between refugees and host communities

iii. Formation of mixed developmental groups for improved livelihoods and tree planting

iv. Host communities can access public services from the refugee settlements

Key challenges

i. Insufficient funding towards the peaceful co-existence pillar

ii. Some landlords deny refugees from accessing the earlier allocated land to harvest their crops

3.6 STA Pillar 5: Environmental protection

Key achievements

i. Tree planting within both the refugee settlements and host communities resulting in reduced air pollution

ii. Tree marking for the preservation of tree cover thus promoting conservation

iii. Reduced bush-burning activities, especially in the settlements

iv. Changed mindset about environmental protection and conservation

Key challenges

i. High demand for firewood resulting in massive encroachment on the forests

ii. Absence of gazetted areas for fetching firewood

iii. More focus put on tree planting and less on tree growing

iv. The minimal survival rate of planted tree seedlings

v. Challenge of ownership of the planted woodlots

vi. Refugee operations are mainly dependent on natural resources, e.g., for construction

vii. Insufficient budget allocations towards environmental protection and conservation initiatives

viii. Low adoption rates of the promoted energy-saving technologies like energy-saving stoves and briquettes

3.7 STA Pillar 6: Community infrastructure

Key achievements

i. Constructed access roads

ii. Rehabilitated dilapidated access roads

iii. Raised swamps in areas that were impassable

iv. Constructed health units in the settlements

v. Constructed schools in the settlements

vi. Constructed staff houses for implementing partners like healthcare service providers and teachers

Key challenges

i. People still travel long distances to access public services

ii. Customer care is still lacking among staff, e.g., in health units

Poor accommodation for staff such as healthcare service providers and teachers

CHAPTER FOUR:

THE 2022-2027 STA II STRATEGIC DIRECTION

Refugees working together to assess and promote children's learning in refugee settlements in Uganda

4.1 Overview

The goal of the STA II is to facilitate the achievement of self-reliance and local settlement for refugees and to promote social development in the refugee-hosting areas as a durable solution to refugees' problems while protecting national and local interests. In the pursuance of this goal, the STA II lays focus on the interventions under six pillars:

i. Land management

ii. Sustainable livelihoods

iii. Governance and rule of law

iv. Peaceful co-existence

v. Environmental protection

vi. Community infrastructure

The STA II also cascades from the Parish Development Model (PDM) which was launched in March 2022. The PDM aims at helping people from the parish level to increase their household incomes and join the money economy. It is an extension of the-whole-of government approach to development as envisaged under the NDP III, with the parish as the lowest administrative and operational hub for delivering services closer to the people and hence fostering economic development. Therefore, emphasis on this STA II has been put on the enhancement of sustainable livelihood as promoted by the PDM and the provision of community infrastructure and access to social services. The private sector will also be engaged in the STA II implementation by providing complimentary services on a Public-Private Partnerships arrangement. Presented below are the objectives and key strategic actions that will be implemented under each of the six pillars.

4.2 STA Pillar 1: Land management

Objective 1: To ensure that settlement land is managed in a way that is efficient and sustainable. This is expected to be achieved by undertaking several strategies including the following:

i. Securing more land for settlement and production

ii. Developing transition plans for land management

iii. Developing settlement plans that include agriculture zoning

iv. Establishing systematic physical planning mechanisms

v. Developing a land management framework to guide land use

vi. Laying strategies to increase land productivity and production

vii. Finalizing physical planning of settlements and catchment management plans

The indicative results under this pillar include:

i. More land for settlement and production secured

ii. Transition plans for land management developed

iii. Agricultural zoning completed and based upon soil and watershed analysis

iv. Plots demarcated with identifiers attached to the refugee record

v. Physical planning mechanisms established

vi. Land zoned for different economic and social purposes

4.3 STA Pillar 2: Sustainable livelihoods

Objective 2: To foster self-reliance for improved livelihoods for refugees and host communities. The strategic actions under this pillar include the following:

i. Enhancing value addition in refugee settlements and host communities

ii. Enhancing the productivity and well-being of the refugees and host communities

iii. Enhancing skills training for refugees and host communities

iv. Engaging different stakeholders that may hinder access to livelihood opportunities

v. Increasing self-reliance campaigns among refugees and host communities

vi. Enhancing private sector engagement strategies

vii. Enabling entrepreneurial-led development and market growth systems

viii. Promoting community farming strategies

ix. Coordinating efforts of financial services providers to tailor and subsidize key services for refugees and host communities

x. Establishing a fully-functional market system with the capacity to meet the demand and supply initiatives

Indicative results under sustainable livelihoods include:

i. Modernised agricultural production

ii. Value-added through storage, processing and transport

iii. Technical and vocational skills acquired iv.

Basic business skills training conducted v.

Small businesses developed

vi. Private sector involved in livelihood

initiatives

vii. Increased household incomes due to access to local and international markets

4.4 STA Pillar 3: Governance and rule of law

Objective 3: To ensure that settlements are governed in a way that respects the rights and obligations of refugees and promotes the rule of law among refugees and host communities. Strategic actions under this pillar include the following:

i. Support the establishment and strengthening of special units for justice and referral operations

ii. Involve management and staff in all initiatives of the STA

iii. Enhance interventions towards crime prevention, e.g., GBV and sexual violence

iv. Promote gender, equity and participation of special groups in leadership and governance

v. Enhance women's social justice systems

vi. Support initiatives to reduce drop-out rates, especially of the girl child

Indicative results under the governance and rule of law pillar include the following:

i. Access to justice assured

ii. Settlement security enhanced

iii. Child-friendly spaces established

iv. Decisions made with the participation of refugees' leadership and host communities

4.5 STA Pillar 4: Peaceful co-existence

Objective 4: To create an enabling environment for refugees to live in safety, harmony and dignity with host communities.

The OPM shall partner with institutions and organisations to jointly implement projects that are aimed at peace-building among refugees and the host communities. This is expected to be achieved by undertaking several strategies including the following:

i. Supporting peace-building initiatives for both refugees and host communities

ii. Creating cultural orientation centres

iii. Establishing and facilitating cultural leaders' centres

iv. Promoting psychosocial support services

v. Establishing community centres

vi. Supporting joint initiatives for both refugees and host communities

vii. Strengthening refugee and host community social cohesion

viii. Promoting effective shock-responsive refugee and host community social protection and social inclusion systems

The peaceful co-existence pillar has the following indicative results:

i. Mutual understanding enhanced through community dialogue

ii. Improved shared community infrastructure

iii. Relations improved through joint community activities

iv. Disputes resolved through alternative dispute resolution mechanisms

4.6 STA Pillar 5: Environmental protection

Objective 5: To protect, conserve and sustainably use the natural environment in and around refugee settlements and refugee-affected areas in Uganda. Environmental protection will be harnessed by undertaking several strategic actions

including the following:

i. Promoting alternative fuel sources like briquettes, energy-saving stoves, solar, biomass and mini-power grids for institutions and households

ii. Promoting enlightenment on the conservation of the environment through tree-growing initiatives

iii. Continued sensitisation and awareness on environmental protection and management

iv. Promoting waste management initiatives like the provision of feacal sludge, cesspools, and waste bags/containers for recycling and use in demonstration gardens

v. Building the capacity of local governments to develop and enforce ordinances on environmental protection and management, e.g., on bush-burning, stray animals, charcoal burning and other environmental degradation activities

vi. Restoring, conserving and protecting the existing degraded environment and natural resources

vii. Enforcement of the government's commitment for all operating and implementing partners to include interventions towards environmental protection

viii. Promoting mini-grid generators as alternative energy sources

ix. Investing in waste disposal management to improve sanitation and environmental damage in settlements

x. Boosting appropriate and timely tree planting programmes in settlements to improve air quality and promote the understanding of the importance of green areas in school

xi. Enforcement of environmental protection laws and regulations

Indicative results under the environmental protection pillar include:
i.   Adoption of energy-saving technologies
ii. Ecosystems and biodiversity protected
iii. Water resources (including wetlands and watersheds) sustainably managed
iv. Soil conservation ensured
v. Deforestation reduced and reforestation increased
vi. Solid waste appropriately managed
vii. Tree/forest cover increased
viii. Feacal matter effectively managed
ix. Local governments' capacity built in sustainable environment management and conservation

4.7 STA Pillar 6: Community infrastructure and access to social services

Objective 6: To progressively enhance economic and social infrastructure in refugee-hosting and affected areas in accordance with the central and local governments' plans and systems through partnerships with key institutions. This is expected to be achieved by undertaking several strategies including the following:

i. Construction and rehabilitation of roads

ii. Routine maintenance of the roads

iii. Construction of infrastructure, e.g., schools, health facilities, markets, food storage facilities, office space and accommodation houses (for implementing partners, healthcare service providers and teachers) in line with existing regulations and frameworks

iv. Construction of shelter for refugees with special needs

v. Stakeholder involvement and empowerment in infrastructure development and management

vi. Promotion and support of community procurement, monitoring and sustainable use of infrastructure

vii. Promotion of sustainable agricultural practices, e.g., micro-scale irrigation, backyard gardening and climate-smart agriculture

viii. Implementation of WASH interventions towards improved sanitation, safe water access and utilisation

ix. Improved equitable access to inclusive relevant learning opportunities

x. Improved delivery of quality education and training

xi. Strengthened systems for effective education delivery

xii. Enhanced health services and care in refugee settlements and host communities

xiii. Development of sustainable and effective energy solutions

xiv. Integration of peaceful co-existence training into the refugee and host community education systems to promote harmony in settlements

xv. Integration of refugees into the Ugandan education system with a special focus on ensuring and improving the provision of quality and appropriate education

xvi. Integration of livelihoods training into the school curricula to ensure all children leave education with an understanding of economic empowerment and the options available to them

xvii. Empowerment of DEOs and DLGs to manage education provision in settlements in full harmonisation with the education system in Uganda

xviii. Development of a policy framework to specifically consider staffing quotas for host districts of refugee settlements

Indicative results under the community infrastructure pillar include:

i. Increased motorable roads for easy access to services, e.g., markets, schools and health facilities

ii. Functional service delivery points

iii. Improved food security

iv. Increased Infrastructure ownership and sustainable use

v. Staff houses constructed and maintained

vi. Shelter for refugees with constructed and self-maintained

vii. Functional WASH facilities provided (reduced incidence of sanitation-related diseases)

viii. Promotion of operation and maintenance practices

CHAPTER FIVE:

FINANCING STRATEGY OF THE STA II

5.1 Introduction

The STA II is expected to be funded by the OPM, development partners, humanitarian and partner agencies, and other UN agencies. The UNHCR, a lead UN agency, shall play a crucial role of mobilising for funding of the STA II and also continue to give technical assistance and support during the implementation of the interventions. Wide support towards the implementation of interventions is also expected from the operating and implementing partners. Presented below are summaries of the financing strategy showing the projected revenues by source and expenditures related to the six STA II pillars.

5.2 Funding Forecast

The STA II is expected to be funded with financing from the Government of Uganda, Development Partners, Multi/Bi-lateral donors and other partners mobilized by the UNHCR, including Operating Partners (OPs) and Implementing Partners (IPs). The funding forecast for the STA II therefore is USD ($) 7,023Million. Table1 below shows the funding forecast for the STAII and Table 2 illustrates the expected expenditure by the six pillars in STAII.

The Government Contribution

Considering the protracted nature of the refugee situation in Uganda, GoU continues to incure significant costs both directly and indirectly with millions of dollars needed to ensure refugees continues to have access to lifesaving services and assistance and several hundred million incurred in environmental damage. The GoU spends approximately US$ 277 per refugee per year in terms of land allocation, wood fuel as over 98% of refugee and host community households rely on unsustainable firewood or charcoal for cooking, health, education services, security and ecosystem degradation which translates into approximately US$ 432 million per year as GoU contribution on top of the huge financial tax exemptions to UN agencies and international organisations supporting refugees. Over the years, the GoU has obtained additional resources of US$ 1,570.8 Million of which US$ 654 Million is a grant from the World Bank's IDA 18 and 19 funding cycles (which include grant amounts from the Sub-Window for Refugees and Window for Host Communities respectively, currently estimated at around US 100M Million annually) Such projects include the Development Response to Displacement Impacts Project (DRDIP); Uganda Support to Municipal Infrastructure Development Program - Additional Financing (USMID-AF); Integrated Water Management and Development Project (IWMDP) ; Uganda Investing in Forests and Protected Areas For Climate Smart Development Project; Uganda Intergovernmental Fiscal Transfers-Additional Financing (UgIFT-AF); Uganda Roads and Bridges in the Refugee Hosting Districts (KYM Road Corridor Project); Uganda Energy Access Scale-up Project (EASP); Uganda Secondary Education Expansion Project (USEEP) among others. These resources are financing several infrastructure projects focusing on areas of education, water, roads, health, livelihoods, water, environment, energy, forestry and digital connectivity to protect asylum space making it the highest donor in the refugee response.

The Development Partners Contribution

Refugee hosting districts have also been provided with support from other development donors, including the EU (Development Initiative for Northern Uganda, Emergency Trust Fund for Africa), Germany, Denmark (Northern Uganda Resilience Initiative), Japan, US and South Korea, among others. Despite this additional support and significant progress in attracting

Development funds and investments in the refugee-hosting districts significant needs remain, which translates into approximately US$ 804 million per year. It is within this context, that this STA-II articulates Government of Uganda's prioritized strategic actions under each pillar of the STA-II for the period 2022/23 – 2026/27. Table 1 above presents the revenue forecast for the STA II.

Table 1: 2022/2023 - 2026/2027 Funding Forecasts for the STA II in USD($) Millions

Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL	% Distribution
GOU(Budget funding, existing services, resources, infrastructure for refugee & host community)	432	460	489	521	554	2,456	35
UCRRP(Financial Requirements by Multi/ Bi-lateral Donors)	804	855	910	968	1,030	4,567	65
GRAND TOTAL	**1,236**	**1,315**	**1,399**	**1,489**	**1,584**	**7,023**	**100**

Inflationary Rate: 6.4%

Source: UNHCR - UCRRP, 2022-2025.

Source: UNDP, 2017; Uganda's Contribution to Refugee Protection and Management, and Desk Review by OPM-Dept. of Refugees - M&E Unit.

5.3. Expenditure forecast

The forecasted expenditure of the STA II revolves around the six pillars, i.e., land management, sustainable livelihoods, governance and rule of law, peaceful co-existence, environmental protection and community infrastructure. Annual expenditure estimates under each of the pillars are presented by Table 2 below.

Table 2: 2022/2023 – 2026/2027 Estimated expenditure by STAII pillars in USD($) Millions

PILLAR	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL	% Distribution
Land Management	68	72	77	82	87	386	5.5
Sustainable Livelihoods	531	565	602	640	681	3,020	43
Governance and Rule of Law	19	20	21	22	24	105	1.5
Peaceful Co-existence	12	13	14	15	16	70	1
Environmental Protection	124	132	140	149	158	702	10
Community Infrastructure	482	513	546	581	618	2,739	39
TOTAL	1,236	1,315	1,399	1,489	1,584	7,023	100

Source: OPM- Dept. of Refugees - M&E Unit   Inflationary Rate: 6.4%

5.4 Assumptions for the financial estimates

The revenue and expenditure estimates above are derived with the following assumptions:

i.   An inflationary rate of 6.4%

ii. Priority will be given to the PDM, which emphasizes sustainable livelihoods

iii. The OPM will be able to realise government funding commitment for the STA II in the corresponding financial year budgets

iv. Multi-lateral donors will be able to fulfill their funding commitments towards the STA II

v.   The operating and implementing partners will be committed to undertaking their commitments under this STA II

CHAPTER SIX:

STA II COORDINATION ARRANGEMENTS

6.1 Coordination structure

The OPM provides the overarching policy and coordination framework of refugee response in Uganda, and the STA II guides this process. The STA II is government-led, with the overall responsibility under the constitution and the NDP III to manage the reception and settlement of refugees under the OPM. At the settlement level, coordination shall be spearheaded by the OPM RDOs, with the involvement of DLGs, the UNHCR, OPs and IPs, and representatives of the host communities and refugees. Local governments shall lead the planning and delivery of services to host communities with support from the OPM. Refugee Welfare Councils will play liaisons between the refugees and the local authorities to ensure that actions are well implemented. Coordination will be built on existing government-led coordination arrangements. The OPM will lead responses to address refugees' protection and assistance needs, as well as solutions, both for emergency response and development. There will be consultations for coordinated interventions supported by local and international NGOs, the UN country team, humanitarian and development agencies, multilateral institutions, regional bodies and the private sector. Regular strategic inter-agency coordination will take place at the national and district levels where there is an increased focus on coordinating targeted and sustainable multi-year protection, basic services and durable solutions' interventions.

Operational support and logistics are required to facilitate greater efficiency and effectiveness among the different humanitarian and development actors comprising government line ministries and departments, national NGOs, International NGOs and UN organisations. Off-budget financing will be administered as per agreed mechanisms between the donors, government and IPs. The government in consultation with development partners will set up governing structures for effective coordination of the STA II, collective commitment and accountability. Investment guidelines, policies and priority programs shall be developed and/or reviewed in consultation with stakeholders. Investments are well aligned to the NDP III programs and as such, a strong coordination mechanism shall be established under the Chief Administrative Officer in the refugee hosting districts with the participation of other stakeholders. Coordination will involve hosting DLGs, especially during technical backstopping of the IPs and Ops and during monitoring and evaluation activities. The Department of Refugees will together with the CRRF secretariat form monitoring and evaluation working groups under each pillar in order to appraise performance under each pillar. Development partners and line ministries will also be involved in the monitoring and evaluation events of the STA II. Presented in Figure 1 below is the approved coordination structure of the OPM under the central role of the Department of Refugees.

Figure 1: COORDINATION STRUCTURE

UNDER REVIEW AND TO BE SHARED DURING THE MEETING SCHEDULED FOR MARCH 22, 2023

6.2 Roles and responsibilities

During the implementation of the STA II, stakeholders will have different roles and responsibilities as presented below:

The Office of the Prime Minister

i. Coordinate responses that address refugee protection and assistance;
ii. Monitor the provision of services to refugees
iii. Provide statistical and other relevant information on refugees
iv. Process asylum applications
v. Settle refugees
vi. Ensure the welfare and protection of refugees
vii. Coordinate service delivery to refugees and host communities
viii. Submit advice to the government on refugee matters
ix. Develop, circulate and enforce guidelines on service delivery
x. Monitor and supervise service provision to refugees and host communities
xi. Mobilise resources for service delivery to refugees and host communities
xii. Ensure high standards in the provision of services to refugees and host communities
xiii. Serve as a link between the government and key stakeholders on refugee matters
xiv. Plan and budget for refugee management
xv. Promote durable solutions for refugees

The Ministry, Department, and Agency

i. Provide technical support and guidance to refugee service providers on sector policy matters
ii. Support OPM in technical supervision and monitoring of refugee partner activities on behalf of Government
iii. Integrate refugee response plans into line ministry development plans with support from Government, UN Agencies, Development partners and other stakeholders
iv. In consultation with OPM, design and implement refugee programmes for both refugees and hots communities
v. Guiding partners on policy and technical implementation

District Local Governments

i. Design and implement programs for both host communities and refugees
ii. Provide technical support to refugee service providers
iii. Assist the responsible ministry in securing land for settling refugees
iv. Provide supervision support on behalf of the government
v. Integrate refugee plans into District Development Plans (DDP) with support from the government, UN Agencies and other stakeholders

The Host Community

i. Support government through availing land for settling refugees where possible
ii. Contribute resources for refugee use where possible

iii. Support local integration of refugees

iv. Support and promote peaceful co-existence with the refugees

The Refugees

i. Participate in the delivery of services to their communities

ii. Engage in leadership in their communities such as through Refugee Welfare Councils (RWCs)

iii. Participate in environmental protection, preservation and restoration

iv. Promote and support peace and security in the community

v. Engage in livelihood activities for self-reliance

The UNHCR

i. Provide international protection to refugees and asylum seekers

ii. Raise resources to support the government to manage refugees

iii. Ensure adherence to International standards on refugee matters

iv. Support the government in realising durable solutions for refugees

v. Provide advisory services to the government on international humanitarian laws

vi. Support NGOs to deliver services to refugees and host communities

Other United Nations Agencies

i. Invite other relevant UN Agencies with given specialties to provide the necessary support in providing humanitarian assistance to both refugees and the host communities

Development Partners

i. Promote partnerships with other development agencies and the private sector that express interest in supporting the government to address both the humanitarian and developmental needs of refugees and host communities in Uganda

Non-governmental Organisations (NGOs)

The NGOs may be international, national or community-based organisations involved in service delivery to refugees, host communities and other persons of concern as IPs or OPs. The following are their roles:

i. Provide relief and development services to refugees and host communities

ii. Raise resources to fund refugee-related programs

iii. In the case of international NGOs; provide support to national NGOs and CBOs to deliver services to refugees and host communities

CHAPTER SEVEN:
RISK MANAGEMENT OF THE STA II

7.1 Overview

To successfully implement the STA II, there was a need to undertake a risk analysis and thus develop strategies for risk prevention and mitigation. The table below is a summary of the analysis.

Table 3: Risk Analysis

SN	Anticipated Risks	Probability of Occurrence (L/M/H)	Impact when it Occurs (L/M/H)	Planned Strategies for Mitigation
1.	Landlords reclaiming already developed land	M	H	» Lease land from landlords » Issue token of appreciation to landlords » Develop uniform land agreements for settlement land
2.	Increased refugees influx	H	M	» Focus on alternative livelihood strategies » Extend regional cooperation
3.	Low intervention in sustainable livelihoods	H	H	» Lobby and advocate for more funding towards livelihoods
4.	Absence of market linkages and information	M	H	» Enhance market linkages for farmers » Share information on available markets
5.	Restrictions due to pandemic breakouts	M	H	» Lay strategies to mitigate breakout of pandemics
6.	Dwindling participation of women in leadership	H	H	» Build the capacity of women in leadership » Encourage women participation in leadership

SN	Anticipated Risks	Probability of Occurrence (L/M/H)	Impact when it Occurs (L/M/H)	Planned Strategies for Mitigation
7.	Insufficient capacity of RWCs	H	H	» Build the capacity of RWCs in leadership and governance
8.	Insufficient law and order personnel	H	H	» Lobby for more law and order personnel from the government
9.	Increased crime rate	H	H	» Enhance enforcement of law and order » Lobby for the establishment of magistrate courts from the government
10.	Increased conflict between refugees and host communities	M	H	» Promote initiatives for more peaceful co-existence » Organise joint groups for refugees and nationals
11.	Increased environmental degradation	H	H	» Enhance sensitisation on environmental protection
12.	Heavy rains which spoil infrastructure	H	H	» Design infrastructure to allow easy water runoff
13.	Insufficient personnel in health and education sectors	H	H	» Recruit more health workers and teachers
14.	Non-integration of the STA II strategies in Implementing Partner plans	L	H	» Advocacy for the compliance to the STA II requirements
15.	Reduced support from other development partners	M	H	» Advocacy for continued support from development partners
16.	Unreliable funding for coordination activities	M	H	» Lobbying for funding of coordination activities
17.	Refugees may repatriate spontaneously	L	H	» Enhance living conditions for both refugees and host communities
18.	Refugees may opt to live outside the settlements	M	M	» Develop the settlements to make them attractive habitats

CHAPTER EIGHT:

MONITORING, EVALUATION AND LEARNING UNDER THE STA II

8.1 Introduction

To ensure the successful implementation and achievement of the objectives, the STA II lays strategies to follow up the planned interventions. Monitoring, evaluation and learning will be a centre of focus during implementation in order to register the successes, challenges and constraints. This will not only enable the consolidation of achievements but also provide remedies to the challenges encountered to facilitate the achievement of the objectives. Presented below is the monitoring, evaluation and learning framework for the STA II.

8.2 Monitoring, evaluation and learning reforms

The STA II shall promote the following monitoring, evaluation and learning reforms:

i.   Align the URRMS to fit within the national M&E system

ii. Fully align the URRMS to the STA pillars, budgets and results by actors/partners

iii. Organise capacity building in the operationalisation of the STA and NDP III

iv. Harmonise coordination and supervision through establishing Settlement STA M&E Working Groups to strengthen the inspection and supervision function

v.   Organise periodical workshops to review the implementation of the STA

vi. Undertake periodical performance evaluations

8.3 Monitoring, evaluation and learning framework

The monitoring, evaluation and learning framework will be a point of reference while appraising the performance of the STA II and measuring its results. The framework presents objectives under each STA pillar, corresponding outcomes and the targeted output indicators. The outcomes by pillar as presented will be a point of reference while appraising the performance of the STA II and measuring its results.

Pillar 1: Land management

• Improve population health, safety and management

Pillar 2: Sustainable livelihoods

- Improve postharvest handling and storage
- Increase market access and competitiveness of agricultural products in domestic and international markets
- Improve foundations for Human Capital Development
- Improve population health, safety and management
- Reduce vulnerability and gender inequality along the life cycle
- Produce appropriate knowledge, skills and an ethical labour force

Pillar 3: Governance and rule of law
- Strengthen capacity for development planning
- Strengthen people-centered security, legislation, justice, law and order service delivery systems
- Reform and strengthen compliance with the Uganda Bill of Rights
- Strengthen accountability and transparency for results across the government

Pillar 4: Peaceful co-existence
- Enhance effective mobilisation of families, communities and citizens for national development
- Strengthen compliance with the Uganda Bill of Rights
- Enhance refugee protection and migration management

Pillar 5: Environmental protection
- Ensure the availability of adequate and reliable quality freshwater resources
- Reduce human and economic loss from natural hazards and disasters
- Increase forest, tree and wetland coverage, restore bare hills and protect mountainous areas and rangelands
- Strengthen accountability and transparency for results across the government
- Promote the utilisation of energy-efficient practices and technologies

Pillar 6: Community infrastructure
- Improve foundations for human capital development
- Improve population health, safety and management
- Promote urban housing market and provide decent housing for all
- Increase economic opportunities in cities and urban areas
- Increase agricultural production and productivity

8.4 Revision of the STA II
Revision of the STA II will be the mandate of the OPM and will also affect the national plan of action. The first revision process is expected in the mid-term of the STA II in 2024 to incorporate and accommodate changes in policy and framework especially under NDPIV and thereafter at the end of the STA II in 2027.

CHAPTER NINE:

SUSTAINABILITY

9.1 Overview

The STA II is time-bound and is expected to wind up in 2027. It aims to bring refugees in settlements and host communities to a point of greater self-reliance, which will enable them to generate surpluses beyond subsistence, and thereby sustain higher standards of living without continued support. Actions and investments will be managed in ways that can be continued after the STA II interventions, either through local government programmes, self-management, or community-raised funds, for example, through cooperative ventures. The following are some of the measures that will guarantee the sustainability of the STA II interventions:

i.   Ensuring that skills and assets acquired by refugees are transportable back to their home countries when they choose to return

ii.   Infrastructure that is built according to government standards should be durable and easier to absorb into DLG systems if/when refugees return

iii. Land and infrastructure will remain government-owned, thereby ensuring the sustainability of capital investments

iv.   Active involvement on the part of the host community in decision-making, priority-setting and monitoring will ensure they share a stake in the STA II framework and its results

v.   Multi-stakeholder decision-making will be promoted to build a shared sense of custodianship of resources

vi.   Public-Private Partnerships (PPPs), such as the Koboko model, that build sustainable economic ventures around the shared interest of refugees, host communities, local governments and the private sector will be promoted

vii. Resolving land ownership issues, especially in Northern Uganda

viii. Strengthening software components like inclusivity and other cross-cutting issues

APPENDIX 1: 2022/23-2024/25 STAII RESULTS FRAMEWORK UNDER NDPIII

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
PILLAR 1: LAND MANAGEMENT							
NDP III Program: Human Capital Development							
Outcome 1: Improved population health, safety and management							
Output	*Output Performance Indicators*						
Settlement Plans developed	Settlement plans that include agricultural zoning developed	1	No	1			OPM
Settlement and production plots demarcated	Average number of plots demarcated for settlement and production	52,184	30,554	39,124	46,132	52,184	OPM
Systematic physical planning mechanisms established	Number of systematic physical planning mechanisms per settlement	1	No	1			OPM
Mechanism on land ownership to safe guard investments established	Evidence of established mechanisms on land ownership	1	No	1	1	1	OPM
Acreage of irrigation land provided with water	Average acreage of irrigation land provided with water	20	3	10	15	20	IPs
PILLAR 2: SUSTAINABLE LIVELIHOODS							
NDP III Program: Agro-Industrialization							
Outcome 1: Improved postharvest handling and storage							
Farmers supported with post-harvest handling facilities	Average number of farmer HHs/ groups supported to establish industrial and processing facilities	977	844	886	930	977	IPs
	Average number of farmer HHs/ groups supported in value addition to Agro-produce	716	619	650	682	716	IPs
	Average number of farmer HHs/ groups supported with agro-inputs	6,409	5,536	5,813	6,104	6,409	IPs
	Average number of farmer HHs/ groups trained in agricultural production and productivity	5,923	5,116	5,372	5,641	5,923	IPs

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
Outcome 2: Increase market access and competitiveness of agricultural products in domestic and international markets							
Farmer HHs and Groups linked to markets	Average number of farmer HHs/groups introduced to new markets	4,490	3,878	4,072	4,276	4,490	IPs
Markets established	Average number of new markets established	3	1	1	2	3	IPs
NDP III Program: Human Capital Development							
Outcome 1: Improve foundations for human capital development							
Health access awareness initiatives undertaken	Average number of health access awareness initiatives1	524	414	475	499	524	IPs
EdTech innovations support to children undertaken	Average number of children benefitting from EdTech innovations	1,900	1,617	1,724	1,810	1,900	IPs
Psychosocial support provided to children	Average number of children receiving psychosocial support (AEP)	1,819	1,571	1,650	1,732	1,819	IPs
	Average number of children receiving psychosocial support (primary)	5,635	4,868	5,111	5,367	5,635	IPs
	Average number of children receiving psychosocial support (secondary)	2,268	1,973	2,057	2,160	2,268	IPs
Classroom Assistants trained and facilitated by Partners	Average number of Classroom Assistants facilitated by partners (AEP)	63	54	57	60	63	IPs
	Average number of Classroom Assistants facilitated by partners (primary)	117	101	106	111	117	IPs
	Average number of Classroom Assistants trained (AEP)	61	52	55	58	61	IPs
	Average number of Classroom Assistants trained (primary)	259	224	235	247	259	IPs

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
Community health workers and health teams supported	Average number of community health workers remunerated	89	77	81	85	89	IPs
	Average number of emergency preparedness teams trained	18	15	16	17	18	IPs
	Average number of experience sharing sessions held	70	61	64	67	70	IPs
Support towards MHM provided	Average number of girls supported with MHM (AEP)	85	73	77	81	85	IPs
	Average number of girls supported with MHM (primary)	2,886	2,493	2,618	2,749	2,886	IPs
	Average number of girls supported with MHM (secondary)	905	782	821	862	905	IPs
School leaders and managers' capacity built in health education and management	Average number of teachers and deputies trained (ECD)	39	33	35	37	39	IPs
	Average number of head teachers and deputies trained (primary)	40	34	36	38	40	IPs
	Average number of head teachers and deputies trained (secondary)	15	12	13	14	15	IPs
Learners provided with support to facilitate learning	Average number of learners accessing bridging programs	16,431	14,194	14,904	15,649	16,431	IPs
	Average number of learners provided with scholastic materials (AEP)	534	462	485	509	534	IPs
	Average number of learners provided with scholastic materials (primary)	27,159	23,461	24,634	25,866	27,159	IPs

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
	Average number of learners provided with scholastic materials (secondary)	4,940	4,268	4,481	4,705	4,940	IPs
Initiatives towards increased enrolment undertaken	Average number of learners supported to be enrolled into ECD	15,576	13,455	14,128	14,834	15,576	IPs
	Average number of learners supported to be enrolled into primary	24,418	21,093	22,148	23,255	24,418	IPs
	Average number of learners supported to be enrolled into secondary	18,872	16,302	17,117	17,973	18,872	IPs
	Average number of learners supported to be enrolled into AEP program	375	324	340	357	375	IPs
New arrivals supported to enhance immunity and good health	Average number of new arrivals provided with immunization, micronutrients supplements	68,871	59,493	62,468	65,591	68,871	IPs
	Average number of new arrivals screened for malnutrition, epidemic-prone diseases	3,023	2,611	2,742	2,879	3,023	IPs
	Average number of people supported with mental health therapy	2,584	2,232	2,344	2,461	2,584	IPs
Initiatives towards enhanced quality of teaching and learning undertaken	Average number of refugee teachers accredited (primary)	35	30	32	33	35	IPs
	Average number of refugee teachers accredited (secondary)	13	11	12	12	13	IPs
	Average number of secondary schools inspected	6	5	5	6	6	IPs
RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
	Average number of schools operationalizing child protection framework/ referral mechanism (AEP)	3	3	3	3	3	IPs
	Average number of schools operationalizing child protection framework/ referral mechanism (primary)	27	23	24	25	27	IPs
Support towards physical fitness and nutrition of teachers and children issued	Average number of schools operationalizing child protection framework/ referral mechanism (secondary)	5	4	4	4	5	IPs
	Average number of schools receiving recreational materials/ support for children clubs	31	27	28	30	31	IPs
	Average number of schools supported with food package	3	3	3	3	3	IPs
	Average number of schools supported with Home Grown school feeding (provision of kitchen utensils)- Primary	2	2	2	2	2	IPs
Capacity of school leadership and governance structures built	Average number of schools with functional school management structures (SMCs, CMCs, BOGs, PTAs)- ECD	19	16	17	18	19	IPs
	Average number of schools are with functional school management structures (SMCs, CMCs, BOGs, PTAs)- Primary	22	19	20	21	22	IPs

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
	Number of schools with functional school management structures (SMCs, CMCs, BOGs, PTAs)- Secondary	3	3	3	3	3	IPs
Children and pregnant women supported to access healthcare	Average number of sick and injured children and pregnant women registered for various health services	33,583	29,010	30,461	31,984	33,583	IPs
School children supported with materials and tools for education	Average number of students receiving tools, materials for education	13,821	11,939	12,536	13,163	13,821	IPs
Support towards remuneration of teachers ensured	Average number of teachers on Government payroll (Primary)	72	62	65	68	72	IPs
	Average number of teachers on Government payroll (Secondary)	12	10	11	11	12	IPs
	Average number of teachers remunerated by partners (Secondary)	56	48	50	53	56	IPs
	Average number of teachers remunerated by partners (AEP)	13	11	12	12	13	IPs
	Average number of teachers remunerated by partners (Primary)	298	257	270	283	298	IPs
Continuous Professional Development initiatives for teachers implemented	Average number of teachers supervised (ECD)	67	58	61	64	67	IPs
	Average number of teachers supervised (Secondary)	59	51	54	56	59	IPs
	Average number of teachers trained (AEP)	9	8	8	9	9	IPs
	Average number of teachers trained (Primary)	394	340	357	375	394	IPs
RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
	Average number of teachers trained (Secondary)	69	60	63	66	69	IPs
	Average number of technical support supervision provided to health facilities	7	6	6	7	7	IPs
	Average number of schools inspected (Primary)	24	21	22	23	24	IPs
	Average number of schools operationalizing child protection framework/ referral mechanism in place (CFS)	15	13	14	14	15	IPs
	Average number of teachers accessing Continuous Professional Development (CPD)	83	72	76	79	83	IPs
	Average number of teachers supervised (Primary)	247	213	224	235	247	IPs
	Average number of learners enrolled in Tertiary Education program	36	31	33	34	36	IPs
Schools supported with instructional materials	Average number of text books distributed to AEP Centres	1,951	1,685	1,769	1,858	1,951	IPs
	Average number of text books distributed to Primary schools	55,015	47,524	49,900	52,395	55,015	IPs
	Average number of text books distributed to Secondary schools	7,954	6,871	7,215	7,575	7,954	IPs

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
Refugees and nationals provided with health services	Average number of individuals Utilizing health services	24,851	21,467	22,540	23,667	24,851	IPs
	Average number of epidemic disease cases detected within 48 hours	516	446	468	492	516	IPs
	Average number of community outreach activities	2,117	1,829	1,920	2,016	2,117	IPs
	Average number of facilities with availability of medicine	13	11	12	12	13	IPs
	Average number of health facilities supported with supplies and medicine	21	18	19	20	21	IPs
Individuals and groups supported with income generating enterprises	Average number of individuals registered in the VSLA	7,031	6,074	6,378	6,697	7,031	IPs
	Average number of members trained/ skilled in entrepreneurship and microfinance	5,289	4,569	4,797	5,037	5,289	IPs
	Average number of VSLA toolkits distributed	287	248	260	273	287	IPs
	Average number of VSLA/SACCOs established	383	331	348	365	383	IPs
	Average number of groups supported with IGA	75	79	83	87	75	IPs
	Average number of HHs provided start up kits (disaggregate by type of HH)	1,502	1,577	1,656	1,739	1,502	IPs
	Average number of individuals supported with business, technical or vocational skills	2,420	2,541	2,668	2,801	2,420	IPs
	Average number of community Empowerment groups formed	393	413	433	455	393	IPs

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
	Average number of People supported with cash or non-cash assistance	48,307	50,722	53,258	55,921	48,307	IPs
Groups supported with investment financing	Average number of groups linked to Micro-Finance institutions	238	206	216	227	238	IPs
	Average number of PoC provided with cash assistance	10,663	9,211	9,672	10,155	10,663	IPs
	Average number of youth provided with start-up capital	412	356	374	392	412	IPs
Outcome 2: Improve population health, safety and management							
Livelihood initiatives implemented	Average number of additional students enrolled for livelihood opportunities	125	108	113	119	125	IPs
	Average number of community health workers trained	1,307	1,129	1,185	1,245	1,307	IPs
	Average number of technical skills trainings conducted	35	30	32	33	35	IPs
Sanitation and hygiene interventions undertaken	Average number of households that receive hygiene tools/ materials	5,664	4,893	5,138	5,395	5,664	IPs
	Average number of sanitation and hygiene promotion campaigns undertaken	11,171	9,650	10,133	10,639	11,171	IPs
Support towards enhanced teaching and learning extended	Average number of students receiving tools, materials for vocational skills training Life skills	1,129	975	1,024	1,075	1,129	IPs
	Average number of teacher guides/ curriculum distributed (AEP Per teacher)	2	2	2	2	2	IPs
	Average number of teacher guides/ curriculum distributed (ECD-Per Caregiver)	102	88	92	97	102	IPs

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
	Average number of teacher guides/ curriculum distributed (Primary Per School)	553	478	502	527	553	IPs
	Average number of teacher guides/ curriculum distributed (Per Secondary School)	1,564	1,351	1,419	1,489	1,564	IPs
	Average number of teachers accessing Continuous Professional Development (AEP)	7	6	6	7	7	IPs
	Average number of teachers accessing Continuous Professional Development (Primary)	274	237	249	261	274	IPs
	Average number of teachers accessing Continuous Professional Development (Secondary)	112	97	102	107	112	IPs
	Average number of teachers accessing Continuous Professional Development (Skills)	149	129	135	142	149	IPs
	Average number of Vocational Skills instructor facilitated by partners	19	16	17	18	19	IPs
WASH initiatives enhanced	Average number of WASH promoters trained	69	60	63	66	69	IPs
	Average number of tanks constructed	6	3	4	5	6	IPs
Outcome 3: Reduce vulnerability and gender inequality along the lifecycle							
Children with disabilities supported to access education	Average number of children with disabilities enrolled (primary)	803	694	729	765	803	IPs

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
	Average number of children with disabilities enrolled (secondary)	91	79	83	87	91	IPs
	Average number of children referred versus those received at the HF	44	38	40	42	44	IPs
	Average number of students with disabilities supported with assisted devices (Primary)	59	51	54	56	59	IPs
Children supported to access healthcare	Average number of children supplemented with micronutrients	35,067	30,292	31,807	33,397	35,067	IPs
	Average number of children treated	43,426	37,513	39,389	41,358	43,426	IPs
	Average number of children vaccinated	5,819	5,027	5,278	5,542	5,819	IPs
Initiatives to control GBV implemented	Average number of GBV cases recorded	538	465	488	513	538	IPs
	Average number of GBV cases resolved	946	817	858	901	946	IPs
	Average number of joint SGBV awareness sessions organized	425	367	385	405	425	IPs
Farmer groups supported with income generating activities	Average number of groups provided with funds for startup growth and development	25	22	23	24	25	IPs
Outcome 4: Produce appropriate knowledge, skills and ethical labour force							
PWDs supported to acquire employable skills	Average number of PWDs equipped with employable skills	14	12	13	13	14	IPs
PILLAR 3: GOVERNANCE AND RULE OF LAW							
NDP III Program: Development Plan Implementation							
Outcome 1: Strengthen capacity for development planning							
Community workers' capacity in development planning built	Average number of Manuals/ guidelines reviewed and updated	1	0	1			OPM

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
NDP III Program: Governance and security programme							
Outcome 1: Strengthen people centered security, legislation, justice, law and order service delivery system							
Refugees and host communities supported to access legal aid	Average number of cases referred to Legal Aid Clinics for reconciliation	24	21	22	23	24	IPs
	Average number of juveniles diverted from the criminal justice system	20	17	18	19	20	IPs
	Average number of PoC given legal protection services	3,902	3,371	3,540	3,717	3,902	IPs
Outcome 2: Reform and strengthen JLOS business processes to facilitate private sector development							
Refugees and host communities supported to access legal aid	Average number of refugee cases (civil/criminal) provided with legal representation	94	81	85	89	94	IPs
Outcome 3: Strengthen compliance with the Uganda Bill of Rights							
Refugees and host communities supported to access legal aid	Average number of refugee Human Rights violation cases followed up for prosecution	47	41	43	45	47	IPs
NDP III Program: Public Sector Transformation							
Outcome 1: Strengthen accountability and transparency for results across government							
Districts supported to enhance accountability and transparency	Average number of districts with education coordination mechanism, meeting at least 6 times a year	1	1	1	1	1	IPs
	Average number of equipment provided	7	7	8	8	7	IPs
	Number of staff recruited and deployed (extra manpower)	13	0	5	5	3	IPs
PILLAR 4: PEACEFUL CO-EXISTENCE							
NDP III Program: Community mobilization and mindset change							
Outcome 1: Enhance effective mobilization of families, communities and citizens for national development							
Awareness and sensitization campaigns carried out	Average number of awareness and sensitization campaigns on rights and obligations	1,892	1,634	1,716	1,801	1,892	IPs

Settlement Transformation
AGENDA II 2022-2027

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
	Average number of IEC materials on human rights made and circulated	454	392	412	432	454	IPs
NDP III: Governance and security programme							
Outcome 1: Strengthen compliance with the Uganda Bill of Rights							
Refuges and nationals supported to execute their human rights	Average number of Cases of human rights violations disposed through mediation	210	181	190	200	210	IPs
	Average number of agents trained Refugee human rights disaggregated by sex (Male)	134	116	122	128	134	IPs
	Average number of agents trained Refugee human rights disaggregated by sex (Female)	68	59	62	65	68	IPs
Outcome 2: Enhance refugee protection and migration management							
Refugee registration and management interventions undertaken	Average number of Copies of materials printed for distribution	3,256	2,813	2,954	3,101	3,256	IPs
	Average number of advocacy campaigns undertaken	1,942	1,678	1,762	1,850	1,942	IPs
	Average number of awareness campaigns organised	207	179	188	197	207	IPs
Refugee protection initiatives implemented	Average number of child-abuse cases concluded	199	172	181	190	199	IPs
	Average number of child-abuse cases reported	36,419	31,460	33,033	34,685	36,419	IPs
	Average number of court cases handled	37	32	34	35	37	IPs
	Average number of peace-building awareness sessions organized	184	159	167	175	184	IPs

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
	Average number of peaceful co-existence initiatives conducted	1,578	1,363	1,431	1,503	1,578	IPs
Psychosocial initiatives implemented	Average number of people trained	3,971	3,430	3,602	3,782	3,971	IPs
	Average number of PoC provided with psychosocial support services	19,080	16,482	17,306	18,171	19,080	IPs
PILLAR 5: ENVIRONMENTAL PROTECTION							
NDP III Program: Natural Resources, Environment, Climate Change, Land and Water Management							
Outcome 1: Ensure availability of adequate and reliable quality fresh water resources							
Degraded wetlands restored	Average area (Ha) of the degraded wetlands reclaimed and restored	46	40	42	44	46	IPs
Environmental Manuals and guidelines reviewed and updated	Average number of Manuals/ guidelines reviewed and updated	1	1	1	1	1	IPs
Wetland boundary demarcated	Average length of wetland boundary demarcated (Km)	2	2	2	2	2	IPs
Outcome 2: Increase forest, tree and wetland coverage, restore bare hills and protect mountainous areas and rangelands							
Tree planting and growing initiatives undertaken	Average number of seedlings distributed	167,522	144,712	151,948	159,545	167,522	IPs
	Average number of trees grown	160,570	138,706	145,641	152,923	160,570	IPs
	Average number of trees planted	186,585	161,179	169,238	177,700	186,585	IPs
	Average number of woodlots established	2,621	2,264	2,377	2,496	2,621	IPs
Refugees and nationals trained in environmental management	Average number of HHs/groups trained in environmental management	4,082	3,526	3,702	3,887	4,082	IPs
NDP III Program: Sustainable Energy Development							
Outcome 1: Promote utilization of energy efficient practices and technologies							
Promotion of energy saving technologies undertaken	Average number of energy service groups formed	5	4	4	4	5	IPs
	Average number of energy saving stoves constructed	1,823	1,575	1,654	1,736	1,823	IPs

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
	Average number of HHs utilizing facilities / using alternative energy	1,960	1,693	1,778	1,867	1,960	IPs
	Average number of HHs supported to use friendly energy saving devices and technologies	1,940	1,676	1,760	1,848	1,940	IPs
	Average number of individual HH trained in energy saving devises or methods	1,550	1,339	1,406	1,476	1,550	IPs
	Average number of public facilities utilizing/ using solar	1	1	1	1	1	IPs
	Average number of public facilities utilizing/ using biogas	3	0	1	2	3	IPs
PILLAR 6: COMMUNITY INFRASTRUCTURE							
NDP III Program: Human Capital Development							
Outcome 1: Improve foundations for Human Capital Development							
School teaching and sanitary facilities constructed and rehabilitated	Average number of additional AEP permanent classrooms constructed/ rehabilitated	3	3	3	3	3	IPs
	Average number of additional AEP temporary classrooms constructed/ rehabilitated	1	1	1	1	1	IPs
	Average number of additional permanent child-friendly spaces constructed/ rehabilitated	7	6	6	7	7	IPs
	Average number of additional temporary child-friendly spaces constructed/ rehabilitated	8	7	7	8	8	IPs
	Average number of additional permanent primary classrooms constructed/ rehabilitated	12	10	11	11	12	IPs

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
	Average number of additional permanent secondary classrooms constructed/ rehabilitated	25	22	23	24	25	IPs
	Average number of additional temporary primary classrooms constructed/ rehabilitated	12	10	11	11	12	IPs
	Average number of ECD centers constructed/ rehabilitated	12	10	11	11	12	IPs
	Average number of gender sensitive are WASH facilities constructed/ rehabilitated	37	32	34	35	37	IPs
	Average number of teachers accommodation Units constructed/ rehabilitated-Primary	6	5	5	6	6	IPs
	Average number of vocational infrastructures established	1	0	-	1	1	IPs
Outcome 2: To improve population health, safety and management							
Safe water facilities constructed and rehabilitated	Average number of Boreholes with handpumps rehabilitated	23	20	21	22	23	IPs
	Average number of boreholes with motorized water yards rehabilitated	14	12	13	13	14	IPs
	Average number of health facilities constructed	-	0	-	-	-	IPs
	Average number of springs constructed	-	0	-	-	-	IPs
	Average number of water distribution networks constructed	24	21	22	23	24	IPs

Settlement Transformation
AGENDA II 2022-2027

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
	Average number of water reservoirs constructed	3	3	3	3	3	IPs
	Average number of Boreholes with hand pumps constructed	22	19	20	21	22	IPs
	Average number of Boreholes with motorized water yards constructed	6	5	5	6	6	IPs
Health facilities in the settlements constructed and furnished	Average number of health facilities furnished	3	3	3	3	3	IPs
	Average number of health facilities rehabilitated	2	2	2	2	2	IPs
	Average number of new Health facilities constructed	2	0	0	2	2	IPs
	Average number of incinerators for hazardous facilities constructed	1	1	1	1	1	IPs
NDP III Program: Sustainable urbanization and housing							
Outcome 1: Promote urban housing market and provide decent housing for all							
Refugees supported to establish housing units	Average number of refugees HHs supported to establish house units	196	169	177	186	196	IPs
Outcome 2: Increase economic opportunities in cities and urban areas							
Sanitation and waste management facilities constructed and rehabilitated	Number of Sanitation facilities constructed	380	328	344	362	380	IPs
	Number of Sanitation facilities rehabilitated	1	1	1	1	1	IPs
	Number of solid waste treatment facilities constructed	15	0	5	5	15	IPs
	Number of water distribution networks rehabilitated	1	1	1	1	1	IPs
	Number of latrine blocks constructed at health facilities	6	5	5	6	6	IPs

RESULTS BY PILLAR AND NDP III PROGRAMS	INDICATORS	3 year Targets	Baseline 2022	2022/23	2023/24	2024/25	Responsible Persons
	Number of latrine blocks constructed at schools	22	19	20	21	22	IPs
NDP III Program: Agro-Industrialization							
Outcome 1: Increase agricultural production and productivity							
Initiatives towards provision of water for production implemented	Average number of Dams constructed	1	1	1	1	1	IPs
	Average number of field demonstrations and adaptive trials for improved technologies	1	1	1	1	1	IPs
	Average number of technological innovation platforms established/ supported	1	0	1	1	1	IPs
	Average number of technological innovations delivered to uptake pathways	1	0	1	1	1	IPs
	Average number of valley tanks constructed	1	0	1	1	1	IPs
	Average number of water systems designed	49	42	44	46	49	IPs