

**THE EUROPEAN UNION EMERGENCY TRUST FUND FOR STABILITY
AND ADDRESSING THE ROOT CAUSES OF IRREGULAR MIGRATION AND
DISPLACED PERSONS IN AFRICA**

Action Document for the implementation of the Horn of Africa Window
T05-EUTF-HOA-UG-39

1. IDENTIFICATION

Title/Number	RISE – Response to increased demand on Government Service and creation of economic opportunities in Uganda		
Total cost	Total estimated cost: EUR 20 000 000 Total amount drawn from the Trust Fund: EUR 20 000 000 Amount co-financing by the Federal Ministry for Economic Cooperation and Development (BMZ) tbc		
Aid method / Method of implementation	Delegation Agreement with GIZ to be confirmed Grant Agreement(s) with consortium of NGOs		
DAC-code	15110	Sector	Public sector policy and administrative management
	15185		Local government administration
	73010		Reconstruction relief; and rehabilitation
	25010		Business support services and institutions
	74010		Disaster prevention and preparedness

2. RATIONALE AND CONTEXT

2.1. Summary of the action and its objectives

The Action contributes to objective (1) of the EU Trust Fund, namely **Greater economic and employment opportunities**, objective (2) **Strengthening resilience of communities and in particular the most vulnerable, as well as refugees and displaced people** and (4) **Improved governance and conflict prevention, and reduction of forced displacement and irregular migration**. The action is also aligned with the Valletta Action Plan priority domain (3): reinforce the protection of refugees and other displaced persons, uphold the human rights of all migrants, refugees and asylum-seekers, support the integration of long term refugees and displaced persons in host communities and strengthen capacities of countries of first asylum, transit and destination and domain. The Action will contribute to the **achievement of the Sustainable Development Goals (SDG) of the Agenda 2030**, especially: “**SDG 7 Ensure access to affordable, reliable, sustainable and modern energy for all**”, SDG 1 “**End poverty in all its forms everywhere**” and SDG 8 “**Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**”.

The **overall objective** is, in line with the Common Refugee Response Framework (CRRF) and ReHope Strategy for Uganda, to strengthen local authorities in delivering basic social services to all people in the refugee-hosting districts and to enable greater resilience and self-reliance among both refugee and host communities. The **specific objectives** are 1) to strengthen local authorities' coordination and

development & contingency planning, as well as local authority-led service delivery to refugees and the host populations and 2) to increase economic self-reliance of refugees and host populations.

The CRRF, which Uganda has been piloting since 2016, builds on the New York Declaration for Refugees and Migrants adopted by the UN General Assembly in September 2016. The New York Declaration for Refugees and Migrants is a global commitment to support a comprehensive refugee response in a way that eases the pressure on the host country and its communities. Uganda has volunteered to translate its commitments into actions and was selected to pilot the application of the CRRF framework.

Uganda has traditionally provided sanctuary to refugees from the region, hosting more than 8 different nationalities, with a majority of people from South Sudan, the Democratic Republic of Congo, Burundi and Somalia. Uganda currently hosts over 1 300 000 refugees making it the largest refugee hosting country in Africa, and one of the top three refugee hosting countries globally.

The overall situation in the Great Lakes region and the Horn of Africa is increasingly difficult and forced displaced is an inextricable part of these dynamics: Since the renewal of the civil war in South Sudan some 1 600 000 people have sought refuge in neighbouring countries, with around 1 890 000 million internally displaced. In addition, there is uncertainty over impact of the upcoming general elections in the Democratic Republic of Congo, overall increasing violence in Kivu provinces, an ongoing crisis in Burundi and possible political unrest in Kenya.

Currently, South Sudanese refugees are hosted in Northern Uganda and refugees from the Democratic Republic of Congo and Burundi find refuge in the Southwestern part of the country. While the situation in Northern Uganda calls for comprehensive response including a humanitarian and development approach, the Southwestern part of Uganda hosting refugees is currently more stable with correspondingly less focus by humanitarian and development actors.

The Refugee and Host Population Empowerment (ReHoPE) strategy developed by Uganda seeks to explore opportunities that benefit both refugees and the communities that host them, by bridging the gap between humanitarian and development interventions. ReHoPE represents a key building block of a comprehensive response to displacement in Uganda and a critical component in the application of the CRRF. In line with the CRRF and ReHoPE Strategy for Uganda, the overall objective is to strengthen local authorities in delivering basic social services to all people in the refugee-hosting districts and to enable greater resilience and self-reliance among both refugee and host communities.

The **intervention logic** of this action is that by strengthening the capacity of local authorities for the delivery of services and contingency planning, refugees and their host communities will benefit from better services and a higher quality. Through support to the development of value chains between refugee and host communities, livelihoods opportunities for both are increased sustainably, and decrease the risk for conflict and secondary movements.

The **geographical scope** of the action will be the current refugee-hosting districts in Northern Uganda. Emergency preparedness measures and contingency planning are also envisaged in South Western Uganda, reflecting and building on already existing Office of the Prime Minister /UNHCR emergency preparedness components.

2.2. Context

2.2.1. Country context

Uganda has a hybrid political system, democratic in form but heavily centralised, offering real but limited space for dissenting voices. At the same time, the judiciary and legislature remain too weak to hold the executive to account and to offer effective redress against the misuse of public office.

With a growth rate of 3.24% per annum, the population size has been projected to increase from currently 39 million to 130 million by 2050. If present trends continue, Uganda would become the tenth most populous country in the world by the end of the 21st century with 205 million people. Without an easing in population growth and a matching increase in rural employment opportunities, the onset of rapid and unplanned urbanisation is inevitable.

Uganda has a long history of forced displacement, particularly along its border with Sudan. In 2006, Uganda passed new domestic legislations relating to refugees, replacing the antiquated Control of Alien Refugees Act of 1964. The Refugees Act 2006, which represents a significant improvement on its predecessor, entered into force in 2008 and regulations to operationalise it were passed in 2010. Uganda has signed the 1951 Convention and the 1967 Protocol Relating to the Status of Refugees. The various ways of accessing the statute of political refugee in Uganda are well defined and in line with international practices.

The Constitution of Uganda defines two levels within the governance system, namely central and local governments. The Constitution further recognises decentralisation of governmental functions and powers to the people at appropriate levels as the overarching principle guiding the state. While responsibility for the overall coordination and response to the refugee influx lies with the Office of the Prime Minister (OPM), planning and delivery of basic services are implemented at the district level under the responsibility of local governments.

In 2010, the Directorate of Relief, Disaster Preparedness and Refugees, OPM, initiated a comprehensive process to develop a policy that details mechanisms and structures for the effective and practical management of disasters. The resulting policy covers vulnerability assessment, mitigation, preparedness, response and recovery, which constitute “comprehensive disaster management”. It encompasses all the lead sectors, local governments, international development and humanitarian partners, the private sector and the NGOs under the principle of a multi-disciplinary and multi-skilled consultative approach. It also presents an institutional framework under which the partners coordinate their operations. It further recognises the need to place emphasis on the vulnerable groups and persons with special needs.

2.2.2. Sector context: policies and challenges

The South Sudan conflict remains the major humanitarian crisis in Africa and Uganda stands at the forefront of absorbing an unprecedented number of refugees, i.e. hosting more than 50% of all South Sudanese refugees in the region. Their number passed 1million mid-august 2017 and continues to rise, even though the number of daily arrivals has slowed down from some 6000 during the summer months to around 500 during the last quarter of the 2017.

There are several distinct refugee populations, with marked differences in terms of size, demographics, impacts, and prospects. They settled mainly in the West Nile Region, about 86 percent of them are women and children, 58 percent are below the age of 18; they come from a mixed rural and urban background, and have a high incidence of trauma. The hosting communities in this region are among the poorest in Uganda and still recovering from a protracted civil conflict. The Uganda Poverty Assessment Report 2016 shows that poverty is much higher than the national average in the West Nile and Mid-Northern sub-regions where 43 percent and 35 percent of the population live in poverty, respectively.

About 200,000 refugees live in the southwest of Uganda – the majority originate from the DRC, others from Burundi, Somalia and Rwanda. Most live in well-established settlements on government-gazetted land near urban centres. This refugee population includes a mix of new and old arrivals, with recent small influx mainly from Burundi. The southwest region is better developed than the north, with higher

agricultural productivity, service provision, access to credit, and economic opportunities. Previous research in Uganda,¹ conducted in the Southwestern Uganda, provided clear evidence of economic interdependence between refugees, demonstrating an active in-kind and cash economy based on internal trade between different refugee populations within the settlements, carried out via a network of trading centres and markets, all the way to the district capitals and beyond. This illustrates that by supporting and building an enabling environment, refugee and host-communities can build strong, robust and mutually benefiting market linkages. Yet, language is a key barrier to formal employment and integration of services into country systems remains difficult. In general, the relationship between refugees and host communities has been amicable, but like in other settlement area there have been reported grievances of host communities feeling worse off than refugees. There is a risk of new influx, given the uncertainty of political circumstances in Burundi and DRC.

The **overall objective** of the Refugee and Host Population Empowerment programme (ReHoPE), a national framework for integrated and holistic support to refugees and host populations, is to (1) build and strengthen ownership and capacity among local governments and community institutions; (2) improve basic social service delivery in terms of access, quality, and efficiency; (3) expand economic opportunities and sustainable livelihoods with a focus on women and youth; and (4) address environmental degradation in refugee-hosting areas.

The **New York Declaration on Refugees and Migrants** of September 2016 prompted Uganda to make several pledges regarding its policy towards hosting refugees. The so-called Comprehensive Refugee Response Framework (CRRF) in Uganda addresses five mutually-reinforcing themes: admission and rights; emergency response and ongoing needs; resilience and self-reliance of refugees; expansion of solutions and voluntary repatriation. Through the application of CRRF, the aim is to create a more predictable and sustainable approach to refugee management and accelerate the implementation of ReHoPE (. It also aims to address the drivers and root causes of large movements of refugees, including forced displacement and protracted crises, through strengthening the humanitarian-development nexus.

The **IGAD Special Summit on Durable Solutions for Somali Refugees and Reintegration of Returnees in Somalia** on 25 March 2017 built on the New York Declaration and the CRRF to deliver the commitments made by IGAD member states, such as maintaining an open-door policy for refugees and asylum seekers and opportunities for local integration of individual refugees created or increased (which is currently being done by Uganda through the naturalisation of long-term Rwandan refugees). Another commitment made by Uganda is to create an enabling business environment and to increase economic opportunities for refugees and host communities, which is directly supported by this project.

The first CRRF steering group meeting took place on 12 October during which the Terms of Reference for the CRRF steering group and secretariat were approved with an expanded membership, including local authorities and refugees, reflecting a whole-of-society approach.

Uganda is a frontrunner in implementing the CRRF and considered as a model. The CRRF in Uganda was officially launched on 24 March 2017, well before other CRRF countries in the Horn of Africa region, and key institutional structures, objectives and coordination mechanisms are being put in place.² The Office of the Prime Minister hosted a CRRF Workshop in June 2017, as the ‘launch pad’ for the CRRF in Uganda, with the purpose to get clear policy directions and to outline priorities for the upcoming months. The EU strongly supports the CRRF objectives and plays a pro-active role in shaping its implementation.

¹ Oxford University, The Refugee Studies Centre, Refugee Economies: Rethinking Popular Assumptions 2014

² In Africa, the CRRF is being piloted in Uganda, Ethiopia, Kenya, Tanzania, Djibouti and regionally in response to the Somalia refugee crisis.

Economic empowerment and self-reliance of refugees and host communities remains one of the key objectives in delivering and fulfilling objective 3 under the CRRF. As refugees themselves can engage in the business sector in multiple roles, such as beneficiary, customer, employee and entrepreneur, it is important to build an enabling environment to build the skills and allow the engagement.

Uganda hosted a Solidarity Summit for the Refugees, jointly chaired by President Museveni and UN Secretary General António Guterres, on 22-23 June 2017. The Summit intended to mobilise financial support for Uganda's hosting of refugees from the region but also to showcase that despite the challenges generated by the new influx from South Sudan, Uganda maintains one of the most progressive approaches to refugee protection. The purpose was to get political and financial support for the implementation of the CRRF.

The Summit officially raised USD 358 000 000, compared to Uganda's ambitious target of USD 2 billion annually. The EU pledge of USD 95 000 000 by Commissioner Stylianides was by far the largest. In combination with EU Member States pledges, the EU altogether pledged USD 290 000 000, representing more than 80% of total pledges made at the Summit. As such, the EU demonstrated strong commitment to support Uganda refugee policy and application of the CRRF. This action builds on the conclusions and commitments made at the Solidarity Summit.

Both government and development partners agree, as also expressed at the Solidarity Summit in Kampala in June 2017, that support to district local governments must be scaled up, including by supporting their longer-term ability to plan and deliver services to the dramatically increased population numbers in their districts, but also strengthening their ability to respond to external shocks in the future. The prevailing humanitarian logic of interventions and lack of long-term development planning hinders finding adequate solutions. The poor involvement of district authorities in the response is a barrier to effective transition from emergency to development in refugee host districts and is gradually having negative consequences on the response.

2.3. Lessons learnt

As the settlement process transitions from an emergency phase to one of greater inclusion, local governments are expected to deliver basic services to refugees and their communities alike as part of their district planning. This is particularly difficult as the overall population in refugee-hosting districts in Northern Uganda has in some cases doubled since the influx started in July 2016 (the percentage of refugees against the total district population is as follows: Adjumani 57%, Moyo 54%, Yumbe 33%, Arua 19%, Lamwo 15%), while in the Southwestern districts reaches one fifth of the overall population (Isingiro 18%).³ Besides a lack of capacity at district level to articulate and formulate needs, there is also a clear lack of additional funding from the central government to districts to provide service delivery to the entire population (host communities and refugees alike).

Many district authorities are feeling left out from the current refugee response and in the overall CRRF formulation, suffering from a lack of clarity with regard to their role and limited capacities to respond. During assessment missions and exchange with the Uganda Local Government Authority (ULGA⁴), authorities noted a lack of bottom-up transfer of knowledge and exchange of experiences between districts and central level.

³ UNHCR Refugee Portal, <https://ugandarefugees.org/category/policy-and-management/maps/?r=48>

⁴ Legal entity with the purpose to unite local governments, and a forum for mutual support common positioning at local national and international fora.

Refugee-hosting districts are now recognised under the vulnerability criteria of the National Development Plan (NDP) II, making them a priority for development interventions. Local governments are only to a limited extent capable of fulfilling their mandate. Sub-counties in particular face major service delivery challenges.

Refugee-hosting districts face one of the fastest population growths in Africa. At the same time, refugees are hosted in some of the most remote and the least developed districts in the country. Therefore developing adequate capacities to deliver medium and long-term development services of the district is the essential pre-condition for securing stability and resilience while bridging emergency response to long term inclusive development, including by setting up contingency planning.

Refugee-hosting districts lack capacity to withstand external shocks. Increasing number of conflicts over already over-stretched natural resources seriously undermine any effort to build resilience of the districts. The majority of conflicts are related to a competition over access to natural resources (e.g. water, firewood), but clashes along ethnic lines are also on the rise. Refugee-hosting districts in Northern Uganda have no capacity to capitalise on economic opportunities linked to the presence of refugees. Host communities themselves face a situation where their community organisations and social capital are not robust enough, their livelihoods are insufficiently diverse, and they have insufficient assets and capital to carry them through difficult periods. All this while there is overwhelming evidence that arriving refugees can make a positive contribution to the host state economy, if the conditions are right. There is a clear need to expand economic opportunities and sustainable livelihoods with a focus on women and youth. With a lack of land allocations and where provided, low-quality soil undermine any effort to build agriculture farming-based self-reliance. Therefore it is essential to look at alternatives.

Refugee-hosting districts have weak local governance structures. Required improvements in service provision ultimately depend on the capacity of local governments to carry out their core processes. Despite some limited progress on the legislative side (e.g. by adopting the budget transparency initiative, a streamlined system of intergovernmental fiscal transfers, performance based budgeting), serious practical challenges remain. These include an unsustainable financial position of local governments, with locally generated revenues making up only 3-5 percent of the local governments' budget. As it stands, the fiscal transfer system falls short of satisfying local governments' financial needs, addressing their financial constraints, and enabling them to do so on their own, even where there are provisions in place.

This goes in hand with a lack of accountability and overall poor performance. A lack of clarity in the division of labour between local government and central government for local service delivery, and lack of substantive public participation in local governance further compound the situation. Capacity challenges in service delivery are particularly severe at sub-county level. Some districts (e.g. Lamwo, Arua) are forced to operate with budgets reflecting population and household census from 2014, without taking into account the enormous population increase in their districts.

The host communities are in the first line of response when it comes to receiving the refugees, sharing their land and natural resources, as well as existing services. Yet, evidence shows that locals feel refugees are receiving better services, thanks to the international community's response, than what they get from their local authorities. If a comprehensive, long-term and sustainable approach towards both refugee and host communities is not endorsed, this situation could trigger tensions and conflict between refugees and local people.

The ongoing EUTF project in Uganda - Support programme for Refugee Settlements in Northern Uganda – in 2017 produced a Conflict Assessment Baseline Report 2017 (covering the period Dec 2016-Jan 2017), looking into existing conflicts at the micro level between refugees and host communities. The report showed that the main conflicts at the micro-level are over natural resources: In Kiryandongo the top three most prevalent conflicts are related to natural resources (water, firewood, poles), aid and access to social services (70% have witnessed conflict over natural resources within the past one month; 42% over aid and 26% over access to social services). The situation in Adjumani is a slightly different. Unlike Kiryandongo, only a few conflicts were reported (87% reported no conflict related to natural resources or aid).

Larger quantities of produce, provided by such farmer groups, are usually of higher interest for traders and processors to keep transaction costs low. Government is currently considering the introduction of block farming as an instrument to improve agricultural production. This would allow the introduction of agricultural mechanization and thus, increase productivity. District Agricultural Development plans of the targeted districts will be reflected upon.

A study⁵ in Kiryandongo, Adjumani and Arua “showed that the existing infrastructure/equipment in both public and private technical institutions are still in bad shape despite the governments’ efforts to construct some classrooms and workshops. Most of them are not equipped and the existing institutional capacities, capabilities, governance, staffing, financing mechanisms, infrastructure and equipment in most of the public Technical Institutes (TI) and Technical Vocational Education Training Institutes (VTIs) are inadequate in quality. Evidence from employers indicate that graduates of TIs and VTIs experience difficulty in using modern machines, equipment and tools and display lack of adequate trade skills, creativity and innovation and knowledge mainly due to limited practical exposure. Another gap observed from the study areas is the weak formalised partnerships between TIs/VTIs and the private sector (industry), thereby making it difficult for the TIs/VTIs to align their training to industry’s demands. 98% of technical institutions visited, offered similar courses, thereby duplicating efforts.

This leads to the conclusion that youth refugees in the districts of Adjumani, Kiryandongo and Arua, whose long-term opportunities can be very badly affected by early unemployment, can result in the risks of radicalisation of vulnerable populations in and around the refugee settlements. The refugee youths left out of employment, or with only short spells in employment, having left education too early and with inadequate skills, are at high risk of economic marginalisation and social exclusion.

2.4. Complementary actions

A large number of programmes already target refugees and host communities in Uganda. But the number of development actors who target local district administrations per se has so far been rather limited. Geographically, Southwestern Uganda is generally less targeted due to better development indicators.

This programme will aim for complementarity with ongoing and planned ECHO's activities. ECHO’s ongoing activities mainly focus on the areas of lifesaving and protection activities and integrated programming (e.g. shelter, Wash, food security, nutrition, education in emergencies and well as protection). Nexus opportunities with ECHO’s interventions in Uganda will be analysed and reflected in design of the programmes. The 2018 Humanitarian Implementation Plan will be reflected upon. The Joint Humanitarian and Development Framework, a joint ECHO-DEVCO state of play, is under

⁵ Needs Assessment of Business, Technical, Vocational Education and Training Skills for Refugees in Kiryandongo, Adjumani and Arua” conducted by the Belgian Technical Cooperation

preparation and will play a key role in strengthening complementarity between programming and activities of ECHO, EUTF and Uganda's National Indicative Programme. In particular, it will ensure alignment with the following EU programmes, notably *The Development Initiative for the Northern Uganda (DINU)*, funded from EDF 11 (expected start of implementation 3rd quarter of 2017, 5-year period, EUR 150 600 000 in total, 3 components: food security, infrastructure, local governance). Analysis has already been done and some sub-components of DINU have a clear link with foreseen objectives of this Action. The UNCDF led component of DINU has as an outcome to (1) Improve access to finance for SMEs engaged in agricultural value addition; and (2) to increased local fiscal space and improved local service delivery. Regarding the refugee receiving areas, the districts of Moyo, Yumbe and Adjumani have been selected as core districts for DINU. Those districts are therefore having the main overlap with what is foreseen under this Action.

Links need to be created with already existing EUTF programmes in Uganda. The EUR 20 000 000 EUTF Support programme for Refugee Settlements in Northern Uganda (SPRS-NU), ongoing, specifically in Arua, Kiryandongo, Arua and Yumbe districts, has some components directly supporting the refugee-hosting districts, such as supporting existing coordination structures at district levels and facilitating information exchange among various relevant working groups at district levels. The existing support component has therefore been incorporated in the design of the new programme in order to avoid duplications and strengthen the institutional components. In terms of supporting economic empowerment, the Business, Technical, Vocational Education and Training (BTJET), component implemented by the Belgian Technical Cooperation, is already working under the umbrella of the ongoing EUTF programme in the West Nile towards boosting resilience of both refugees and host communities empowering them by increasing their self-reliance through acquisition of skills sets relevant to the refugee context and to the (local) economy. The project is integrated into the national BTJET strategic plan "Skilling Uganda", aiming to making skills development more relevant to the Ugandan economy for young Ugandans and specific vulnerable groups, such as the newly arrived refugees and their host communities in West Nile, including Yumbe district. This programme will benefit from experiences on existing activities on livelihoods, conflicts management and education under the NGO Consortium. Specific components under this programme will be designed against experience and expertise of SPRS-NU implementing partners to ensure multiplication effect of the interventions.

Furthermore, the programme will take into account value-chains and sectors selected under the 11th EDF.

From other non-EU actors, notably:

- *The World Bank (WB)* has approved a USD 50 000 000 loan to help Uganda invest in the socio-economic development of refugee-hosting districts⁶.
- *JICA* has been very active in supporting refugee hosting districts and has been strengthening Northern Uganda through the Reconstruction Assistance Programme for Northern Uganda. This includes programmes directly targeting capacity development of the local governments, but also

⁶ The implementation has already started and addresses unmet social, economic and environmental needs in Arua, Adjumani and Kiryandongo as well as in the South Western Region (Isingiro district). The WB is also considering Uganda as a recipient of the International Development Association (IDA)-18 regional sub-window for refugees and host communities, which aims to support low-income countries to deliver services to refugees and the communities that host them. It is still to be decided whether Uganda will be recipient of additional support through this window, but Government is expected to apply (it would be 50% grant/ 50% loan). Targeted Sectors under this additional funding would still have to be determined but expected start of the implementation is no earlier than in 2019.

enhancing livelihood activities. Phase I (2009-2015) targeted Acholi region and Phase II has recently started and is targeting the West Nile region (2016 – 2021).

- *UNDP* is implementing programmes under the Emergency Response and Resilience Strategy. The aim is to strengthen the resilience of refugees, host communities, district local governments and relevant national institutions to cope with and recover from the impact of large influxes of refugees. It provides emergency support, while investing in existing national and local capacity to ensure they can adequately serve both refugee and host communities. Their interventions include capacity development of judiciary, police and security forces to prevent and response to Sexual and Gender Based Violence (SGBV), and inclusive value chain development in partnership with private sector.
- *United States Agency for International Development (USAID)* is implementing the *Governance, Accountability, Participation and Performance (GAPP)* Project (November 2012 – November 2018, USD 17 700 000, 25 districts in Northern Uganda). This programme supports the local government systems by improving accountability, democratic governance and service delivery. It includes components, among others, on strengthening district systems for revenue mobilisation; financial management, audit, procurement, and service delivery. Another *USAID* programme is the *Northern Uganda Development of Enhanced Local Governance, Infrastructure, and Livelihoods (NUDEIL)* (since 2013, USD 30 000 000). The objective of the programme is to develop the technical capacity of district governments to plan and deliver services to their constitutions through the procurement and execution of infrastructure projects, improved access to market, and education. In Northern Uganda 6 districts are targeted: Amuru, Gulu, Kitgum, Lamwo, Nwoya, Oyam.
- Office of the Prime Minister is also implementing *the Northern Uganda Social Action Fund III* (USD 130 000 000, 2015-2020). The objective is to provide effective income support to and build the resilience of poor and vulnerable households in Northern Uganda. The project comprises of four components (1) labour-intensive public works (LIPW) and disaster risk financing; (2) livelihood investment; (3) strengthening transparency accountability and anti-corruption; (4), safety net mechanisms and project management.

The complementary and the coordination of all these programmes is ensure by an inclusive and robust platform as described under paragraph 2.5.

2.5. Donor co-ordination

The coordination will be ensured through the Office of the Prime Minister, responsible for coordination of the refugee-related issues and member of steering committee involved in designing this programme. More precisely, on the coordination mechanism:

(1) The CRRF Steering Group represents the view of key stakeholders involved in the refugee response in Uganda. It sets the overall strategic direction for the implementation of CRRF in Uganda, supported by the technical and analytical work of the CRRF Secretariat. The Steering Group is the policy and decision-making platform providing donors' key strategic directions on implementation. The strategic directions will be reflected in the implementation of this programme,

(2) The CRRF Secretariat will be in charge of the coordination of the overall humanitarian-development response. The CRRF Secretariat will support coordinated programming and resourcing for a comprehensive refugee response. It will provide technical and analytical support to enable evidence-based decision-making and will recommend courses of action to the CRRF Steering Group,

(3) Under the leadership of the EU Delegation, EU Development advisors regularly meet and exchange information on programming and projects, lessons learnt and planned actions.

More details on the overall coordination in Uganda in support of the humanitarian and development nexus/CRRF are provided in Annex I.

3. DETAILED DESCRIPTION

The support to the refugee-hosting districts derives directly from the CRRF/ReHoPE, where support to *resilience and self-reliance* is already identified as the core (third) pillar.

3.1. Objectives

The **overall objective** of the programme is as follows:

In line with the CRRF and ReHope Strategy for Uganda, the **overall objective** is to strengthen local authorities in delivering basic social services to all people in the refugee-hosting districts and to enable greater resilience and self-reliance among both refugee and host communities.

This proposed programme will therefore have the following **specific objectives**:

Specific Objective 1: Strengthen local authorities' coordination and development & contingency planning, as well as local authority-led service delivery to refugees and the host populations.

Specific Objective 2: Increase economic self-reliance of refugees and host populations.

3.2. Expected results and main activities

The **expected results** are:

For specific objective 1:

Results 1:

1. Increased planning capacities of local administrations with a specific view to include refugee population within a sustainable integrated service delivery approach and developed planning for inclusive economic opportunities and infrastructure for both refugees and host communities.
2. Strengthened local level authorities' capacity to provide prioritised basic social services for both refugees and host communities with particular emphasis on access, quality and infrastructure.
3. Enhanced inclusiveness of local decision-making and planning procedures notably with regard to participation of refugees.
4. Strengthened coordination capacities of selected Local Governments for cooperation with OPM and relevant central ministries (Finance, Planning and Economic Development, as well as with the Ministry of Local Government), as well as building and strengthening links between the private sector and employment-seekers.
5. Enhanced emergency preparedness of selected local governments to prepare for possible future forced displacement.

Specific focus will be given to the harmonisation of district level area-based land-use planning with sectoral plans, such as water resource plans or infrastructure development plans.

For specific objective 2:

Results 2:

1. Increased financial inclusion of refugees and host populations and linkages created to credit-based interventions to support livelihoods as well as improved financial literacy and entrepreneurial skills.
2. Enhanced carrying capacity of allocated land for refugees: Fast growing crops, such as vegetables promoted and simple irrigation systems developed to provide year-round production.
3. Improved local processing of agricultural products and market access including by using Farmer Field Schools and farmer groups. Farmer groups would furthermore play an important role when it comes to linking farmers to markets.
4. Small service providers and craftspersons supported through flexible demand and market-oriented skills trainings⁷.
5. Access to private sector jobs supported, including through increased linkages such as internships programmes.
6. Value chains and market linkages strengthened, involving both refugee and host communities in order to increase their livelihood opportunities. This will be built on a sound and comprehensive understanding of existing markets and market infrastructure and the private businesses.

3.3. Risks and assumptions

Risks	Level	Mitigation measures
R1: Social unrest, conflicts, and competition over limited resources may reduce the ability of the Government of Uganda to sustain the current model.	medium	The EU will continue to engage with GoU and other stakeholders within the framework of CRRF for coordinating and improving the refugee-response.
R2: Capacity at local level remains low, because trained staff will leave the district for better employment opportunities.	High	Capacity-building is done over the medium-term and trained staff are rotated by government which will benefit districts not currently part of the programme.
R3: Women are not able to access the skills development training due to household commitments.	medium	Skills development training is set up to accommodate the specific situation of women and single-headed households.
R4: Unwillingness of OPM and line ministries (e.g. Ministry of Finance, Planning and Development) to cooperate with local government	medium	Cooperation platforms will be in place and some components of the project will specifically focus on this. Coordination between OPM/Line Ministries and Local district governments will be stimulated, making both parties aware of their positions, mandates and responsibilities

⁷ Potential trainings could cover e.g. bicycle and motorcycle repairs, bricklaying, wood- and metal works, cell phone repairs and services as well as tailoring, hair styling or gastronomy. Informally acquired trainings could be formally recognized through the existing Workers PAS method. A comprehensive labour market analysis will be conducted.

R5: Inadequate absorption of capacity development activities at local government levels and inadequate resources for effective implementation	medium	Close dialogue with local district governments and continuous review of the quality and relevance of the programme. Close dialogue within the CRRF platforms on existing gaps
R6: Absence of private sector and lack of private actors for tapping into existing and possible value chains	medium	Flexibility will be ensured to respond better to changing conditions through demand-oriented training. Close coordination with other existing programmes will be in place. Whilst the private sector is generally not well developed in the region, Arua has become a hub for the entire region and neighbouring countries pushing toward the verge of employment circulation.

The underlying assumption is that the Government remains committed to its pledges made at the New York Summit and the implementation of the Nairobi Declaration and Plan of Action.

The programme will also operate under the major assumptions that the Government of Uganda is maintaining the policies towards the refugees and asylum seekers. It will continue to support the CRRF implementation and ensure a balanced support between these two groups and host communities. The political situation remains stable and that no major conflict, extreme weather event, or epidemics will occur during its lifespan.

3.4. Cross-cutting issues

In line with best practice recommendations for conflict-sensitive development, the project will include members of different religious and ethnic communities, both as final beneficiaries and members of implementing partner organisations. Project resources will be allocated in such a way that they encourage co-operation between different communities, and do not visibly exclude adjacent areas. This principle also applies to the procurement of goods and services.

The project will use a rights-based approach and promote the entitlement to non-discriminatory access to public services, the rights of women, children and disabled persons in line with the corresponding United Nations Conventions. All result indicators and technical reports will be gender-disaggregated. The project will promote HIV/AIDS awareness, support the rights of women in reproductive health, promote family planning and aim at preventing female genital mutilation.

The programme will mainstream climate change and biodiversity into all activities to mitigate damage to the natural environment caused by the deforestation, land quality degradation, water source depletion etc., also making use of activities carried out under the Support programme for Refugee Settlements in Northern Uganda (e.g. specific selection of plants and crops for farming).

3.5. Stakeholders

The main stakeholders of the programme are Local Authorities, the Office of the Prime Minister at national level, the Ministry of Local Government (MoLG) and local host and refugee communities as

such, their leaders, and civil society as well as other forms of local community or business/economic associations.

4. IMPLEMENTATION ISSUES

4.1. Financing agreement

To implement this action, it is not foreseen to conclude a financing agreement with the partner country.

4.2. Indicative operational implementation period

The indicative operational implementation period is 48 months.

4.3. Implementation components and modules

Objective 1 and 2 are to be partially implemented through a Delegation Agreement with GIZ (to be confirmed) due to their competence in the area of support to local government and employment creation in Northern Uganda

A Call for Expressions of Interest will be launched for Objective 1 Emergency Preparedness and contingency planning to find actors with adequate expertise in these areas to ensure complementarity with ongoing emergency preparedness activities under OPM/UNHCR

Objective 2 will also be implemented through a Call for Expressions of interest to consortia of Civil Society actors and/or cooperation agencies, foundations, associations. Selection criteria will be based on the following principles: presence in the prioritised geographical and thematic areas, relevant experience with refugees and host communities, experience in the implementation of sustainable approaches, as well as coordination with local authorities, and capacity to co-finance the action, and based on an agreement of the methodology used for the implementation of activities.

The contracting modalities will be based on flexible procedures with a direct award applicable in crisis situation as defined by the Financial Regulation.

4.4. Indicative budget

Component	Amount in EUR
Objective 1:	
Capacity building	3 000 000
Emergency Preparedness	1 000 000
Objective 2:	
Developing Economic Opportunities	3 000 000
Expanding economic opportunities and self-reliance	11 200 000
Monitoring, audit and evaluation	400 000
Communications and visibility (integrated as part of Delegation Agreement) ⁸	400 000
Contingency	1 000 000
Total	20 000 000

⁸ Communication and visibility funds will be included in the various components Performance monitoring

The progress of the action will be monitored as follows by the implementing partners and a full-time programme manager in the EU Delegation. The project may be included in the annual ROM monitoring plan.

The progress will be overseen by the same Steering Committee already overseeing the Support programme for Refugee Settlements in Northern Uganda programme to benefit from complementarity and make full use of existing structures. This Steering Committee, co-chaired by the Office of the Prime Minister and the EU Delegation and with participation of the local authorities and other stakeholders, meets regularly to monitor the programme and ensure that activities are in line with government's guidelines and national plans. The coordinator of the programme (negotiations with GIZ on this topic are ongoing) will provide the secretariat for the Steering Committee. The Steering Committee will also be complementary with the CRRF Secretariat and other CRRF structures.

4.5. Monitoring, evaluation and audit

All projects implementing this action will have to integrate the EUTF Monitoring and Learning System - MLS (T05-EUTF-HOA-REG-28) for the reporting of selected output and outcome indicators, as well as to take part in case study exercises and the learning strategy developed by the MLS. The project implementing partners will be requested to provide regular (at least quarterly) data to the MLS in a specific format, which will be introduced during the contract negotiation stage.

The projects implementing this action will at least have to report against a selected number of the EUTF output indicators existing at the present date (see list in annex). The monitoring of these indicators will therefore have to be included in the projects' M&E systems (in addition to all other indicators existing in the project's logical framework). As more output and outcome indicators are being developed by the MLS, the projects might be requested to include additional indicators in the course of implementation of the action".

Mid-term and final evaluation and audit assignments will be implemented through the grant/delegation agreement contracts. If necessary, ad hoc audits or expenditure verification assignments could be contracted by the European Commission. Audits and expenditure verification assignments will be carried out in conformity with the risk analysis in the frame of the yearly Audit Plan exercise conducted by the European Commission.

4.6. Communication and visibility

Implementing partners will have to draw up a comprehensive visibility and communication plan for their respective target settlement/community and submit a copy for approval to the EU Delegation in Uganda. This plan will take into account lessons learnt of other EUTF programmes in Uganda.

It will be important to make links with the DINU programme to ensure the visibility across the programmes and show the overall engagement of the EU in refugee-hosting districts.

The Akvo on-line reporting platform will be used to communicate and report on this action as well as on all projects implementing this action. The logical frameworks of the projects will be encoded in their respective Akvo page and regular reporting of project's activities and outputs will take place on this platform.

Annex I: Mapping against EUTF strategic priorities, Valletta Action Plan and the United Nations Sustainable Development Goals

EU Trust Fund Strategy	Valletta Action Plan	United Nations Sustainable Development Goals
Four main areas of intervention	Five priority domains, and 16 initiatives	17 goals
<p>1) Greater economic and employment opportunities</p> <p>2) Strengthening resilience of communities and in particular the most vulnerable, as well as refugees and displaced people</p> <p>3) Improved migration management in countries of origin and transit</p> <p>4) Improved governance and conflict prevention, and reduction of forced displacement and irregular migration</p>	<p>1) Development benefits of migration and addressing root causes of irregular migration and forced displacement</p> <ol style="list-style-type: none"> 1. enhance employment opportunities and revenue-generating activities 2. link relief, rehabilitation and development in peripheral and most vulnerable areas 3. operationalise the African Institute on Remittances 4. facilitate responsible private investment and boost trade <p>2) Legal migration and mobility</p> <ol style="list-style-type: none"> 5. double the number of Erasmus scholarships 6. pool offers for legal migration 7. organise workshops on visa facilitation <p>3) Protection and asylum</p> <ol style="list-style-type: none"> 8. Regional Development and Protection Programmes 9. improve the quality of the asylum process 10. improve resilience, safety and self-reliance of refugees in camps and host communities <p>4) Prevention of and fight against irregular migration, migrant smuggling and trafficking of human beings</p> <ol style="list-style-type: none"> 11. national and regional anti-smuggling and anti-trafficking legislation, policies and action plans 12. strengthen institutional capacity to fight smuggling and trafficking 13. pilot project in Niger 14. information campaigns <p>5) Return, readmission and reintegration</p> <ol style="list-style-type: none"> 15. strengthen capacity of countries of origin to respond to readmission applications 16. support reintegration of returnees into their communities 	<ol style="list-style-type: none"> 1) End poverty in all its forms everywhere 2) End hunger, achieve food security and improved nutrition and promote sustainable agriculture 3) Ensure healthy lives and promote well-being for all at all ages 4) Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all 5) Achieve gender equality and empower all women and girls 6) Ensure availability and sustainable management of water and sanitation for all 7) Ensure access to affordable, reliable, sustainable and modern energy for all 8) Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 9) Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation 10) Reduce inequality within and among countries 11) Make cities and human settlements inclusive, safe, resilient and sustainable 12) Ensure sustainable consumption and production patterns 13) Take urgent action to combat climate change and its impacts 14) Conserve and sustainably use the oceans, seas and marine resources for sustainable development 15) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss 16) Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels 17) Strengthen the means of implementation and revitalise the global partnership for sustainable development

Annex II: LOGFRAME MATRIX – RESPONSE TO INCREASED DEMAND ON GOVERNMENT SERVICE AND CREATION OF ECONOMIC OPPORTUNITIES (RISE) PROGRAMME IN UGANDA

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall	Strengthen local authorities in delivering basic social services to all people in the refugee-hosting districts and to enable greater resilience and self-reliance among both refugee and host communities.	Number of beneficiaries who receive basic social services with particular emphasis on access, quality and infrastructure; Services to refugees and hosting community planned/delivered through local governance structures Non-aid household revenue in target areas	To be drawn from the strategy and sectoral analysis developed within the CRRF secretariat	To be defined during the inception period.	To be defined during the inception period together with the implementing partners, the Office of the Prime Minister, and CRRF Secretariat	Project reporting, UNHCR, Office of the Prime Minister reporting, CRRF reporting	The Government of Uganda maintains its policies towards the refugees and asylum seekers and ensures a balanced support between refugees and host communities. The Government of Uganda will continue to support the CRRF implementation.

SOs:	1. Strengthen local authorities' coordination and development & contingency planning, as well as local authority-led service delivery to refugees and host populations	Number of Integrated District development plans/emergency response plans incorporating refugee presence.	To be drawn from the strategy and sectoral analysis developed within the CRRF secretariat	To be defined during the inception period	To be defined during the inception period together with the implementing partners, the Office of the Prime Minister, and CRRF Secretariat	Project reporting, UNHCR, Office of the Prime Minister reporting, CRRF reporting	The political situation remains stable and that no major conflict, extreme weather event, or epidemics will occur during its lifespan.
O u t p u t s	<p>R.1.1: Increased planning capacities of local administrations with a specific view to including refugees population within a sustainable integrated service delivery approach and developed planning for inclusive economic opportunities and infrastructure for both refugees and host communities.</p> <p>R 1.2. Strengthened local level authorities' capacity to provide prioritised basic social services for both refugees and host communities with particular emphasis on access, quality and infrastructure.</p> <p>R.1.3 Enhanced inclusiveness of local</p>	<p>Level of local government capacities to provide clean water and sanitation services (RF – SO3)</p> <p>Participation of host communities and refugees in local administration decision- making processes</p> <p>Number of developed sectoral (e.g. water) plans for more permanent service structures</p>	<p>Baseline to be done by the partners</p> <p>Composite capacity measure to be developed.</p>	<p>Baseline to be done by the partners</p>	<p>to be set by the partners</p>	<p>Project reporting</p>	<p>Office of the Prime Minister and Line Ministries remain willing and open to cooperate with local governments</p>

	<p>decision-making and planning procedures notably with regard to participation of refugees.</p> <p>R.1.4 Strengthened coordination capacities of selected Local Governments for cooperation with OPM and relevant central ministries, as well as building and strengthening links between the private sector and employment-seekers</p> <p>R.1.5 Enhanced emergency preparedness of selected local governments to prepare for possible future forced displacement.</p>	<p>installed (e.g. water resource plans or infrastructure development plans)</p> <p>Refugee awareness of local decision-making and planning procedures.</p> <p>Refugee consultations held with results captured.</p> <p>Access coverage of health, water, energy sources by refugees & host communities. (RF SO3)</p> <p>Assessment of coordination by local administration, OPM and relevant line ministries.</p> <p>Knowledge of relevant counterparts and ongoing planning processes by local administration, OPM and relevant line ministries.</p> <p>Number of refugees</p>					
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		accessing permits and licenses to operate livelihood oriented activities (SO 3 – IGAD RF)					
	<p>A.1.1.1. Harmonise district level area-based land-use planning with sectoral plans, such as water resource plans or infrastructure development plans</p> <p>A.1.2.1. Support and train district staff in core service delivery planning</p> <p>A.1.3.1. Improve dialogue, social accountability and participation mechanisms at district levels mainly in regards to refugee communities</p> <p>A.1.4.1. Establish and strengthen links between the private sector and employment-seekers</p> <p>A.1.4.2. Assist local authorities on horizontal level in enhancing cooperation among districts, in knowledge sharing and lobbying with OPM and Line Ministries on national level</p> <p>A.1.5.1. Train local authorities on scenario planning and developing and strengthening emergency response mechanisms</p>	<p>Means: Staff, equipment, training, operational facilities, supplies</p> <p>Costs: Refer to the budget of each intervention</p>	<p>Refugees and host communities are willing to participate and to provide information</p>				

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
O u t c o m e (s)	2. Increase economic self-reliance of refugees and host populations	<p>% of refugees and host population who complete professional training (disaggregated between refugees and host communities)</p> <p>% of refugees and host population who have a decent and sustainable job (disaggregated between refugees and host communities)</p> <p>Change in % of (non-aid) household revenue</p>	Baseline to be done by the partners during inception. CRRF sectoral analysis will inform the baseline	The value of the indicator at the indicated date. To be defined during the inception period.	To be set by the Partners. CRRF Secretariat analysis will be taken into account.	<p>Annual Report from implementing partners and from Office of the Prime Minister</p> <p>Household surveys</p>	The political situation remains stable and agriculture inputs are available and the markets are accessible.
Out p u t s	<p>R.2.1. Increased financial inclusion of refugees and host populations and linkages created to credit-based interventions to support livelihoods as well as improve financial literacy and entrepreneurial skills.</p> <p>R.2.2. Enhanced carrying capacity of allocated land for refugees. Fast</p>	<p>Number (#) of beneficiaries who participate in entrepreneurships training in order to enhance their financial literacy and entrepreneurial skills</p> <p>Number (#) of beneficiaries who will</p>	Baseline to be done by the partners	Baseline to be done by the partners	to be set by the partners	<p>Annual report from the partners. Project reporting</p>	Existing private sector actors are open towards participating in value-chains activities and absorption capacity is available.

	<p>growing crops, such as vegetables promoted and simple irrigation systems developed</p> <p>R.2.3. Improved local processing of agricultural products and market access including by using Farmer Field Schools and farmer groups and link them to the market</p> <p>R.2.4. Small service providers and craftspersons supported through flexible demand and market-oriented skills trainings</p> <p>R.2.5 Access to private sector jobs supported, including through increased linkages such as internships programmes.</p> <p>R. 2.6. Value chains and market linkages strengthened, involving both refugee and host communities in order to increase their livelihood opportunities.</p>	<p>participate in the village savings and loan associations (VSLA) and save part of their income</p> <p>Number (#) of trainings/niches for which programmes are developed and formalized based on local labour market and value chain needs</p> <p>Level of new private sector investment flows into refugee hosting areas (RF-SO3)</p> <p>Number of host population and refugees benefitting from irrigation projects (RF – SO3)</p> <p>Number (#) of beneficiaries who will participate in the Farmer Field Schools and market-oriented skills trainings</p> <p>Number (#) of beneficiaries of</p>					
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		internship programmes					
		Increase (%) in trade on local markets					
Activities	<p>A.2.1.1. Enhance carrying capacity of land provided to refugees by providing far growing crops and developing a simple irrigation systems</p> <p>A. 2.1.2. Provide Village Savings and Loan Associations (VSLA) with a strong component on creating links to formal banking sector.</p> <p>A.2.3.1. Establish Farmer Groups which will improve local processing of agricultural products and access to markets for ensuring better income</p> <p>A.2.4.1. Provide demand-driven and market oriented skills training</p> <p>A.2.5.1. Provide traineeships for refugees and host communities in private sector</p>	<p>Means: Staff, equipment, training, operational facilities, supplies</p> <p>Costs: Refer to the budget of each intervention</p>					Refugees and host communities are willing to participate and to provide information

	A.2.6.1. Establish market opportunities for refugees and host-communities by linking them and supporting them in value-chain activities		
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Annex III: EUTF HOA indicators as part of the Monitoring and Learning System

Annex - List of Output Indicators for the EUTF HOA

Indicator ID	EUTF HOA proxy indicators	Disaggregations: type of action									Target groups										
											Gender		Type of beneficiaries				Age group				
											Male	Female	Refugee	IDP	Host community	Returnee		Migrant in transit			
1. Greater economic and employment opportunities																					
1.1	Number of jobs created	Permanent position	Short-term job	Cash for work	Incentives to civil servants	Self-employed	Unspecified														
1.2	Number of job placements facilitated	"	"	"	"	"	"														
1.3	Number of MSMEs supported	Access to finance	Business development	Training	Provision of equipment	Market access	Unspecified														Not relevant
1.4	Number of people assisted to develop economic income-generating activities	Funding	Business development service	Entrepreneurship programme	Financial education programme	Unspecified															
1.5	Number of people benefiting from professional trainings (TVET) and/or skills development	Professional training	Skills development scheme	Internship/Apprenticeship	Unspecified																
1.6	Number of industrial parks and business infrastructure created, expanded or improved																				Not relevant
2. Strengthening resilience																					
2.1	Number of social infrastructure built or rehabilitated	Health	Education	Water	Sanitation	Housing	Domestic energy	Legal	Unspecified												Not relevant
2.2	Number of people receiving one basic social service	Health	Education	Water	Sanitation	Housing	Domestic energy	Legal	Nutrition	Unspecified											
2.3	Number of people receiving nutrition assistance	Social protection schemes	Technical training in agricultural practices	Support to agricultural production	Agricultural inputs	Land development	Unspecified														
2.4	Number of people receiving food security related assistance																				
2.5	Number of local governments that adopt and implement local disaster risk reduction strategies																				Not relevant
2.6	Hectares of land benefiting from improved agricultural management	Irrigation	Rehabilitation	Improved Management	Unspecified																Not relevant
3. Improving Migration Management																					
3.1	Number of projects by diaspora members																				Not relevant
3.2	Number of migrants in transit protected or assisted	Protection measures	Medical and psycho-social assistance	Shelter	Food	Legal assistance	Unspecified														
3.3	Number of migrants, or potential migrants, reached out by information campaign on migration and risks linked to irregular migration																				
3.4	Number of voluntary returns or humanitarian repatriation supported	Transportation	Pre-departures counselling	Assistance to obtain travel documents	Return ticket	Travel escorts	Assistance upon arrival														
3.5	Number of returning migrants benefiting from reintegration packages	Used for income-generating activities	Used for medical assistance	Used for education	Used for housing support	Unspecified															Not relevant
3.6	Number of refugees and forcibly displaced persons benefiting from a legal integration process																				Not relevant
3.7	Number of institutions (National and local) and Non-State actors directly supported through capacity building on migration management	Capacity building	Operational support	Unspecified																	Not relevant
3.7 bis	Number of individuals trained on migration management	State actors	Non State actors																		Not relevant
3.8	Number of early warning systems created																				Not relevant
4. Improved governance																					
4.1	Number of staff from governmental institutions and internal security forces trained	Ministry workers	Judges	Justice actors	Policemen	National guards	Unspecified														
4.1 bis	Number of institutions and non-State actors benefiting from capacity building on security, conflict prevention and human rights	Capacity building	Operational support	Unspecified																	Not relevant
4.2	Number of people participating in conflict prevention and peace building activities	Community dialogue	Civilian mediation	Peacebuilding actions	Awareness raising activities	Unspecified															
4.3	Number of victims of trafficking, assisted or referred to assistance services	Medical assistance	Psycho-social assistance	Counselling	Accommodation	Legal counselling	Family tracing	Support to travel documents	Assistance to voluntary return	Unspecified											
4.4	Number of cross-border cooperation initiatives created / launched or supported																				Not relevant
4.5	Number of strategies, policies and plans developed and / or directly supported	Geographical Scope			Nature of the output			Type of support													Not relevant
4.6	Number of refugees benefiting from an Out-of-Camp																				Not relevant
CROSS-CUTTING																					
5.1	Number of multi-stakeholders groups and learning	Type of actors			Goal of the group/platform																Not relevant
5.2	Number of planning, monitoring and/or learning tools set up, implemented and / or strengthened	Studies	Needs assessments	Market/skills assessments	Reporting and Statistics systems	Unspecified															Not relevant