THE REPUBLIC OF UGANDA

MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT

NATIONAL TRANSITION STRATEGY (NTS) FOR TRANSITIONING OF PARTNER FACILITIES IN REFUGEE SETTLEMENTS IN UGANDA TO GOVERNMENT PLANNING AND MANAGEMENT

Submitted by

ECASA GROUP OF CONSULTANTS LIMITED
ECASA - Eastern, Central and Southern Africa Group of Consultants
Plot No. 12, Republic Street, Ntinda, Minister's Village
Tel: +256772463386, +256753739875
Email: ecasaconsultants@ecasa.co.ug, ecasaconsultants@gmail.com,

February, 2025

TABLE OF CONTENTS

TABLE OF CONTENTS 2

LIST OF TABLES 5

LIST OF FIGURES 5

ACRONYMS AND ABBREVIATIONS 6

FOREWORD 7

ACKNOWLEDGEMENT 8

Executive Summary 9

1 Introduction and Background 1

1.1 Introduction 1

1.2 Rationale for the Development of the Strategy 3

1.3 Purpose and Scope of the Strategy 4

1.4 Definition of Transition 4

1.5 Strategy Development Process 5

2 Situational Analysis 7

2.1 Alignment to International, Regional and National Planning Frameworks 7

2.1.1 International and Regional Frameworks 7

2.1.2 The National Policy, Legal, and Regulatory Framework 10

2.2 Lessons learned, Gaps and Recommendations from previous transition processes: The UgIFT program 18

2.2.1 Lessons Learned from UgIFT 18

2.2.2 Identified Gaps 19

2.2.3 Key Recommendations for the Development of the Transition Strategy 19

2.3 Overall Transition Challenges 20

2.4 Sector Specific Challenges and Lessons Learned 21

2.4.1 The Water Sector 21

2.4.2 Education Sector 24

2.4.3 Health Sector 26

2.4.4 Lessons Learned 27

2.5 SWOT Analysis 28

3 Transition Strategy Direction 30

3.1 Strategic Focus Areas 30

3.2 Vision 30

3.3 Mission 30

3.4 Goal 30
3.5 Strategic Objectives 30
3.6 Guiding Principles for Transition 30
3.7 Theory of Change 32
3.8 Strategic Interventions and Activities 33
4 Transition Governance and Coordination Framework 39
5.1 Objectives of the Governance and Coordination Framework (GCF) 39
5.2 Key Pillars of the Governance and Coordination Framework 40
5.3 Governance and Coordination Framework 41
5.3.1 National level Structures 42
5.3.2 Sub National Structures 45
5 Roles and Responsibilities of Key Stakeholders 46
6 Financing mechanism for the Transition Strategy 54
6.1 Transition Partnership Funding (TPF) Arrangement 54
6.2 The Critical Role of Humanitarian and Development Partners 55
6.3 Complementary Funding Mechanisms 57
7 Monitoring, Evaluation, and Learning (MEL) 62
7.1 Monitoring of the Implementation of the National Transition Strategy (Assessments, Reviews, and Compliance Checks) 62
7.2 Evaluation of the NTS 63
7.3 Reporting Mechanisms 63
7.4 Monitoring and Evaluation Framework 64
7.5 Research, Documentation and Dissemination 64
8 Stakeholder Engagement and Communication 64
9 Capacity Development 65
10 Risk Management 65
11 Operationalization and Roll Out of the Strategy 67
12 Implementation Phases and Timelines 67
Annexes 69
Annex I: Implementation Framework 69
Annex II: Monitoring and Evaluation Framework 82
Annex III: Detailed Cost Assessments 99
Annex IV: List of Stakeholders Consulted 111
Annex V: Sector specific roadmaps (Presented as Seperate Documents) 111

LIST OF TABLES

Table 1: Showing international and regional frameworks 8
Table 2: National Policy, Legal, and Regulatory Frameworks 11
Table 3: Government Vs. Development Partner Support to the Health Workforce in the Settlements 26
Table 4: SWOT Analysis demonstrating government capabilities and readiness for response 28
Table 5: Strategic interventions and activities 33
Table 6: Composition of the National Transition Committee 42
Table 7: Composition of the District Transition Committee 45
Table 8: Roles and responsibilities of key stakeholders 46
Table 9: Description of the Financing Models 58
Table 10: Identified Strategic and Policy Related Risks 66
Table 11: Implementation Framework for the National Transition Strategy 69
Table 12: Monitoring and Evaluation (M&E) Framework for the National Transition Strategy 82
Table 13: Detailed cost of NTS Activities 99

LIST OF FIGURES

Figure 1: National Transitional Strategy Development Process 5
Figure 2: Staffing gaps for teachers in Refugee Settlements (UNHCR, 2023) 25
Figure 3: Human Resource Gaps in the Health Facilities in the Settlements 27
Figure 4: Theory of Change for the National Transition Strategy 32
Figure 5: NTS Governance and Coordination Framework 42
Figure 6: Implementation phases of the NTS 68

ACRONYMS AND ABBREVIATIONS

CRRF	Comprehensive Refugee Response Framework
DEF	District Engagement Forum
DLG	District Local Governments
GoU	Government of Uganda
IFI	International Financial Institutions
KII	Key Informant Interviews
MDA	Ministries, Departments and Agencies
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MoLHUD	Ministry of Land, Housing and Urban Development
MoLG	Ministry of Local Government
MWE	Ministry of Water and Environment
NPA	National Planning Authority
NTS	National Transition Strategy
OPM	Office of the Prime Minister
REF	Refugee Engagement Forum
RLOs	Refugee Lead Organizations
RRP	Refugee Response Plan
ToRs	Terms of Reference
UBOS	Ugandan Bureau of Statistics
UCRRP	Uganda Country Refugee Response Plan
UgIFT	Uganda Intergovernmental Fiscal Transfers Program for Results
UN	United Nations

FOREWORD

Uganda continues to host the highest number of refugees in Africa, with over 1.77 million refugees from South Sudan (55%), the Democratic Republic of Congo, DRC (31%), Somalia (3%), Burundi (2%), Sudan (3%), and other nationalities (6%)[1]. This continuous influx, combined with a natural population growth of 3% annually, puts significant pressure on the limited health, water, and education infrastructure in refugee hosting districts.

Uganda's refugee management approach is guided by the Comprehensive Refugee Response Framework (CRRF) which is aligned with the principles of the Global Compact on Refugees. The framework emphasizes integrating refugees into national development plans and budgets. However, the government's heavy reliance on development aid for general service delivery, along with humanitarian aid in refugee settlements, creates obstacles for achieving full service integration and sustainability. Thus, the strategy promotes a gradual and responsible shift from a predominantly humanitarian-focused model to one that is aligned with Uganda's national planning and development frameworks. This transition aims to ensure the effective and equitable delivery of essential services in health, education, and water sectors, reducing dependency on external support and strengthening resilience within systems and communities.

Our approach emphasizes collaboration, partnership and shared responsibility. We recognize that the success of this transition relies on robust engagement from all stakeholders-including government Ministries, Departments and Agencies (MDAs), District Local Governments (DLGs), Development Partners, Humanitarian Agencies, Civil Society Organizations (CSOs), Community Based Organizations (CBOs), Refugee Leaders (RWCs), and, importantly, the host communities and refugees themselves. Together, we must work to align resources, harmonize objectives, and promote accountability at all levels.

This strategy will serve as a guide for Uganda's government, development partners, and all stakeholders as we embark on this critical transition. It outlines key policy recommendations, implementation frameworks, and monitoring mechanisms that will ensure an effective handover from partner-managed facilities and services to government management with continued support from the partners. We believe that this integrated approach will contribute to long-term national resilience and strengthen Uganda's standing as a leader in sustainable refugee management.

I would like to extend my deepest gratitude to all stakeholders who have contributed to the formulation of this strategy. Your insights and expertise have been invaluable, and your continued commitment will be essential as we move forward. Together, we can make a significant, positive impact, ensuring that Uganda's refugee response remains a model of both compassion and sustainability.

Rt. Hon. Robinah Nabbanja
Prime Minister

ACKNOWLEDGEMENT

On behalf of the Government of Uganda, I extend my deepest appreciation to all stakeholders who have contributed to the development of this Strategy, a transformative framework guiding our shift from humanitarian and development partners-led to sustainable, government-led systems.

First and foremost, I would like to express my deepest gratitude to His Excellency the President of Uganda for his leadership, commitment and tireless efforts toward the refugee response and in Uganda. Under his leadership, Uganda has become a global model for inclusive and compassionate refugee management, embodying a commitment to both humanitarian principles and sustainable development. We are grateful for his visionary leadership.

I commend the Office of the Prime Minister through the CRRF Secretariat and the Department for Refugees for providing the overall leadership and guidance. The line Ministries of Water and Environment, Health, Education and Sports, and Local Government for their guidance in the development of this strategy. Your tireless efforts in policy and technical guidance have been instrumental in ensuring a comprehensive and inclusive Strategy.

In a special way, recognize the invaluable contributions of our humanitarian and development partners, UN agencies, and international humanitarian organizations, whose technical expertise, financial support, and collaborative spirit have enabled the delivery of a comprehensive Strategy. Your long-standing commitment to refugee response in the country, has been pivotal in supporting Uganda's inclusive refugee policies and ensuring sustainable service delivery for both refugees and host communities. To this end, I extend special thanks to the Germany Government through Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH for providing the necessary financial resources to hire the Consultant to support the development of the Strategy. Your support is highly appreciated.

I also extend my appreciation to the district and local government authorities, refugee and host communities for providing critical insights and experiences at the local level. Your continued leadership and engagement in local planning and governance will be key to ensure that this Strategy remains relevant, and promotes community-driven and inclusive services, ensuring that both refugees and host communities benefit equitably from this transition. Effective participation of the refugee and host communities, whose voices and experiences have guided the design of this Strategy is critical in fostering long-term stability and sustainability.

Lastly, I wish to extend our sincere appreciation to the Eastern Central and Southern Africa - ECASA Group of Consultants Limited for the technical support and guidance provided in leading the development of this strategy document. We thank you your outstanding professionalism and high-quality work.

This strategy is a clear testament to Uganda's leadership in refugee response and marks a pivotal step in aligning refugee support with national development frameworks as well as strengthening national systems to ensure the sustainability of refugee management in the country. Let us continue working together to implement this vision, leveraging partnerships, financial sustainability, and inclusive policies to create a future where refugees and host communities thrive together.

Minister Of Finance, Planning And Economic Development
Hon. Matia Kasaijja

EXECUTIVE SUMMARY

Uganda hosts the highest number of refugees in Africa, with over 1.77 million and a consistent inflow of new arrivals (over 131,000 new arrivals registered between January and October 2024). This is amidst a sharp decline in humanitarian funding for the refugee response, falling from 497 million USD in 2018 to 143.6 million USD in Q2 2024. The large-scale and protracted refugee situation, combined with a natural population growth of 3% annually, puts significant pressure on the health, water, and education infrastructure and services in refugee hosting districts. Nonetheless, Uganda has maintained its open-door policy and progressive refugee policies with refugees living in settlements, rather than camps. Refugees in Uganda are allowed to work, to establish businesses, and to access social services alongside their Ugandan hosts.

In order to ensure sustainable refugee response, Uganda has been shifting to a development-oriented, integrated approach to service provision**,** albeit with continued strong support from humanitarian and development partners. However, despite efforts to align government planning and partners' support, parallel service delivery, unsustainable and unpredictable financing, coordination and governance gaps remain. There are currently no formal mechanisms for transitioning and handing over partner facilities to government. Infrastructure that is handed over without mutually planned arrangements (e.g. when partners' financing and programmes end) risks being underutilized, or suffering in terms of operation and maintenance, as well as service delivery standards. These uncoordinated exit strategies have been perceived by the Government as burden-shifting, rather than burden-sharing.

As co-convenor of the Global Refugee Forum 2023, the largest international gathering on refugees, the Government of Uganda pledged to develop a National Transition Strategy, to provide a guiding framework for transitioning from a humanitarian-centred approach to one that aligns with Uganda's national development and planning frameworks. To this end, the Government of Uganda, under the Ministry of Finance, Planning and Economic Development, through a highly consultative process has developed a National Transition Strategy that includes sector specific transition plans and roadmaps for the water, health, and education sectors, essential for ensuring sustainable service delivery in refugee-hosting districts. The Strategy draws lessons from other similar programmes such as, the Uganda Intergovernmental Fiscal Transfers Program (UgIFT), supported by the World Bank, aimed to improve the adequacy, equity and financing, as well as the oversight, management and delivery of Local Government Services in education, health, water and environment, including for refugees and their host communities.

The primary purpose of this transition strategy is to establish a comprehensive framework that enables the sustainable transfer of partner supported services and systems in the health, education and water sectors to government-led planning and management within Uganda's refugee response, The Strategy outlines how Government and partners can efficiently and effectively work harmoniously to provide social services for refugees and host communities. Through effective implementation of this strategy, Uganda aims to strengthen the resilience and sustainability of essential services for both refugees and host communities.

The transition strategy encompasses:

- **Situational Analysis,** highlining the status of transition in the water, health, and education sectors within Uganda's refugee response. Each sector assessment outlines the key challenges, and lessons learned during the transition process as well as recommendations. These findings and recommendations have informed the transition strategy direction, establishing a foundation for sector-specific roadmaps.
- **Transition Strategy Direction**, outlining, strategic focus areas, vision, mission and goal, strategic objectives and interventions as well as guiding principles for transition.

- **Transition Governance and Coordination Framework,** outlining objectives and pillars intended to streamline the management of key functions in the strategy implementation. The framework also outlines mechanisms and procedures for effective planning, financing, and information management enabling, more efficient and evidence-based decision-making.
- **Financing Mechanism for the Strategy,** outlining proposals for suitable and sustainable financing solutions to ensure an equitable allocation and optimal use of resources across the three sectors (infrastructure, costs for water bills, health related costs, O&M, salaries for staff, among others) and responsibilities, through a strengthened humanitarian-development-peace (HDP) nexus.
- **Monitoring and Evaluation framework,** outlining clear modalities to monitor the steps proposed. It needs to identify key requirements and milestones and provide clear timelines in response, and reporting and accountability mechanisms.

Transition Strategy Direction

Vision

To establish a resilient and sustainable government-led system with partner support that ensures quality service delivery in education, health, and water sectors for refugees and host communities, as well as enhancing social inclusion, equity, and long-term development.

Mission

To guide the seamless transition in Uganda's refugee response, through a coordinated, phased approach that ensures sustainability, quality standards, and the equitable allocation of resources.

Goal

To transition partner managed facilities to government planning and management with partner support by 2035, ensuring access to quality services in education, health, and water sectors for refugees and host communities, while promoting social inclusion and long-term development.

Specific Objectives

The strategy, through the implementation of various interventions and activities as outlined in table 1, aims to achieve four key strategic objectives over the next ten years, namely:

1. To strengthen policy, institutional and technical capacities of relevant sector MDAs and Local Governments, Utilities and Facilities for effective service delivery in water, health and education in the refugee response.
2. To enhance integrated planning, budgeting and financial resource mobilization for effective implementation of transition interventions among refugee and host communities.
3. To strengthen governance, collaboration, and coordination for effective service delivery in the water, health and education sectors in the national refugee response.
4. To establish an Integrated Monitoring and Evaluation (IM&E) System to track progress and make data-driven decisions and necessary adjustments, ensuring accountability, adaptive learning and continuous improvement.

Transition Governance and Coordination Framework

The strategy outlines a comprehensive Governance and Coordination Framework defining clear stakeholders' roles, aimed at fostering effective governance and coordination, essential to align short-term humanitarian needs with long-term development goals, thereby creating a foundation for sustainable equitable refugee services across the country. It is anticipated that this framework will promote a unified vision among stakeholders, ensuring resources are transparently allocated and optimally utilized, while minimizing duplication and increasing the impact of the national refugee response.

The framework provides a clear planning and accountability mechanism across government agencies and stakeholders as well as a coordination mechanism at the national level cascading to the district level to ensure that transition management can be appropriately handled at various levels. Integrated leadership structures at national and sub national levels, have been defined with specific roles, responsibilities, and decision-making processes to ensure effective oversight and collaboration among stakeholders, fostering transparency, accountability, and shared ownership, which are crucial for the success of the transition. These coordination mechanisms and structures build on already existing ones coordinated under OPM. Ultimately, effective implementation of the proposed Governance and Coordination Framework will enable stakeholders to work collaboratively and harmonize efforts for increased impact in the refugee response during transition.

Financing mechanism for the Transition Strategy

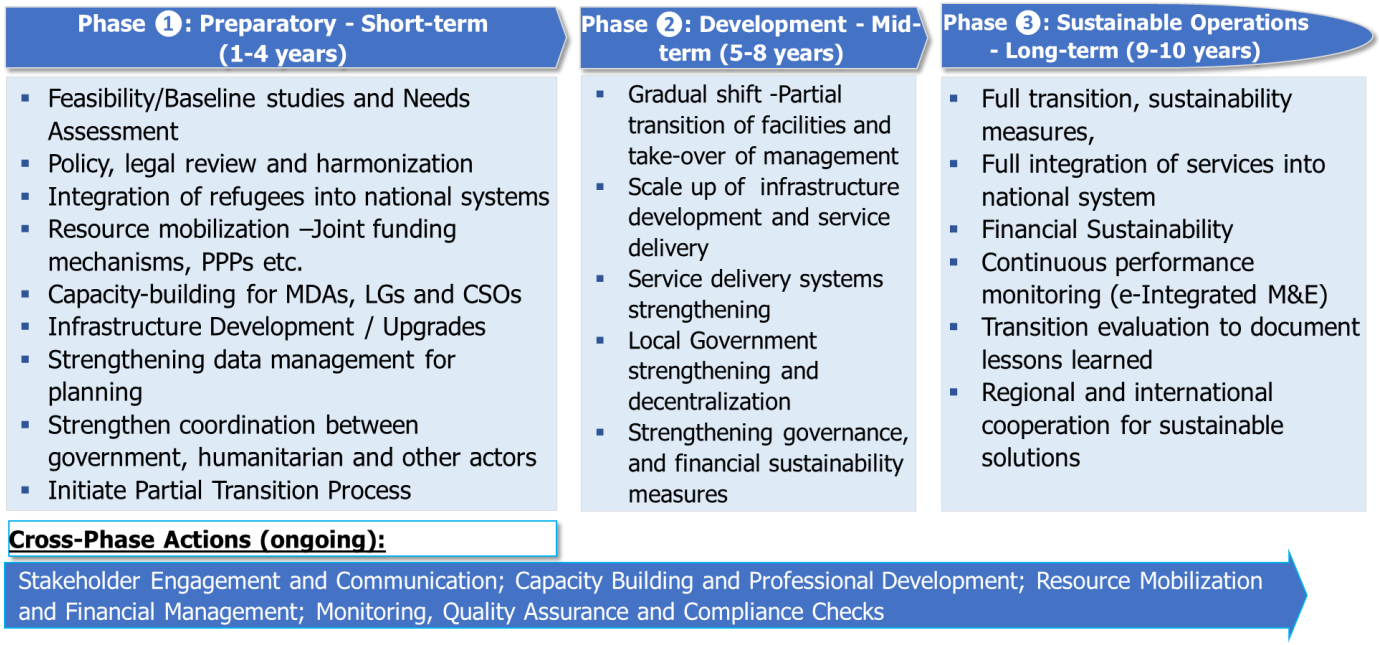
The strategy outlines a financing mechanism aimed at mobilizing and aligning diverse resources with national priorities to support sustainable integrated service delivery within Uganda's national development systems. The financing mechanism recognizes the fact that Uganda's refugee response is supported by a mix of on- and off-budget financing from humanitarian actors and development partners. While off-budget financing allows for flexibility and rapid response, it often leads to parallel service delivery structures, exacerbating challenges in government coordination, and sustainability concerns. On the other hand, on-budget financing enhances government ownership, alignment with national priorities, and long-term sustainability.

To enhance financing efficiency and optimize resource utilization, the strategy has proposed the operationalization of a basket funding arrangement - **the Transition Partnership Fund (TPF),** a pooled funding mechanism drawing contributions from the government, humanitarian donors, development partners and the private sector to support the strategy's implementation. The MoFPED, through the National Transition Committee (NTC), will oversee the management of the basket funding arrangement, providing strategic leadership and guidance to ensure compliance with national priorities and standards. The basket funding arrangement creates a mechanism that is flexible and enables integrating contributions from multiple humanitarian and development partners into a single financing framework, enhancing efficiency, alignment with national priorities, and long-term sustainability.

Besides the pooled funding mechanism, other financing options/models have been proposed to address diverse needs and contexts during the transition as described in Table 10. Alternative mechanisms, such as bilateral funding and public-private partnerships will complement pooled funds, providing an opportunity for leveraging additional resources, engaging a wider range of stakeholders, and mitigating risks associated with over-reliance on a single funding model. This diversified approach ensures a more resilient, inclusive, and sustainable transition to government led management of refugee services.

Implementation Phases and Timelines

To ensure a smooth, sustainable shift from humanitarian and development partners management systems to government-led systems, the Strategy will be implemented through a phased approach to allow time for policy alignment, institutional capacity strengthening, resource mobilization, infrastructure development, and workforce training while enhancing government ownership. This will also enable adaptive learning, where challenges and gaps will be addressed progressively, ensuring that refugees and host communities continue to receive essential services without disruption. Cognizant of the extensive infrastructure and human resource requirements, and the need for resource mobilization and institutional capacity strengthening, the Strategy has been structured into three implementation phases (short-term, mid-term and long-term) spanning over a 10-year period. These phases are aligned with Uganda Vision 2040 and the next two National Development Planning cycles (NDP IV and NDP V).



Budget and Cost Estimates

The NTS for the refugee response aims to streamline service delivery by transitioning partner-managed and donor-financed facilities in the water, education, and health sectors to government management and planning frameworks. The cost estimates are developed using a sectoral needs assessment, benchmarking against unit costs from existing government programs, and incorporating inflation projections, infrastructure depreciation, and operational sustainability. The budget is categorized into short-term (1–4 years), medium-term (5–8 years), and long-term (9–10 years) funding needs. This comprehensive cost estimation approach ensures that financial planning is aligned with national budget priorities. The detailed sector budgets are presented in the respective sector transition plans.

The combined cost estimate for transitioning services across the three sectors including national level interventions is approximately **UGX 6,760,821,435,194/(USD 1,878,005,954)** over a

10-year period. The investment is structured to progressively shift from humanitarian donors and DPs to government planning and management through national budgetary allocations with partner support, ensuring a sustainable transition.

Estimated Costs by National Level Interventions and Sectors

S.N.	SECTORS	TOTAL AMOUNT (UGX/USD)
National Level Objectives		
1.	To strengthen institutional and technical capacities of relevant sector MDAs and Local Governments, Utilities and Facilities for effective service delivery in water, health and education in the refugee response.	UGX 65,662,000,000 (USD 18,239,444)
2.	To enhance integrated planning, budgeting and financial resource mobilization for effective implementation of transition interventions among refugee and host communities.	UGX 8,575,000,000 (USD 2,381,944)
3.	To strengthen governance, collaboration, and coordination for effective service delivery in the water, health and education sectors in the national refugee response.	UGX 12,730,000,000 (USD 3,536,111)
4.	To establish an Integrated Monitoring and Evaluation (IM&E) System to track progress and make data-driven decisions and necessary adjustments, ensuring accountability, adaptive learning and continuous improvement.	UGX 9,240,000,000 (USD 2,566,667)
	Sub-Total	UGX 96,207,000,000/(USD 26,724,167)
Sector Specific Budgets		
5.	Water Sector (Development of Master Plans and Detailed Engineering Designs, Infrastructure Development, O&M)	UGX 571,513,278,000/ (USD 158,753,688)
6.	Education Sector (Infrastructure Development, Teacher Recruitment and Training, School Materials and ICT Integration)	UGX. 5,386,005,443,900 /(USD 1,455,677,147)
7.	Health Sector (Health Facility Upgrade and Equipment, Human Resource Strengthening, Operational Costs and Emergency Preparedness)	UGX 707,095,713,294/(USD 196,415,476)
	GRAND TOTAL	UGX 6,760,821,435,194/(USD 1,878,005,954)

1 INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

Uganda hosts the highest number of refugees in Africa, with over 1.77 million refugees from South Sudan (55%), the Democratic Republic of Congo, DRC (31%), Somalia (3%), Burundi (2%), Sudan (3%), and other nationalities (6%) as of October 2024[2]. The refugee situation is protracted, with voluntary repatriation currently being a viable option for only a limited number of refugees. At the same time, there is a consistent inflow of new arrivals (over 131,000 new arrivals registered between January and October 2024). Although refugee numbers have risen from approx. 1.2 million in 2018 to over 1.7 million to date, humanitarian funding for the refugee response has seen a sharp decline, falling from 497 million USD in 2018 to 143.6 million USD in Q2 2024.

Despite the large-scale situation of forced displacement, Uganda has maintained its open-door and progressive refugee policy with refugees living in settlements, rather than camps. Refugees in Uganda are allowed to work, establish businesses, and access social services alongside their Ugandan hosts. The Ugandan model informed the development of the Global Compact on Refugees (GCR) and its Comprehensive Refugee Response Framework (CRRF) which provides guidelines to host countries and the international community for addressing situations of forced displacement. As one of the first countries to implement the GCR and the CRRF, the Ugandan Government pursues a whole-of-government approach to forced displacement, among others through Sector Response Plans (SRPs) led by sector ministries to facilitate integrated service provision for refugees and host communities.

Uganda's large-scale and protracted refugee situation, combined with a natural population growth of 3% annually, puts significant pressure on the health, water, and education infrastructure and services in refugee hosting districts. Many education, health and water facilities in refugee hosting districts were established in humanitarian emergencies and have been in operation for decades. Recognizing that parallel, partner-managed systems are not sustainable in the long-run, Uganda has been shifting to a development-oriented, integrated approach to service provision**,** albeit with continued strong support from humanitarian partners. Partners are required to align their interventions with existing guiding documents such as the Sector Response Plans and coordinate their activities with the District Local Governments (DLGs) in refugee hosting districts to enhance integrated planning. However, despite efforts to align government planning and partners' support, parallel service delivery and coordination gaps remain. There are currently no formal mechanisms for handing over partner facilities to government. Infrastructure that is handed over without mutually planned arrangements (e.g. when partners' financing and programmes end) risks being underutilized, or suffering in terms of operation and maintenance, as well as service delivery standards. These uncoordinated exit strategies have been perceived by the Government as burden-shifting, rather than burden-sharing.

The so-called **transition** of social services in the health, education and water sector has therefore, been one of the strategic priorities of the Government and partners for the last five years or so. **Transition management** describes the smooth transfer from parallel systems of partner-managed services (facilities, human resources, consumables, and management) for refugees and host communities to a system sustainably managed by the Government with support from partners. As this transition has to happen in a phased manner, and on the condition of coordinated and integrated planning between humanitarian and development partners as well as

[2] UNHCR Uganda Population Dashboard as of 31st of October 2024

the Government of Uganda, it requires a clear guiding framework that harnesses the opportunities of transition and mitigates its risks.

As co-convenor of the Global Refugee Forum 2023, the largest international gathering on refugees, the Government of Uganda pledged to continue managing and integrating the infrastructure and services specifically in health, education, and water aligned with the government requirements in a phased approach. The Government of Uganda has also pledged to develop a transition strategy, to provide the guiding framework for these processes.

This ***National Transition Strategy for the Refugee Response in Uganda*** provides a comprehensive roadmap for transitioning from a humanitarian-centred approach to one that aligns with Uganda's national development and planning frameworks.

The strategy includes targeted transition roadmaps for the water, health, and education sectors-that are essential for sustainable service delivery in refugee-hosting districts. Each roadmap outlines sector-specific goals, objectives, and strategies to gradually integrate partner-managed services within national systems, leveraging Uganda's institutional capacities to manage and sustain them over time with partner support.

Water Sector Transition

Access to safe and sustainable water supply is foundational to both humanitarian and development efforts, particularly in refugee-hosting districts that have seen exponential growth in demand. The Water Sector Transition Roadmap provides a phased approach to integrate partner-managed water supply systems into Uganda's national water infrastructure and governance frameworks. It emphasizes strengthening the capacities of local government and national water utilities, enhancing community engagement, and securing sustainable financing mechanisms, including through enhancing refugees' ability to pay for water. Through this approach, the water sector transition will contribute to resilience-building within communities, ensuring reliable water access for both refugees and host populations.

Health Sector Transition

Health service provision for refugees has been largely supported by humanitarian actors, but as Uganda aims to enhance national health resilience, integrating these services into the national health system is imperative. The Health Sector Transition Roadmap aims to streamline the management of health services, improve access to essential medicines, and ensure sufficient staffing to serve growing needs. This roadmap includes strategies for maintaining quality health infrastructure, training health professionals, and strengthening referral systems, all of which are designed to ensure continuity of care while fostering a seamless transition to government-led health service management.

Education Sector Transition

Education is a vital element of social integration and development, providing refugees with opportunities for learning and growth that contribute to their future resilience and empowerment. The Education Sector Transition Roadmap seeks to integrate refugee education into Uganda's national education system, enhancing equitable access to quality education. The roadmap prioritizes investments in infrastructure, curriculum harmonization, and teacher training. By aligning humanitarian educational programs with Uganda's national standards, this transition aims to create an inclusive and sustainable learning environment that serves both refugee and host community students effectively.

This strategy underscores Uganda's commitment to a coordinated transition that prioritizes both immediate needs and long-term development goals. By integrating sector-specific services into national systems, the strategy envisions a resilient service delivery model capable of supporting Uganda's social and economic development while maintaining its steadfast commitment to hosting refugees. In partnership with development agencies, local authorities, civil society, and communities, Uganda's transition to a sustainable refugee response will serve as a model for resilience, inclusivity, and shared prosperity.

1.2 RATIONALE FOR THE DEVELOPMENT OF THE STRATEGY

So far, transitions and handovers have not been guided by an overall strategy and have not followed standard criteria. While transition processes are already ongoing, they are progressing slowly, unevenly and uncoordinated across sectors. Also, there are varying perceptions on the definition and scope of transition. To date, coding of facilities is often equated with transition. Once a health or education facility receives a unique identification 'code', it is included in Government systems and can be budgeted for, then it said to have been transitioned. However, de facto, coded facilities in refugee settlements are still largely funded through (humanitarian) partners. In the **education sector**, only 35.4% of primary schools and 18% of secondary schools in the settlements have been officially coded. Lack of clear guidelines from the Ministry of Education and Sports (MoES) are stalling policy decisions on staff ceilings and service quality. In the **health sector**, 95% of health facilities have been coded, reflecting significant progress, however successful transition is hindered by inadequate infrastructure, human resources, and medical supplies. Unlike the health and education sectors, the **water sector** does not code, and instead undergoes gazettement, which refers to assignment of a water service to a utility body on the approval of the Minister of Water and Environment. While the water sector has developed a transition roadmap, it is only limited to the West Nile Region and there are still challenges with regards to the sustainable financing (e.g. with regards to the operation and maintenance) of the transitioned facilities.

The Ugandan Government is faced with shrinking fiscal space, and thus requires assurance that transition does not entail the transfer of the entire financial burden to the government. Humanitarian partners have so far carried the weight of the Ugandan refugee response. However, humanitarian funds for the refugee response in Uganda are steadily declining and humanitarian partners are already struggling to uphold international service standards, while refugee numbers continue to rise. Successful transition will therefore, require increased support and alignment from development partners and potential other sources of finance, e.g. through a stronger engagement of the private sector or foundations. On the other hand, development partners' focus is traditionally on systems-strengthening approaches. This, coupled with concerns around accountability and appropriate use of funds, means that partner and donors are reluctant to finance recurrent expenditures, especially the wage bill and operation and maintenance of the transitioned facilities.

Given these challenges, this strategy aims at providing comprehensive guidelines across sectors to facilitate joint planning by Government and partners according to standard criteria to ensure a smooth transition and sustained high-quality social service delivery for refugees and host communities by the Government of Uganda with support from partners.

The opportunities of transitioning social service delivery in refugee hosting districts to Government planning and management lie, inter alia, in the **economies of scale.** Compared to the costs associated with parallel humanitarian systems, integrated service delivery based on national standards is most likely more affordable and cost effective. Especially in terms of dwindling resources, this is important to safeguard levels of social service delivery. Due to differences between international humanitarian service standards (SPHERE standards) and national service standards, there have been perceptions that refugees and communities living close to the settlements have been benefitting from better services than communities living further from the settlements, which may generate conflict. In a Government-led system with uniformly applied government standards there is increasing service parity between refugees and host communities, which enhances social cohesion. Transition,

if well managed, would strengthen the Government-led refugee response and enhance Government's ownership and capacity for service delivery at national and district level.

1.3 PURPOSE AND SCOPE OF THE STRATEGY

The primary purpose of this transition strategy is to establish a comprehensive framework that enables the sustainable transfer of partner supported services and systems in the health, education and water sectors to government-led planning and management within Uganda's refugee response, while outlining pathways for sustainable responsibility-sharing. Building on the experiences and lessons learned from previous transition processes in the education, health and water sectors, it outlines how Government and partners can efficiently and effectively provide social services for refugees and host communities in Uganda.

This strategy provides phased roadmaps for coordinated transition in the education, health, and water sectors, grounded in mutually agreed standards. It identifies necessary resources, defines key milestones, and guides the transition process to facilitate an effective and seamless handover of responsibilities to national and local government structures with partner support. Through this approach, Uganda aims to strengthen the resilience and sustainability of essential services for both refugees and host communities. Detailed Sector specific roadmaps have been provided in Annex V.

The transition strategy encompasses:

- **Situational Analysis,** highlining the status of transition in the water, health, and education sectors within Uganda's refugee response. Each sector assessment outlines the key challenges, and lessons learned during the transition process as well as recommendations. These findings and recommendations have informed the transition strategy direction, establishing a foundation for sector-specific roadmaps.
- **Transition Strategy Direction**, outlining, strategic focus areas, vision, mission and goal, strategic objectives and interventions as well as guiding principles for transition.
- **Transition Governance and Coordination Framework,** outlining objectives and pillars intended to streamline the management of key functions in the strategy implementation. The framework also outlines mechanisms and procedures for effective planning, financing, and information management enabling, more efficient and evidence-based decision-making.
- **Financing Mechanism for the Strategy,** outlining proposals for suitable and sustainable financing solutions to ensure an equitable allocation and optimal use of resources across the three sectors (costs for water bills, health related costs, O&M, salaries for staff, among others) and responsibilities, through a strengthened humanitarian-development-peace (HDP) nexus.
- **A monitoring and evaluation framework,** outlining clear modalities to monitor the steps proposed. It needs to identify key requirements and milestones and provide clear timelines in response, and reporting and accountability mechanisms.

1.4 DEFINITION OF TRANSITION

Transition management refers to smooth and phased transfer from partner managed parallel systems and services (infrastructure, facilities, human resources, consumables, and management) for refugees and host communities to a system sustainably managed by the Government with support from partners, adhering to national quality standards in the Water, Education and Health sectors. The approach emphasizes collaboration between partners and the government to maintain service quality and accessibility throughout the transition.

- *While integration is a key component of the transition process, it is important to distinguish between the two; transition involves the gradual transfer of responsibilities and management from partners to the*

government, whereas integration focuses on embedding refugee management into national systems and policies for long-term sustainability.

- *Effective transition management requires a gradual and transparent transfer of leadership and management of facilities and services from partners to government at all levels. This process is essential to prevent duplication of roles, address oversight gaps, and maintain high service quality. Improving and upgrading existing infrastructure in water, health, and education, along with strengthening human resource capacity, are crucial steps in the transition process. These measures ensure continued access to quality services for both refugees and host communities.*
- *Without substantial investment in infrastructure, human resources, sustainable financing, and good governance, the government may face challenges in implementing the transition strategy and maintaining the required level of care during and after the transition. This underscores the need for increased, reliable financing from both the government and partners to support implementation of the strategy and sustain services for refugees and host communities.*

1.5 Strategy Development Process

The development of Uganda's National Transition Strategy for the refugee response has been spearheaded by the Ministry of Finance, Planning, and Economic Development (MoFPED), in close collaboration with the Office of the Prime Minister (OPM) and other critical stakeholders, with technical assistance from ECASA Group of Consultants, supported by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. The strategy's design employed a phased and inclusive approach to gather broad stakeholder input and ensure alignment with national priorities as demonstrated in Figure 1. This process engaged a diverse group, including government MDAs, humanitarian donors, development partners, DLGs, both national and international NGOs, and refugee communities, aiming to gather holistic insights and anticipate potential transition challenges.

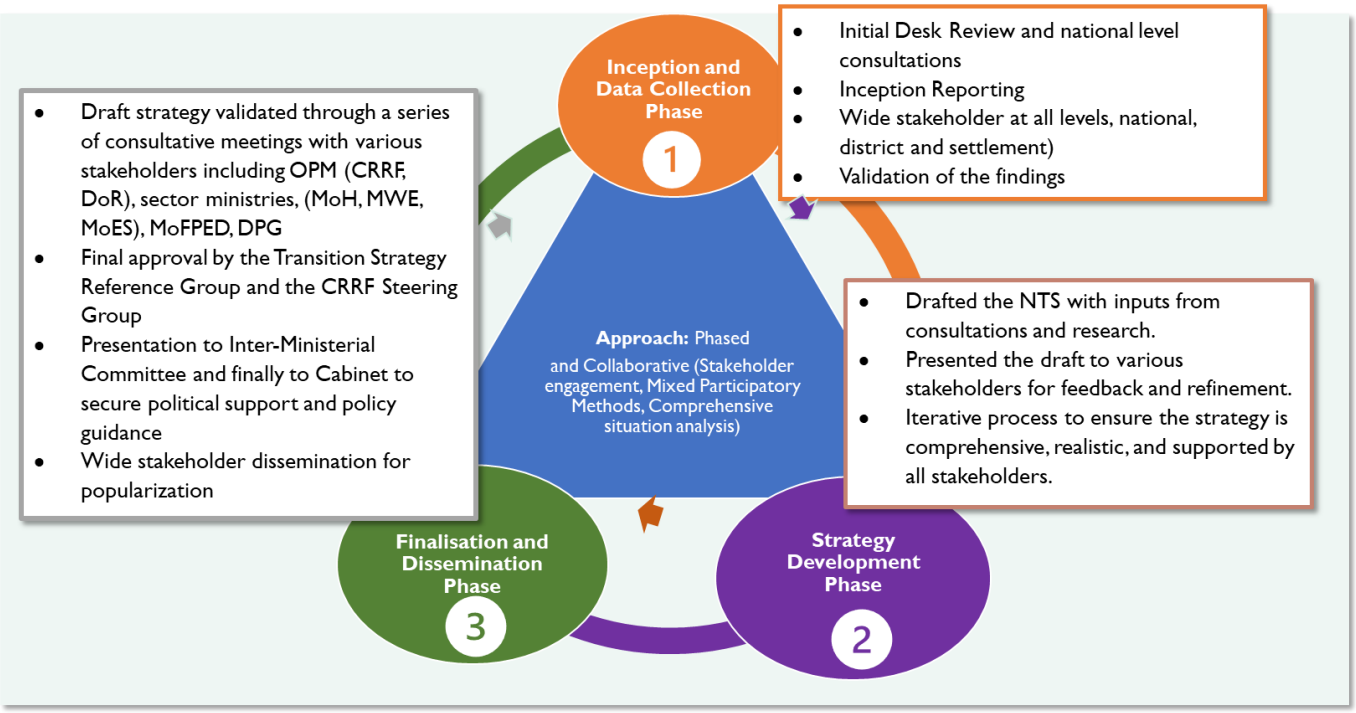


Figure 1: National Transitional Strategy Development Process

The methodology was comprehensive, incorporating a range of data collection techniques to maximize accuracy and credibility. A mix of interviews, hybrid meetings, and consultations was conducted across different levels of

engagement, including government bodies, implementing partners, and refugee leaders. Triangulation of data sources-from secondary research to Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), document reviews, and direct observations-ensured balanced and reliable data. This approach included a situational analysis to assess partner-managed facilities, available services, and the government's absorption capacity, while addressing data inconsistencies through collaboration with the Comprehensive Refugee Response Framework (CRRF) Secretariat, sector ministries (Ministry of Health (MoH), Ministry of Education (MoES), and Ministry of Water (MWE), UNHCR, Development Partners, Humanitarian Implementing Partners, and DLGs.

The strategy has been formulated through a participatory, multi-stakeholder process, guided by a task force composed of representatives from relevant MDAs, sector partners, refugees, and DLGs. The task force was chaired by the Ministry of Finance, Planning, and Economic Development (MoFPED), with support from the CRRF Secretariat, ensuring a collaborative approach to creating a sustainable roadmap for the phased transfer of partner-supported services and systems to government planning and management. Whereas the situational analysis focused on five selected refugee-hosting districts in Uganda-Yumbe (Bidibidi), Koboko (Lobule), Obongi (Palorinya), Kamwenge (Rwamwanja), and Isingiro (Nakivale), the strategy covers all the refugee hosting districts across the country.

The strategy development process followed three main phases:

1. **Inception and Data Collection Phase:** Conducted an initial desk review and introductory interviews to establish a situational and stakeholder analysis, culminating into a comprehensive plan of activities.

    - **Review of Documents:** Desk review focused on key documents and datasets related to the refugee response in Uganda and across the globe. Datasets on facilities in water, education, and health were obtained to ascertain the status of transition. A comprehensive review of Uganda's policy and regulations were reviewed in order to understand existing gaps. Sector response plans were also reviewed to obtain an understanding of the direction of the refugee response.
    - **National Level Consultations:** At this level, stakeholders were drawn from the respective sector ministries, other related ministries, development partners, humanitarian donors, INGOs/NGOs, CSOs, District Engagement Forum (DEF), and Refugee Engagement Forum (REF).
    - **Sector-Level Consultations:** Sector level consultations with the technical teams were held to agree on the structures for the sector transition plans and also provide strategic guidance to the process.
    - **District Level Consultations:** These involved both the political and technical teams. Key Informant Interviews were conducted to with the district political and technical leaders to obtain their insights into the transition agenda.
    - **Community Level Consultations:** This involved conducting KIIs with Implementing Partners (IPs), heads of water, health, and education institutions, settlement leaders, leaders of Refugee Led Organizations (RLOs), and Refugee Welfare Councils (RWCs). Focus Group Discussions (FGDs) were conducted with different categories of the refugees at the settlement level.
    - **Validation of Findings:** Findings were validated through cross-checking among government, partner organizations, and community inputs, ensuring a credible and actionable strategy. The final synthesized data offered critical insights into transition successes, challenges, and strategic recommendations, creating a strong foundation for a sustainable, government-led refugee response.

2. **Strategy Development Phase:** Drafted, presented, and refined the strategy based on stakeholder feedback: The Strategy Development Phase involved drafting the national transition strategy, followed by presenting it to key stakeholders for their input and feedback. Based on this valuable feedback, the strategy was refined to address concerns, incorporate suggestions, and align with the priorities of all involved parties. This iterative process ensured that the strategy is comprehensive, realistic, and has broad stakeholder support, setting a solid foundation for its successful implementation.

3. **Finalization and Dissemination of the Strategy:** The draft strategy has been validated through a series of consultative meetings with various stakeholders including MoFPED, OPM (CRRF, DoR), sector ministries, (MoH, MWE, MoES), DPG and the Reference Group has approved it.. Following approval, the Transition Strategy will be presented to the Inter-Ministerial Committee for Refugees and finally to Cabinet to secure political support and policy guidance. Thereafter, the strategy document will be widely disseminated through a series of activities at the national, sub-national, regional, and international levels to ensure that it is popularized and effectively implemented. One of the key activities will include public launch of the strategy during budget conference meetings.

2 SITUATIONAL ANALYSIS

This section presents an in-depth examination of the status of transition in the water, health, and education sectors within Uganda's refugee response. Each sector assessment highlights the key challenges, and lessons learned during the transition process. These findings have informed the transition strategic direction, establishing a foundation for sector-specific roadmaps. The analysis also examines the alignment of transition to existing legal, policy and regulatory provisions, while identifying gaps within the current provisions.

2.1 ALIGNMENT TO INTERNATIONAL, REGIONAL AND NATIONAL PLANNING FRAMEWORKS

The desk review of the legal, policy and regulatory framework shows that there is already a framework in place that supports the transition process, both at the national, regional, and international levels. The Comprehensive Refugee Response Framework (CRRF) and the Global Compact on Refugees (GCR) provided the basis for discussions around responsibility-sharing and integrated service delivery for refugees, including through the integration of refugees in national planning and budgeting processes. At the national level, Uganda has a number of policy, legal and institutional frameworks in place that support equal opportunities with regards to service delivery, as well as the integration of refugees in sector-specific strategies (led by the respective MDAs), National Development Plans (NDPs) and District Development Plans (DDPs). Concrete steps have been taken to put in place sector-specific guidelines for transition, e.g. in the health and water sector. However, the analysis also shows certain gaps: transition guidelines are not yet comprehensive and uniform, or only focusing on certain regions (e.g. in the water sector). Roles, responsibilities and coordination structures are not yet fully clear, neither are the financing mechanisms to ensure responsibility-sharing. The question of land ownership and its implications on the sustainability of transitioned facilities also need further clarity.

Subsections 2.1.1. and 2.1.2 provide an overview of relevant policy, legal and institutional frameworks and the international/regional level respectively, how they relate to transition and the gaps that need to be addressed.

2.1.1 International and Regional Frameworks

The transition strategy for Uganda's refugee response is guided by several international frameworks that shape global refugee protection. The 1951 Refugee Convention and its 1967 Protocol establish the foundational principles of international refugee law, including the rights of refugees to work, access education, and receive public relief, which aligns with integrating refugees into national service delivery. The New York Declaration for Refugees and Migrants (2016), as well as the ensuing Global Compact on Refugees (GCR) and the CRRF build on these principles, promoting comprehensive approaches to refugee response, including easing pressures on host countries, enhancing refugee self-reliance, and supporting conditions for voluntary return. The Sustainable Development Goals (SDGs), particularly SDG 16 (Peace, Justice, and Strong Institutions) and SDG 17 (Partnerships for the Goals), emphasize the inclusion of refugees in national development, supporting Uganda's efforts to integrate refugee considerations into its National Development Plan IV. The World Humanitarian

Summit (WHS) further reinforces this approach by advocating for collaboration and multi-sectoral programming, which aligns with Uganda's transition towards a development-oriented refugee response.

Regionally, the 1969 Organisation of the African Union (AU) Convention complements the 1951 Refugee Convention by addressing the unique challenges of refugee situations in Africa, emphasizing the responsibility of states to share the burden of hosting refugees. This is crucial for resource mobilization in Uganda's transition strategy, as it supports integrating refugees into national planning and budgeting frameworks. Additionally, the Intergovernmental Authority on Development (IGAD) has played a significant role in supporting regional frameworks like the Djibouti Declaration, which prioritizes the inclusion of refugees in national education systems and aims to establish regional standards for quality education. These regional frameworks collectively support Uganda's efforts to transition from emergency responses to long-term, sustainable solutions that benefit both refugees and host communities.

Table 2: Showing international and regional frameworks

S.N	Framework	Focus Area	Relevance to the transition
1.	**The 1951 Refugee Convention and its 1967 Protocol**[3]	This is the cornerstone of international refugee law, defining who is a refugee, their rights, and the legal obligations of states to protect them.	**Non-refoulement:** Refugees should not be returned to a country where they face serious threats to their life or freedom. This calls for long-term planning for refugees, a key component of the transition strategy. **Rights of Refugees:** Including the right to work, education, housing, and public relief. This supports integration of the refugees in national service delivery mechanisms.
2.	**The 1969 OAU Convention Governing the Specific Aspects of Refugee Problems in Africa4**	This regional convention, adopted by the Organization of African Unity (OAU), now the African Union (AU), complements the 1951 Refugee Convention by addressing the specific refugee situations in Africa.	Emphasizes the responsibility of African states to share the burden of hosting refugees. This is very critical for enhancing peace and security efforts under the transition. Refugees should be allowed to return to their home countries voluntarily and in safety. This supports integration of refugees in national planning and budgeting frameworks.
3.	**New York Declaration for Refugees and Migrants (2016)5,** **The Global Compact on Refugees (GCR) (2018) and the**	Uganda endorsed the New York Declaration, which expresses the political will of world leaders to save lives, protect rights, and share responsibility on a global scale. It led to the development of the Global Compact on Refugees and the Global Compact for Safe, Orderly, and Regular Migration. The GCR aims to improve the international community's	The GCR provides for an integrated response to refugees and ensures that the basic needs of host communities are met, including access to water supply, sanitation, and hygiene (WASH), health care, and education. It also foresees a multi-stakeholder approach to forced displacement and increased responsibility-sharing, which is in line with the objectives of the transition approach.

3

4 African Union, OAU Convention Governing the Specific Aspects of Refugee Problems in Africa (1969)
5 United Nations, New York Declaration for Refugees and Migrants (2016)

S.N	Framework	Focus Area	Relevance to the transition
	Comprehensive Refugee Response Framework (CRRF)	response to large movements of refugees and protracted refugee situations. The CRRF is part of the GCR and provides guidelines to ease pressures on host countries, enhance refugee self-reliance, expand access to third-country solutions and support conditions in countries of origin for return in safety and dignity.	The CRRF Steering Committee further endorsed Uganda's application of these principles in its Strategic Direction 2021–25 to achieve a goal of a coordinated, accountable, and sustainable refugee response for socioeconomic transformation for refugees and host communities by 2025 and aim to: ▪ Strengthen national arrangements; ▪ Enhance stakeholder engagement and coordination at the district level; Mainstream the CRRF into national planning to address the long-term impacts of hosting refugees; ▪ Foster regional partnerships; and ▪ Ensure international burden- and responsibility-sharing[6]
4.	**The Sustainable Development Goals (SDGs) (2030)[7]**	Uganda aligns its refugee response with the SDGs, particularly SDG 16 (Peace, Justice, and Strong Institutions) and SDG 17 (Partnerships for the Goals).	Ensures that refugees are included in national development processes and benefit from progress toward achieving the SDGs. The inclusion of refugees in national development plans, as outlined in the Uganda National Development Plan (NDP) III and NDP (IV), is part of this commitment and therefore becomes relevant for the transition strategy.
5.	**World Humanitarian Summit (WHS): A Joint Programme[8]**	The first WHS convened in 2016 put forward an Agenda for Humanity by committing to a new way of working in emergencies and protracted crisis to reduce and end human suffering. It called for cooperation and collaboration instead of competition; and, for coordination to end fragmentation between humanitarian and development funding and programming. The WHS also emphasizes the need for a holistic and cross-sectoral approach and encouraged joint programming and multi-year frameworks.	Uganda has been selected as a priority country by Education Cannot Wait (ECW)-a global fund for education in emergencies established at the World Humanitarian Summit (WHS). The core objectives of ECW revolve around the call of the WHS, specifically on the provision of catalytic funding in support of education provision for marginalized children, coordination, cooperation and joint-programming. This is critical for the transition process, as it creates a potential for resource mobilization.

[6] Ai-Ju Huang, David Githiri Njoroge, Lilian Otiego, and Alexander Danilenko (2023). From a Humanitarian to Development Approach: Uganda's Breaking Journey to Achieve Sustainable Provision of Water Services to Refugees and Host Communities, The World Bank and UNHCR

[7] United Nations, Sustainable Development Goals (SDGs)

[8] MoES (2018). Education Response Plan for Refugees and Host Communities in Uganda

2.1.2 The National Policy, Legal, and Regulatory Framework

Apart from adhering to the international and regional frameworks, Uganda is recognized for its progressive refugee frameworks. These frameworks ensure that refugees in Uganda are treated with dignity, have access to services, and can integrate into host communities.

The Constitution of Uganda (1995) provides a legal foundation for equitable resource distribution and land management, crucial for integrating refugees into host communities. However, complex land tenure systems in Northern Uganda present challenges for refugees' access to land, impacting livelihoods and the sustainability of the transition. For facilities located on customary land, the government, through the Ministry of Lands, Housing, and Urban Development in collaboration with the Office of the Prime Minister (OPM), should explore mechanisms to establish clear ownership and secure freehold certificates of title from individual customary landowners. During the transition, issues related to land rights for transitioned facilities require clear demarcation, boundary verification, and surveying of government land occupied by settlements and various infrastructure to establish and secure land ownership rights. This process will identify the rightful landowners, deter encroachment, and hold the responsible authorities accountable.

The Refugees Act (2006) and its associated regulations align with international standards but lack clarity on stakeholder roles outside settlements, posing coordination challenges between the Office of the Prime Minister (OPM), local governments, and relevant sector ministries. The Public Finance Management Act (2015) supports integrating refugees into national planning, creating an opportunity to streamline funding and budgeting processes across sectors. Additionally, the Local Government Act (1997) decentralizes service delivery responsibilities but has inconsistencies with the Refugee Act concerning mandates for refugee service management, complicating local government involvement during the transition. Table 3 provides a summary of the national legal and regulatory frameworks.

2.1.2.1 Sector-Specific Frameworks for Health, WASH and Education in Uganda

Sector-specific policies and strategic plans further shape the transition process in education, health, and water management. The Education Sector Strategic Plan (2020-2025) aligns with the Second Education Response Plan (ERP II) to enhance inclusive access to quality education for refugees and host communities, setting a foundation for resilient service delivery. In health, the Health Sector Integrated Refugee Response Plan (HIRP) (2019-2024) aims to improve access to services and align with the National Health Policy, which requires bolstering resources and coordination to meet refugees' unique needs. Water management is guided by frameworks like the Water and Environment Sector Response Plan (WESRRP) and the Transition Roadmap for West Nile, focusing on integrating refugee-hosting districts into the national water infrastructure. While these sectoral strategies are vital for transition planning, they highlight challenges such as resource constraints, inconsistent standards, and the need for harmonized policies to ensure sustainable integration across sectors.

Table 3: National Policy, Legal, and Regulatory Frameworks

S.N.	Policy, Legal, And Regulatory Framework	Focus Area	Relevance/Gaps to the transition	Recommendation
1.	**The Constitution of Uganda (1995) as amended**	Provides the overall legal and regulatory framework for gender and equity planning and budgeting. Specifically, Article 32(1) provides that the State shall take affirmative action in favour of groups marginalized based on sex, age, disability, or any other reason created by history, tradition, or custom, for the purpose of redressing imbalances which exist against them.	Article 190 also refers to Comprehensive and Integrated Development Plans. Article 237 deals with **Land ownership** which is pivotal to the transition process. (1) Land in Uganda belongs to the citizens of Uganda and shall vest in them in accordance with the land tenure systems provided for in this Constitution. (c) non-citizens may acquire leases in land in accordance with the laws prescribed by Parliament, and the laws so prescribed shall define a noncitizen for the purposes of this paragraph. The land tenure in the Northern parts of Uganda is so complex that it affects refugees to attain their rights in the Refugee Act Section 29 (iv) and based on the Constitution of Uganda, Chapter 237 clauses 1 sub section c, the above will have some impact on livelihoods that is critical for the impact and sustainability of transitioning and self-reliance. While the associated Land policy emphasizes the demarcation, leases, protection of the refugee settlement land it prioritizes	As part of the transition process there is need for meaningful engagement of host communities spearheaded by individual and community land-owners. Cultural leaders should play a central role in this process depending on the prevailing land tenure system. For facilities located on customary land, the government, through the Ministry of Lands, Housing, and Urban Development in collaboration with the Office of the Prime Minister (OPM), should explore mechanisms to establish clear ownership and secure freehold certificates of title from individual customary landowners. During the transition, issues related to land rights for transitioned facilities require clear demarcation, boundary verification, and surveying of government land occupied by settlements and various infrastructure to establish and secure land ownership rights. This process will identify the rightful landowners, deter encroachment, and hold the responsible authorities accountable. This will enable increased access to land by refugees for improved and sustainable livelihoods.

S.N.	Policy, Legal, And Regulatory Framework	Focus Area	Relevance/Gaps to the transition	Recommendation
			the host communities reiterating the Constitutional provision above.	
2.	The Refugees Act (2006)	This is the primary piece of legislation governing refugee affairs in Uganda. It aligns with international standards, particularly the 1951 Refugee Convention and the 1969 OAU Refugee Convention. The Act outlines the rights and obligations of refugees and asylum seekers, including the right to work, move freely within the country, and access public services such as health and education.	During the transitioning, some of the clauses in the Act, will influence some of the decisions that will be made in the strategy. For example, section (k) states that the refugee's office (OPM) will be the custody of the government properties in refugee settlements. The transition is sectoral and some of the assets are under the control of the relevant sector Ministry and this raises the issue of ownership after the transitioning of some of these assets and utilities. The absence of a national refugee policy presents a major gap in the transition process. The policy would help to address outstanding institutional and coordination issues to improve refugee management in the country.	The refugee policy development process should be expedited, and it should address among others institutional and coordination issues, including management of assets in the refugee settlements. The roles and responsibilities of the OPM, and sector ministries including MoFPED, MWE, MoES, MoH, MoLG should be clearly defined.
	The Local Government Act, 1997, amended Schedule 2, Part 2:	This specifies the functions and services for which district councils are responsible, which include but are not limited to: education, health and water services.	As the focal legislation effecting the decentralization policy in Uganda, it vests similar powers regarding refugee issues to host DLGs under Part 1 of the Second Schedule, Sections 30-31 (5). However, the apparent inconsistencies in the 2006 Refugee Act and LG Act with regard to the mandates of OPM and the DLGs for service delivery within refugee settlements presents significant challenges for the transition process.	Harmonize the Local Government Act, 1997 and its amendments with the Refugee Act, 2006 to ensure refugee response is addressed within the decentralization framework.
5.	The Public Finance Management Act, 2015 (PFMA, 2015)	Provides for Gender and Equity responsive planning and budgeting under various sections including Sections 9 (6) (a) and (b); 13 (11) (e) (i) and (ii); and 13 (15) (g) (i) and (ii). Section 13(2) states that the proposed annual budget	This is a very progressive law when it comes to integration of refugees in government planning and budgeting systems and therefore, provides an	Harmonize the provisions of the PFMA 2015 as amended with existing funding models.

S.N.	Policy, Legal, And Regulatory Framework	Focus Area	Relevance/Gaps to the transition	Recommendation
		shall be prepared in consultation with the relevant stakeholders.	appropriate ground for the transitioning process.	
7.	The Refugees Regulations (2010)	These regulations operationalize the Refugees Act of 2006. They provide detailed guidelines on the management of refugee status determination, the rights and obligations of refugees, and the role of various stakeholders in refugee protection.	The regulations are silent on the specific roles and responsibilities for the different stakeholders. The Refuge Act 2006 states that the 'Office of Refugees shall be responsible for all administrative matters concerning refugees in Uganda and shall, in that capacity, co-ordinate inter-ministerial and non-governmental activities and programmes relating to refugees' this includes the responsibility to 'protect refugees and coordinate the provision of services for their welfare' (Section 8, subsection 2(d)). However, the Act and the related 2010 Refugee Regulations are silent on whether this includes the provision of services outside settlements, as well as the role of and coordination with LGs.	The upcoming Refugee Policy should provide further clarity on these matters.
	The National Equal Opportunities Policy, 2006	Emphasizes promotion of equal opportunities by addressing issues and concerns of marginalization, discrimination, injustice, exclusion, unfairness, and inequality in access to resources, services, and benefits	This is supportive of the transition process.	
	The Uganda Vision 2040	Stipulates a plan to promote equal opportunities and enjoyment of human rights for both men and women, provides for care and protection of vulnerable groups by either age, social class, location, disability, sex, or disaster, to ensure gender responsive policies, programmes, and actions. Ugandans aspire for a future in which men, women,	The respective NDPs integrate refugee issues and provide a framework for inclusion in national planning and budgeting which is vital for the transition process.	

S.N.	Policy, Legal, And Regulatory Framework	Focus Area	Relevance/Gaps to the transition	Recommendation
		youth, children, and persons with disabilities are empowered to participate as equal partners in development.		
8.	The Uganda National Development Plan (NDP III) 2020/21 – 2024/25 and the subsequent NDPs	The NDPs incorporate refugee issues into broader national development planning, recognizing the significant number of refugees hosted by Uganda and their impact on host communities. The Local Government Planning guidelines and the District Development Plans	Under regional development intervention, the NDPIII provides for targeted interventions for refugees and host communities including agricultural led interventions. The plan recognizes the need for strengthening the compilation management and use of administrative data including that of refugees. The NDP III also provides existing opportunities to tap into development assistance resources to integrate crosscutting issues like refugees. [9]	
In the Education Sector				
	Second Education Response Plan for Refugees and Host Communities in Uganda (ERPII) 2021/22-2024/25	The Plan focuses on three main outcome areas are as follows; Outcome 1: Improved access to and retention in inclusive learning and training opportunities Outcome 2: Improved delivery of quality education and training Outcome 3: Strengthened systems for effective and resilient service delivery	This is a responsive plan to the transition process. It serves as a plan towards sustainable refugee response programming in the education sector. Fostering mobilizing of resources and coordinating efforts that cater for the education of refugees and host communities.	
	Djibouti Declaration on education for refugees, returnees and host communities[10]	The declaration was adopted by ministers of the Intergovernmental Authority on Development (IGAD) in charge of education in December 2017.	Among other things, it emphasizes the need to foster strong political will, to create a conducive policy environment and to share responsibility by ensuring that refugees and returnees are included in national education systems and provided with quality education, including skills and competencies. The	

[9] NPA (2020) The Third National Development Plan 2020/21-2024/25
[10] MoES (2021). Second Education Response Plan for Refugees and Host Communities in Uganda 2021/22-2024/25

S.N.	Policy, Legal, And Regulatory Framework	Focus Area	Relevance/Gaps to the transition	Recommendation
			members committed to establishing regional minimum education standards and targets for quality education at all levels for refugees and returnees with a focus on maximizing learning outcomes. These were to be implemented and monitored through costed long-term refugee education response strategies	
17.	The Education Sector Strategic Plan (ESSP) 2020-2025[11]	The main objective of this Plan, in alignment with the Education Response Plan for Refugees and Host Communities in Uganda (ERP), is to provide refugee and host community girls and boys with equitable and inclusive access to a quality education and to strengthen systems at the national, district and community levels.	The ESSP Plan promotes equitable and inclusive access to education.	The transition process in the education sector should adhere to the current and subsequent ESSPs
18.	Teacher Policy 2019	The National Teacher Policy focuses on four key policy actions namely; standards and qualification, training, management and cross cutting issues. management and practice at all levels. One the Policy specific objectives is to streamline the integration of cross cutting issues into all aspects of teacher training, management and practice at all levels.	Whereas, the Policy prioritizes integration of cross cutting issues into all aspects of teacher training and management, the policy is silent on mainstreaming refugee issues into teacher training and management.	Fast track equating of academic qualifications and accreditation by relevant bodies of refugees to enable them access employment opportunities.
Health-specific				
18.	The National Health Policy, 2010	The National Health Policy provides a framework that is generally supportive of the health needs of refugees through an integrated approach. The NHP discusses the importance of sustainable health financing mechanisms.	The inclusion of refugees in Uganda's healthcare system requires additional resources. However, effective management of refugee health requires addressing resource constraints, improving coordination, and ensuring	

[11] MoES (2020). Education Sector Strategic Plan 2020/21-2024/25

S.N.	Policy, Legal, And Regulatory Framework	Focus Area	Relevance/Gaps to the transition	Recommendation
			that health services are inclusive and responsive to the unique needs of refugees. Strengthening these areas will be crucial for the policy to fully achieve its goals in the context of refugee health management. This will be addressed in the transition strategy.	
19.	Health Sector Integrated Refugee Response Plan (HSIRRP) 2019-2024[12]	The objectives of the plan are; 1) To increase equitable access to and utilization of quality health services for refugees and host communities; 2) To mobilize and manage health resources towards building a resilient health system to cope with the increased demand on health services; and 3) To strengthen governance, coordination, leadership and management of the Integrated Refugee Health Response (IRHR).	The plan presents a vital step by the MoH in providing technical leadership in aligning the refugee health response to the National Health Policy (NHP) and the Health Sector Development Plan (HSDP) for the mutual benefit of refugees and host communities. This is in line with the aspirations of the transition process as it ensures equitable and well-coordinated access to health services for refugees and host communities.	
20.	Transition Guidelines for Refugee Health Services[13]	The goal of the guidelines is "*To guide partners and District local government to prioritize and integrate refugee related interventions within the framework of the Health Sector Integrated Refugee Response plan (HSIRRP)".* The objectives are; 1) To fully integrate refugee health services into the national health system; and 2)	To provide guidance to the stakeholders on the transition of services. The guidelines also include a clear roadmap for transitioning of health facilities in all the refugee settlements across the country and have established minimum standards for transitioning. The key gaps include; sustainable financing, Human Resource for Health, Infrastructure, and M&E framework are not adequately addressed.	The identified gaps have been adequately addressed in the Health Sector Transition Plan.
Water-specific				
	The Water and Environment Sector	It is aligned with the National Development Plan (NDP) III 2020/21-	This is very critical in the transitioning process and has guided the preparation	

[12] MoH (2019). Health Sector Integrated Refugee Response Plan 2019-2024
[13] MoH (2023). Transition Guidelines for Refugee Health Services

S.N.	Policy, Legal, And Regulatory Framework	Focus Area	Relevance/Gaps to the transition	Recommendation
	Response Plan (WESRP) for refugee and host communities (2019)	2024/25 and incorporates the needs of refugees and the requirements to tackle water supply service (WSS) challenges in refugee-hosting districts.	of the transition roadmap for the West Nile Region	
21.	Transition Roadmap and Operator Model for the Handover of Water Supply Systems in West Nile[14]	Focuses on the handover of the water infrastructure constructed for refugees in three large refugee settlements: Bidibidi, Imvepi and Rhino Camp. The management of the facilities is under NUWS.	Whereas the roadmap covers only one region, it is a best practice that can be replicated in other districts of the region, notwithstanding the current challenges such as lack of funds, financial losses, low staffing levels, lack of transport, which have to be handled before replication to avoid reputational risk for NUWS and the water supply service quality.	

[14]Water Supply and Sanitation for Refugee Settlements and Host Communities in Northern Uganda: Transition Roadmap and Operator Model for the Handover of Water Supply Systems in West Nile, 2024

2.2 LESSONS LEARNED, GAPS AND RECOMMENDATIONS FROM PREVIOUS TRANSITION PROCESSES: THE UGIFT PROGRAM

The Uganda Intergovernmental Fiscal Transfers Program (UgIFT), supported by the World Bank, aimed to improve the adequacy, equity and financing, as well as the oversight, management and delivery of Local Government Services in education, health, water and environment, including for refugees and their host communities. This was to be achieved through financing critical services at the Local Government Level, supporting central government MDAs to improve processes and systems that have a direct impact on the improvement of services at local government level and enhancing efficiency at the Local Government level. US$60 million in grant finance for refugee and host communities was provided to integrate service delivery into the local government system and move away from parallel systems operated by humanitarian partners towards nationally managed social services under the Government of Uganda (GoU).

2.2.1 Lessons Learned from UgIFT

- **Develop District-level Transition Plans:** It is important to have clear district templates to ensure clear district plans on transitioned services on a sector-by-sector basis, with joint OPM/MDA guidance, oversight and quality control, and the need to ensure that these plans reflect sufficient consultations with humanitarian partners to align with existing refugee planning processes and ensure clarity across all relevant stakeholders.
- **Effective Integration of Services:** One of the key lessons from the transition under the UgIFT is the clear success in integrating refugee services into the national system through an incremental or phased approach. This integration has led to cost savings and a reduction in the total aid required to support refugees by 45%. This is also attributed to refugees right to work and earn their own income. This is a notable achievement and a clear lesson in the benefits of transitioning from parallel humanitarian systems to national systems.
- **Sustainable Financing:** The UgIFT has demonstrated that integrating services into local government (LG) systems can lead to more sustainable and equitable financing. Refugees were included in population-based allocation variables, ensuring that resources are distributed equitably between host and refugee communities. The inclusion of refugees in the grant allocation formulae is a key learning in ensuring both sustainability and equity in resource allocation.
- **Efficiency Gains:** Another important lesson was the significant gain in efficiency achieved by reducing parallel management systems operated by humanitarian actors. The transition to LG systems not only reduced overhead costs but also improved service delivery by leveraging economies of scale and integrated planning.
- **Sector Coordination and Strategic Investments:** The program showed the importance of having coordinated, strategic investments in service delivery across health, education, and water sectors for both refugees and host communities. It highlighted that coordinated planning between humanitarian actors and government systems is critical in ensuring efficient service delivery and infrastructure development.
- **Improved Management and Oversight:** The structured approach to improving oversight and management at the LG level, particularly through frameworks for transition planning and the transition of staff onto LG payrolls, has been effective. Additionally, the introduction of performance assessments for LGs has enhanced accountability and service delivery management.
- **There is a need for a simplified M&E system** measuring transition that builds on national systems including the Health Management Information System (HMIS) and Education Management Information System (EMIS), as well as the Sector Response Plans to capture transitioned facilities and provide data on service standards and outcomes that include measures specific to transition to better understand

challenges and appropriate policy responses. This will need dedicated resources to support and should report to the CRRF Steering Committee through MDAs and OPM.

2.2.2 Identified Gaps

- **Transition Planning and Frameworks:** While the program established frameworks for transition planning, a gap remains in the full implementation of these frameworks across all districts. Some LGs lacked the capacity to effectively manage the transition process, leading to inconsistencies in service delivery for refugees and hosts. There was also the issue of the lack of standardized district transition plans. Moreover, the transition criteria and process might need further refinement to account for specific local contexts.
- **Coordination Challenges:** Coordination between central government, LGs, humanitarian actors, and sector agencies was essential, but there were challenges in aligning different objectives and timelines. The complexity of integrating services between two parallel systems (humanitarian and government) often led to delays and inefficiencies in the transition process.
- **Human Resource Capacity:** Although staff were transitioned to LG payrolls, there might have been capacity gaps in managing refugee needs at the local level. LGs had insufficient training and / or expertise to handle the unique challenges faced by refugee communities, such as trauma-informed care in health services. There was also a delay in recruitment of staff that affected service delivery.
- **Infrastructure and Resource Constraints:** Despite increased funding, infrastructure and resource constraints in some LGs limited their ability to fully integrate and deliver services to refugees and host communities. There was a risk that without continued financial and logistical support, the quality of services in refugee-hosting districts could decline.

2.2.3 Key Recommendations for the Development of the Transition Strategy

- **Strengthen Transition Frameworks:** A comprehensive review of the transition frameworks should be conducted to identify gaps and challenges faced by LGs in implementing the transition. Tailored district-level transition plans that address the specific needs and capacities of each LG should be developed, with clear guidelines for coordination between central and local government.
- **Capacity Building for Local Governments:** There should be increased investment in capacity building for LGs, particularly in areas such as refugee management, service delivery oversight, and financial management. Training programs should focus on enhancing the ability of LG staff to manage the complexities of refugee services into national systems.
- **Enhance Coordination Mechanisms:** To address coordination challenges, the strategy should include the establishment of stronger mechanisms for dialogue and collaboration between central government agencies, humanitarian actors, and LGs. Regular coordination meetings and the establishment of task forces to oversee the transition process in each sector could improve alignment.
- **Sustained Financing and Infrastructure Development:** The strategy should emphasize the need for continued financial support to LGs during and after the transition. Investment in infrastructure should be prioritized, ensuring that refugee-hosting districts have adequate facilities to meet the increased demand for services. Additionally, innovative financing mechanisms, such as public-private partnerships, could be explored to sustain service delivery.
- **Performance Monitoring and Accountability:** A robust monitoring and evaluation (M&E) framework should be integrated into the transition strategy to track progress, ensure accountability, and provide feedback for improvement. Performance-based incentives, similar to those used under UgIFT, should be expanded to encourage LGs to meet key service delivery targets.
- **Continued Engagement of Humanitarian Actors:** Although the transition aims to move towards government-managed services, humanitarian actors still have a critical role to play in providing expertise,

technical support, and emergency services during the transition period. The strategy should foster continued collaboration and clearly define the evolving role of humanitarian actors in the transition.

- **Promote Refugee and Host Community Involvement:** The strategy should ensure that both refugee and host community members are involved in the planning and monitoring of service delivery. Community engagement is key to understanding local needs and ensuring that services are delivered in an equitable manner.

2.3 OVERALL TRANSITION CHALLENGES

- **Infrastructure Challenges:** One major recurring issue affecting the transition process is the inadequate and temporary infrastructure which do not meet the required national standards. The analysis shows inadequate infrastructure in terms of classroom blocks, teachers houses, admission wards, maternity wards and staff accommodation among others. There is urgent need for upgrades, rehabilitation, or even construction of new structures before transition is done.
- **Financial Constraints**: This is one of the major challenges affecting transition across the three sectors, the major cost drivers being: capital investment for infrastructure, wage and non-wage cost, Operation and Maintenance (O&M) and other administrative costs. Without a clear sustainable financing framework, transitioning facilities to government management will be compromised. This is exacerbated by the fact that district's budget allocations for the sectors of Health, Education and Water are very low. The analysis shows that only 25% or less of the resources required from the central government by the districts for the sectors are received annually, showing clearly that the districts are underfunded from the center. The districts will continue to receive funds based on what the central government has mobilized during each FY. Subsequently, districts are unable to meet the growing needs of the refugee and host communities they serve.
- **Inadequate Legal regulatory framework:** As reflected in Table 3, a number of policy and legal frameworks were identified to have gaps that need to be addressed in order to adequately deal with refugee issues during the transition period. These will affect operations and management of the transition process. Key recommendations have been provided per identified gap (s) in the respective frameworks.
- **Governance, Coordination and Collaboration Challenges:** Weak governance, coordination and collaboration among government MDAs, DPs, Donors, DLGs in the refugee response, creates parallel systems causing duplication of efforts thus, affecting service delivery.
- **Lack of Clarity in Roles and responsibilities:** One of the primary challenges identified during the transition process is the lack of clarity regarding roles and mandates among different stakeholders. For example, the Legal mandate and regulatory function of DoR/OPM/CRRF and other relevant ministries is not well understood with regard to transition in the refugee response. This confusion has led to difficulties in executing responsibilities effectively. The implications for the transition are significant, as unclear mandates can lead to; duplication in service delivery, conflict and wastage of resources, overlapping responsibilities, delays in service delivery, and an overall lack of cohesion among stakeholders.
- **Weak Community Engagement and Support:** The lack of sufficient community involvement has led to a disconnect between government initiatives and local needs. The failure to engage communities meaningfully undermines the sustainability of the transition and can lead to resistance or apathy toward government-managed services.
- **Quality of Services:** It was recognized that upholding standards in service delivery throughout and following the transition is a critical concern. To address this, it is essential to establish clear agreements on service standards and monitoring of these standards for transitioned services. Furthermore, development partners and donors need a clear understanding of the trade-offs between maintaining quality standards and ensuring long-term sustainability when financing integrated humanitarian-development initiatives.
- **Management of the transition process:** The management of the transition process so far has been a challenge, with many respondents criticizing the top-down approach which involves decision making at

top level and implemented at lower level (DLGs, Settlements and Communities), instead of for example, involving refugees and host communities in the planning process right from the lowest planning administrative units.

- **Heavy reliance on development partners and humanitarian donors:** The sustainability of programs during and post-transition remains a critical issue, especially in the case of reduced external partner support. The heavy reliance on partner funding raises questions about the long-term viability of government-managed services once external support diminishes, calling for more robust planning and resource allocation from the government. The uncoordinated off-budget support from Donors and DPs compounds the problem resulting in substandard infrastructure across the three sectors.
- **Absence of an integrated data management System**: Systems integration is inadequate. Disjointed data systems hinder comprehensive planning and monitoring. For example, existing systems like Government of Uganda Refugee Response Monitoring e-System (GoU-URRMS), Education Management Information System (EMIS), Health Management Information System (HMIS) etc. are not well integrated for refugee response
- **Policy integration and coherence:** Lack of integrated planning tools and criteria leading to incoherence in programming and budgeting.
- **Transition viewed as a shift of burden to government rather than sharing:** Negative perception of the transition discourages collaboration and support from key stakeholders and requires substantial engagement and awareness-raising.
- **Limited private sector involvement:** Private sector potential has not been tapped into in the refugee response especially in the three sectors of Water, Health and Education.
- **Land acquisition challenges in refugee response:** This remains one of the key challenges hindering smooth transition. All the three sectors (Water, Education, and Health) require land for infrastructure development. However, due to differing land tenure systems across the Country, acquiring land for infrastructure development and use by refugees for livelihood projects is challenging.

2.4 SECTOR SPECIFIC CHALLENGES AND LESSONS LEARNED

This section provides a summary of the key findings across the three sectors: water, education, and health. Detailed findings and challenges specific to each sector are outlined in their respective transition plans, which are included as annexures to this Strategy.

2.4.1 The Water Sector

Despite the notable progress in the water transition process across all the regions, particularly in expanding the water supply systems to improve access, several challenges persist in transitioning water facilities from humanitarian partners to government planning and management, including:

- **Insufficient Personnel:** limited budgets constrain the wage bill for water staffing, resulting in recruitment delays and inability to hire adequate personnel to manage, maintain, and expand water services for refugees. This leads to delays in service delivery and maintenance of water infrastructure, leading to reduced access to clean water supply for refugees, especially in emergencies.
- **Capacity Gaps in Technical Skills**: the insufficient personnel are further compromised by limited technical expertise among existing staff thus, impacting the quality of water system design, installation, and maintenance.
- **Dependency on Partner Support**: Over-reliance on external partners for funding and technical support creates vulnerability. When donor support diminishes or ceases, it disrupts water service continuity and sustainability for water services.

- **Land Conflicts Due to the Communal Land Tenure System (Especially in the North)**: disputes over land ownership and usage rights delay or prevent the construction of new water infrastructure, limiting service expansion and accessibility for refugees.
- **Lack of Clarity in the Handover Process:** unclear roles, responsibilities, and timelines during the transition of water services from partners to government authorities has created gaps in management, accountability, and service continuity. This can result in inconsistent water supply and delays in addressing the needs of refugee and host communities.
- **Data and Documentation Gaps**: weak data management data hampers planning and decision-making for water services especially at the local government level. This has led to inefficient resource allocation and difficulty in addressing specific refugee needs.
- **Inadequate Water Infrastructure:** the aging or inadequate infrastructure leads to frequent breakdowns, water losses, and interruptions in supply, compromising the quality and reliability of services for refugees.
- **Weak Coordination and Partnerships:** weak collaboration among stakeholders causes duplication of efforts, leading to inefficiencies, and gaps in service delivery. Refugees and host communities experience uneven access to water services as a result.

Lessons Learned

The transition process in Uganda's water sector has provided valuable insights into building sustainable service delivery systems in refugee-hosting areas. Key lessons learned include:

- **Adopting a Zonal Approach to Transition:** transition to payable water-services managed by the national utility bodies needs to happen on a zone-by-zone basis, rather than on a facility-level basis, as people are not likely to pay for water if there are free, partner-managed facilities within walking distance.
- **Continuous Community Engagement:** ongoing community engagement and sensitization are crucial for a successful water sector transition. Ensuring that communities understand their roles in maintaining water facilities during and after the transition fosters ownership and sustainability. The formation of local water committees and proactive efforts to prevent vandalism through community involvement are key to keeping water systems operational.
- **Sustained Financing, Infrastructure Development and Maintenance:** prioritizing investment in infrastructure is essential to ensure that refugee-hosting districts have adequate facilities to meet the growing demand for services. The adoption of innovative financing mechanisms, such as public-private partnerships and empowering refugees to pay for water through livelihood projects has proven critical in sustaining water service delivery and enhancing long-term resilience.
- **Shortfalls in Emergency Infrastructure:** emergency water infrastructure is often prone to mechanical faults and other deficiencies due to the rapid nature of implementation. For example, some boreholes and pipelines installed during emergencies were found to be short-lived, with many becoming dysfunctional or failing to meet the water demands of the planned community due to poor design. This highlights the importance of balancing urgency with quality in emergency infrastructure planning and implementation.
- **Natural Resources and Environment Management:** environmental degradation presents a critical challenge in water service provision for refugee communities, underscoring the need for integrating environmental/climate change programs to address environmental concerns in the transition efforts.
- **Promotion of Self-Reliance Projects for Refugees creates sustainability and resilience:** integrating transition strategy interventions into existing government programs such as the Parish Development Model (PDM) and "Emyooga" would enable refugees to initiate income-generating activities, fostering economic independence. This empowers refugees to pay for services and to support the maintenance of essential services like water, health, and education for their families and communities.

- **Disparities in service standards between national and international humanitarian services:** disparities in service standards between national and international humanitarian services can create perceptions of inequality among host communities, leading to tensions in refugee-hosting districts. Adherence to agreed national service standards for transitioned facilities is crucial for ensuring equitable and sustainable service delivery, fostering better relationships between refugees and host communities.
- **Continued Engagement of Humanitarian Actors:** while the transition to government managed facilities and services is essential, humanitarian actors continue to play a critical role in providing expertise, technical support, and emergency services during the transition period. The strategy should promote and further strengthen ongoing collaboration and clearly define the evolving role of humanitarian actors to ensure a smooth transition.
- **Capacity Building for Local Governments:** investing in capacity building for local governments (LGs) is crucial, particularly in areas like refugee coordination and management, service delivery oversight, and financial management. Training programs should focus on strengthening the ability of LG staff to effectively manage the complexities of integrating refugee water services into national systems, ensuring long-term sustainability and effective service delivery
- **Accountability and Coordination Mechanisms:** the transition process requires clear accountability and robust coordination among stakeholders, particularly between OPM, line ministries, development partners, UNHCR and LGs. A more structured coordination mechanism is essential to ensure that planning, coordination and execution procedures for water services are well-defined, fostering effective collaboration and smoother implementation of the transition.
- **Adopting Agreements for enhanced collaboration and partnership among implementing partners and government:** clear agreements among MDAs, DLGs, DPs, humanitarian donors and Implementing Partners are essential for enhancing collaboration and partnerships. These agreements should define roles and responsibilities, particularly regarding the financing of capital expenditures, operations and maintenance (O&M), wages, and other key areas, ensuring effective and sustainable service delivery.
- **Payment for Water Services by the community:** community willingness to pay for services marks a significant milestone in the transition. This signals the shift from dependency on humanitarian aid to sustainable service delivery. Ensuring that communities are willing and able to pay for water services is essential for long-term sustainability. If the community is unwilling or unable to pay, water services may deteriorate, and vandalism of facilities may increase due to a lack of ownership and responsibility.
- **Water Infrastructure and Accessibility:** a successful transition is marked by the availability of sufficient water points and functional distribution systems. Properly maintained water infrastructure ensures that both refugee and host communities have reliable access to clean water, which is vital for public health and well-being. Inadequate infrastructure increases the risk of water scarcity and poor sanitation, which can undermine the entire transition process.

Key Recommendations

i. Address staffing shortages and strengthen technical capacity in water system management to ensure sustainable service delivery during and post-transition.
ii. Integrate emergency water systems and services into long-term water management plans and ensuring adherence to national service delivery standards.
iii. Promote sustainable financing mechanisms for water infrastructure maintenance and emergency response, ensuring equitable resource allocation during the transition.
iv. Improve coordination and partnerships between MDAs, local governments, humanitarian partners and implementing partners to align water interventions with district priorities.
v. Standardize water infrastructure in refugee-hosting districts to meet Ministry of Water and Environment requirements and facilitate a smooth transition from emergency to long-term operations.

vi. Enhance data accuracy and documentation for water infrastructure and services to improve planning and management in refugee-hosting districts.
vii. Transition water services on a zone-by-zone basis
viii. Combine transition in the water sector with livelihood projects to promote refugees' and host communities' ability to pay
ix. Development partners to support the payment of subsidies for refugees.

2.4.2 Education Sector

The transition of the education sector within Uganda's refugee response has revealed both significant challenges and valuable lessons that inform future efforts to sustainably integrate services. As the responsibility for education services shifts from partner agencies to government management, key challenges have emerged, including insufficient school infrastructure, limited teacher capacity, and the need for curriculum alignment across diverse populations. Lessons learned from this transition emphasize the importance of resource mobilization, stakeholder collaboration, and inclusive policy frameworks to create an education system that serves both refugee and host community students equitably.

Specific challenges

- Inadequate staff due the limited wage budget allocation that restricts the number of teachers the government can hire to meet the needs of transitioning schools. This is further compounded by prolonged delays in recruitment due to bureaucratic inefficiencies, leading to staffing shortages that hinder compliance with national standards.
- Salary and benefit discrepancies between government paid teachers and those funded by partners have created challenges in transitioning to full government control.
- Staff retention issues affect the stability of government-managed schools during the transition.
- Inadequate infrastructure in schools, leading to poor learning environments, limiting students' access to essential resources, potentially compromising educational outcomes and national standards
- Inadequate prioritization of ECD and secondary school transition to date
- Inequitable access to education services by refugees
- Transitioning schools with contested ownership facing challenges because of uncertainty around management, accountability, hindering transition process and effective service delivery.

The human resource gap in the education sector remains a very big challenge across all the Refugee Host Districts and settlements as demonstrated in Figure 2 showing the current staffing gaps. This huge gap has an impact on the quality of education and outcome.

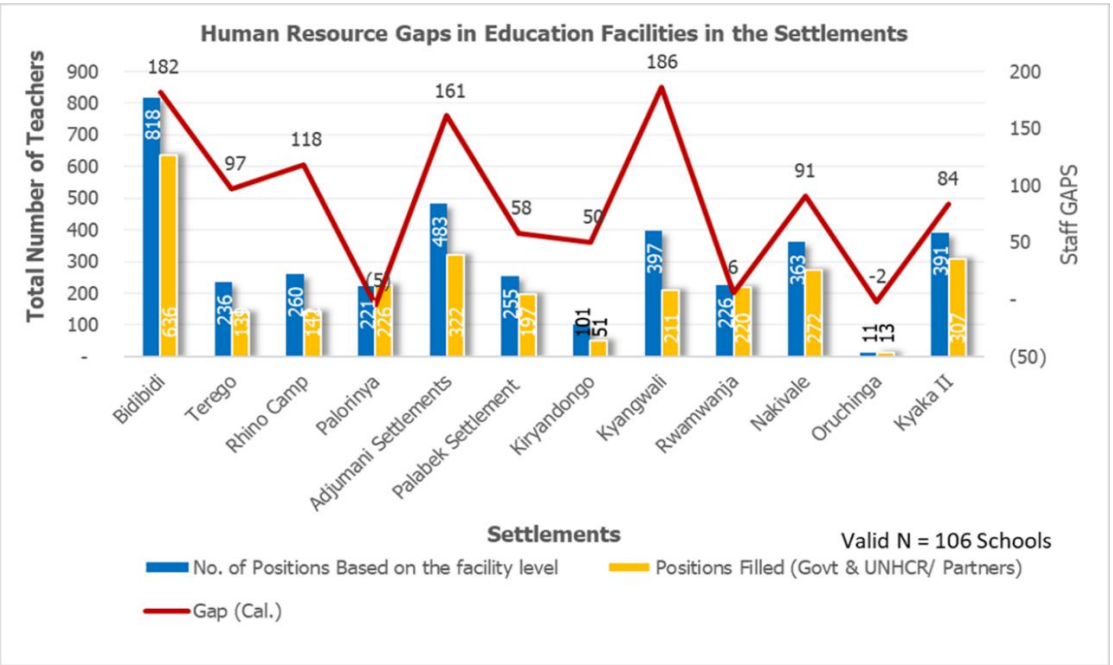


Figure 2: Staffing gaps for teachers in Refugee Settlements (UNHCR, 2023)

Additionally, the education sector heavily relies on donor-supported workforce. A successful transition to government management will require significant investment in staff recruitment, retention, and capacity building. Strengthening the education workforce is essential to meeting growing demand and ensuring the delivery of quality, inclusive, and equitable education services for both refugee and host communities.

Lessons Learned

- The need for ongoing community engagement and sensitization is key to the success of transition
- Sustained financing and infrastructure development for education during and after transition is important and should be prioritized
- Shortfalls in emergency infrastructure can severely hinder the quality of education post-transition
- Promotion of self-reliance projects for refugees is a sustainable approach to transition and overall refugee support since refugees are expected to provide scholastic materials that support education of the learners.
- Continued engagement of humanitarian actors is necessary for complementing development efforts and sustainability of the refugee response in the country
- Formal licensing of schools and their full integration into the government system ensures schools meet government standards and enables them to receive government support.
- Robust accountability and coordination mechanisms are necessary for successful transition process
- Recruiting qualified refugees as teachers is essential to improve the quality of education in refugee settlements, particularly where language barriers are significant, as it fosters better communication, cultural understanding, and more effective learning outcomes.

Key recommendations

i. Strengthen human resource by ensuring adequate staffing levels, supporting continued professional development, and implementing strategies to retain qualified teachers for improved educational outcomes.

ii. Harmonize labour and education laws to enable refugees get employment as a measure of building their sustainability and promoting social cohesion.

iii. Prioritize infrastructure development and maintenance to address shortages and improve the quality of classrooms, administrative blocks, and staff housing, ensuring they meet national standards, address the growing demands and, provide a safe, conducive learning environment.
iv. Promote equitable access to quality education for both refugee and host communities by implementing inclusive strategies, and ensuring equitable allocation of resources for both ECD, primary and secondary education.
v. Develop a sustainable funding mechanism that ensures equitable resource allocation by integrating government funding with partner support, thereby enhancing financial sustainability for supporting transition and long-term service delivery.
vi. Strengthen monitoring and evaluation for quality assurance in refugee education system aligning with national standards. Implement systems to track student progress, teacher performance, and school management effectiveness.
vii. Enhance community and stakeholder engagement by involving refugee and local leaders, parents, and other community members in school governance and decision-making processes to foster ownership and strengthen support for the education sector transition.

2.4.3 Health Sector

The transition of health services from partner-supported to government-led systems in Uganda's refugee response has identified critical challenges and yielded valuable lessons for building a sustainable healthcare framework. With high demands on healthcare facilities, limited health infrastructure, and gaps in medical staffing and resources, the transition has faced obstacles in maintaining quality service delivery. However, this process has highlighted the importance of capacity building within local health systems, the need for equitable and consistent resource allocation, and the role of effective coordination between humanitarian partners, development and government agencies in refugee healthcare delivery.

The health sector is heavily donor dependent, with eighty (80%) of the health workforce supported by partners as demonstrated in Table 3. Heavy donor dependence for the refugee healthcare workforce creates uncertainty in service delivery, making healthcare systems vulnerable to funding cuts, disrupting continuity of care, and hindering long-term sustainability and integration into national health systems.

Table 4: Government Vs. Development Partner Support to the Health Workforce in the Settlements

Settlement	Total – Development Partners Support	Total Government Support	Grand Total	Development Partners Support
Adjumani	345	98	443	77.9%
Bidibidi	370	79	449	82.4%
Imvepi	106	36	142	74.6%
Kiryandongo	56	62	118	47.5%
Kyaka	182	8	190	95.8%
Kyangwali	260	22	282	92.2%
Nakivale	240	44	284	84.5%
Oruchinga	46	16	62	74.2%
Palabek	89	8	97	91.8%
Palorinya	178	95	273	65.2%
Rhino	184	69	253	72.7%
Rwamwanja	166	10	176	94.3%
Total	**2,222**	**547**	**2,769**	**80.3%**

Furthermore, the sector is experiencing huge staffing gaps as demonstrated in Figure 3. These have serious consequences on healthcare delivery, including reduced access to essential medical services, longer wait times, and increased workload for the existing few health workers, resulting in compromised care quality. Critical services such as maternal and child health and other medical emergencies are particularly affected, increasing the risk of poor health outcomes. These gaps undermine efforts of transition from humanitarian to government management. Addressing staff shortages is crucial to ensuring sustainable, equitable, and quality healthcare for both refugee and host communities.

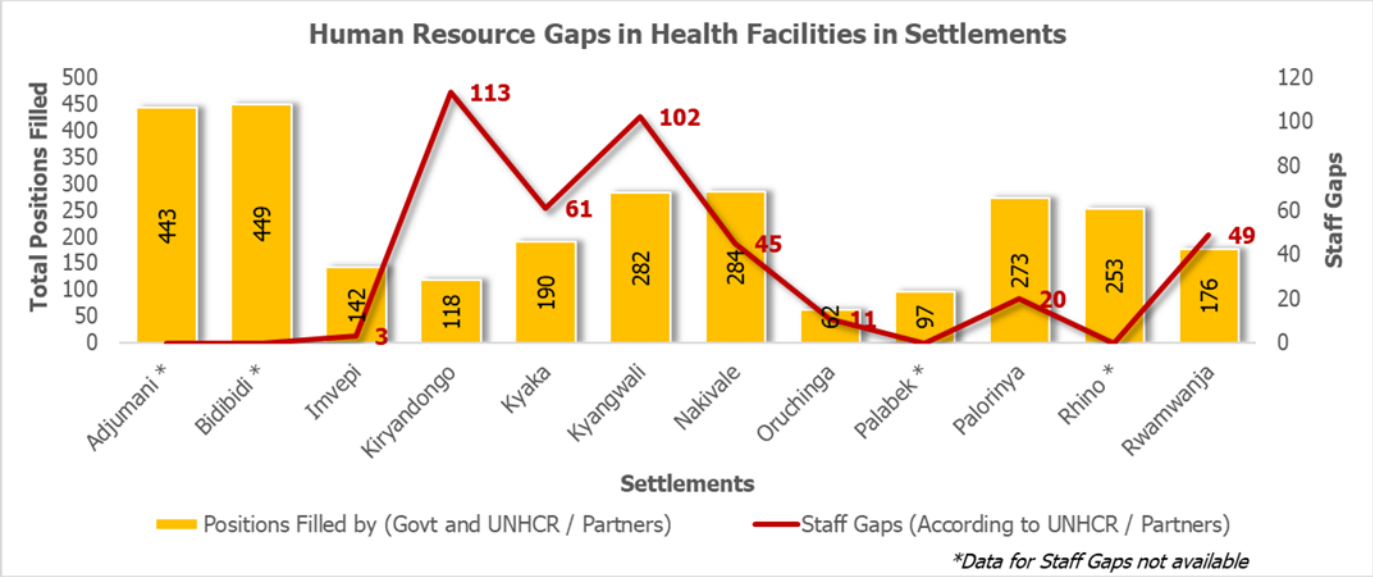


Figure 3: Human Resource Gaps in the Health Facilities in the Settlements

Specific challenges

- Inadequate human resources for health to meet the increasing demands of the growing refugee population.
- Limited training and capacity building opportunities in the health sector
- Infrastructure and Equipment Gaps that compromise the quality of services and hinder the transition process.
- The lack of transportation and limited ambulance services hinder timely access to emergency care.
- Shortage of essential medicines and supplies affecting access to quality healthcare
- Procurement delays and weak supply chain management, leading to stockouts of essential medicines and other supplies such as, vaccines and HIV kits, thus compromising delivery of critical healthcare services.
- Lack of Integrated Health Information System in refugee health service provision, resulting in fragmented health information systems, inefficiencies in decision-making, planning, monitoring, and evaluation.
- Inadequate Health financing leading to poor quality health services delivery in Refugee Hosting Districts.
- Weak Coordination and collaboration leading to duplication of efforts and resource wastage.
- Lack of clarity regarding mandates and reporting lines for Implementing Partners (IPs) involved in the refuge healthcare.

2.4.4 Lessons Learned

From the situational analysis findings, there are a number of lessons learned to guide informed decisions, to streamline the transition processes and increase preparedness for government to take over management of refugee healthcare services. Lessons learned include:

- Sustaining quality service delivery requires increasing investment in capacity building for LGs, particularly for healthcare workers, building their skills, knowledge, and competencies focused on healthcare governance, strategic planning, resource mobilization.
- Partnerships and collaboration are critical in sustaining healthcare services, as they leverage diverse expertise, resources, and networks to address the complex healthcare needs of the refuge populations.
- Sustained Engagement with Humanitarian Actors is essential in ensuring sustained quality of services through delivering expertise, resources and technical support as well as emergency services throughout the transition period.
- Adopting a phased approach during transition is key to allow the government to gradually absorb staff, and ensuring, there is minimal disruption of services. Phased transition also allows time for the necessary budget allocations, infrastructure improvements, and capacity building to be put in place, ensuring that healthcare services remain uninterrupted during the transition.
- Ensuring flexibility and adaptability is necessary to allow for adjustments to respond to changing circumstances, such as new refugee inflows or unexpected resource shortfalls.
- Failure to effectively engage and involve LGs and local communities in the transition process undermines the success of transition and sustainability of community-based interventions.

Key Recommendations

i. Integrate refugee healthcare into national systems, ensuring a harmonized, sustainable financing approach
ii. Improve and expand the health infrastructure to increase access to quality and equitable services for refugees and host communities
iii. Strengthen human resource capacity to meet the health needs of refugees and host communities
iv. Improve access to essential medicines and medical supplies for refugees and host communities
v. Strengthen governance and management for effective coordination and optimal use of resources for enhanced healthcare delivery

2.5 SWOT ANALYSIS

The transition strategy for Uganda's refugee response benefits from strong government commitment, multisectoral collaboration, and financial support from development partners, but faces challenges like inconsistent funding, coordination issues, and capacity gaps. Opportunities lie in public-private partnerships, technology use, and global support, while threats include political instability, economic downturns, and environmental challenges as detailed in the Table 4.

Table 5: SWOT Analysis demonstrating government capabilities and readiness for response

Internal Environment	
Strengths (For Transition Strategy)	**Weakness**
1. Strong involvement, Political and Leadership commitment from both central and local governments to ensure a structured and coordinated approach to the transition process. 2. Involvement of various stakeholders, including development partners and CSOs, enhances resource pooling and diverse expertise. 3. Existing frameworks and guidelines for managing refugee response provide a solid foundation for the transition strategy.	1. Reliance on donor funding creates vulnerability due to the unpredictability and potential decline of financial support over time. 2. Coordination among various stakeholders can be difficult, leading to duplication of efforts or gaps in service provision. 3. Local governments have inadequate technical and administrative capacity to effectively manage the transition process.

4. Financial Support and inputs from Development Partners strengthens the resources available for implementing transition strategies.	4. Insufficient, Sub-standard infrastructures across the three sectors, particularly in remote areas, hampers the effective delivery of quality services. 5. Fragmented Data Systems: Lack of integrated data systems among stakeholders results in inefficiencies in planning, monitoring, and evaluation.
External Environment	
Opportunities	**Threats**
1. Engaging the private sector more deeply in-service provision, particularly in education, health, and water, could lead to innovative solutions and additional resources. 2. Use of technology in service delivery (e.g., e-learning, telemedicine, water management systems) can improve access and efficiency. 3. Increased global attention to refugee issues may attract more funding and technical support. 4. Involving refugees and host communities in decision-making and implementation fosters ownership and sustainability of initiatives. **5.** Aligning the transition strategy (framework) with regional frameworks can enhance cross-border cooperation, peace building and resource sharing	1. Political changes or instability in the neighbouring countries of Uganda could disrupt the transition process and reduce international support. 2. Global or local economic downturns may result in reduced funding from both donors and the government. 3. Security issues, particularly in border areas, may pose threats to both the implementation and sustainability of transition strategies (frameworks). 4. Climate change and environmental degradation may exacerbate resource scarcity, impacting water supply and health outcomes. 5. Competition for limited resources between refugees and host communities could lead to conflicts and undermine transition efforts.

3 TRANSITION STRATEGY DIRECTION

3.1 STRATEGIC FOCUS AREAS

- Strengthening policy, institutional and technical capacities
- Enhancing integrated financial resource mobilization, planning and budgeting
- Governance – ensuring accountability, enhancing stakeholder engagement, and fostering collaboration, and coordination.
- Monitoring, Evaluation, and adaptive management of the Transition Process

3.2 VISION

To establish a resilient and sustainable government-led system with partner support that ensures quality service delivery in education, health, and water sectors for refugees and host communities, as well as enhancing social inclusion, equity, and long-term development.

3.3 MISSION

To guide the seamless transition in Uganda's refugee response, through a coordinated, phased approach that ensures sustainability, quality standards, and the equitable allocation of resources.

3.4 GOAL

To transition partner managed facilities to government planning and management with partner support by 2035, ensuring access to quality services in education, health, and water sectors for refugees and host communities, while promoting social inclusion and long-term development.

3.5 STRATEGIC OBJECTIVES

5. To strengthen policy, institutional and technical capacities of relevant sector MDAs and Local Governments, Utilities and Facilities for effective service delivery in water, health and education in the refugee response.
6. To enhance integrated planning, budgeting and financial resource mobilization for effective implementation of transition interventions among refugee and host communities.
7. To strengthen governance, collaboration, and coordination for effective service delivery in the water, health and education sectors in the national refugee response.
8. To establish an Integrated Monitoring and Evaluation (IM&E) System to track progress and make data-driven decisions and necessary adjustments, ensuring accountability, adaptive learning and continuous improvement.

3.6 GUIDING PRINCIPLES FOR TRANSITION

To effectively implement the National Transitional Strategy in Uganda's refugee response will require adherence to the eight (08) key guiding principles that ensure consistency, accountability, and sustainable implementation of the strategy. These principles collectively ensure that the national transitional strategy is not only effective in the short term but also contributes to long-term stability and development in Uganda's refugee-hosting areas.

1. **Integration with National Systems:** The refugee response, including the social service delivery for refugees and host communities, should be integrated into national and district development plans and service delivery systems and be aligned with national policies and standards in sectors like health, education, and social services. This ensures that refugees receive services on par with nationals, fostering social cohesion and sustainable development.
2. **Sound Governance through effective Leadership and Coordination:** Ensure that there is clear leadership and coordination among the various stakeholders involved in the transition, including government bodies, UN agencies, NGOs, and local communities. The MoFPED and the Office of the Prime Minister (OPM) through the Department for Refugees and CRRF should play a central role in leading the transition, supported by UNHCR and other partners. This coordination will help to avoid duplication of efforts, ensure efficient use of resources, and promote a unified approach to addressing refugee and host community needs.
3. **Policy and Legal Frameworks:** Expedite the development and enforcement of the Refugee Policy and other legal frameworks that protect the rights of refugees and regulate their integration into host communities (see Table 3). These frameworks provide the legal basis for refugees to access services, work, and live within Ugandan society, ensuring that their rights are upheld in accordance with international law.
4. **Accountability and Transparency:** Implement existing government mechanisms for holding all stakeholders accountable for their roles in the refugee response. This includes transparent management of funds, clear reporting on outcomes, and the participation of refugees and host communities in monitoring and evaluation processes. Accountability ensures that resources are used effectively and that the needs of refugees are met in a fair and just manner. Transparency builds trust among stakeholders and fosters a more collaborative environment.
5. **Decentralization and Local Governance:** This principle emphasizes the role of local governments and community structures in managing refugee affairs. Decentralization empowers district and local authorities to take ownership of refugee management, tailored to the specific needs of their regions and districts. This localized approach allows for more responsive and context-specific solutions, promoting better integration of refugees into local communities and services.
6. **Self-Reliance and Livelihoods:** Transition processes should go hand-in-hand with promoting refugee self-reliance by supporting livelihoods and economic opportunities (e.g. by providing vocational training, access to financial services, and support for small businesses). This reduces dependency on humanitarian aid, enables refugees to contribute economically to their host communities, and, importantly with regards to transition, pay for services such as water, on the same condition as nationals.
7. **Social Protection and Human Rights:** Ensure the protection of refugees and host communities' rights and their access to essential services without discrimination. Safeguard the legal and physical protection of refugees, particularly vulnerable groups such as women, children, and persons with disabilities. This includes ensuring their access to education, healthcare, and legal support during and post transition.
8. **Sustainability and Environmental Stewardship:** Implement strategies that are environmentally sustainable and mitigate the impact of refugee settlements on local ecosystems. Promote the use of renewable energy (e.g. solarization of water supply schemes), sustainable livelihood opportunities and practices. This helps to prevent environmental degradation, supports self-resilience of both refugees and host communities.

3.7 THEORY OF CHANGE

The Theory of Change for the national transition strategy outlines the logical pathway through which the government aims to achieve its vision of establishing a resilient and sustainable government-led system that ensures quality service delivery in education, health, and water sectors for refugees and host communities.

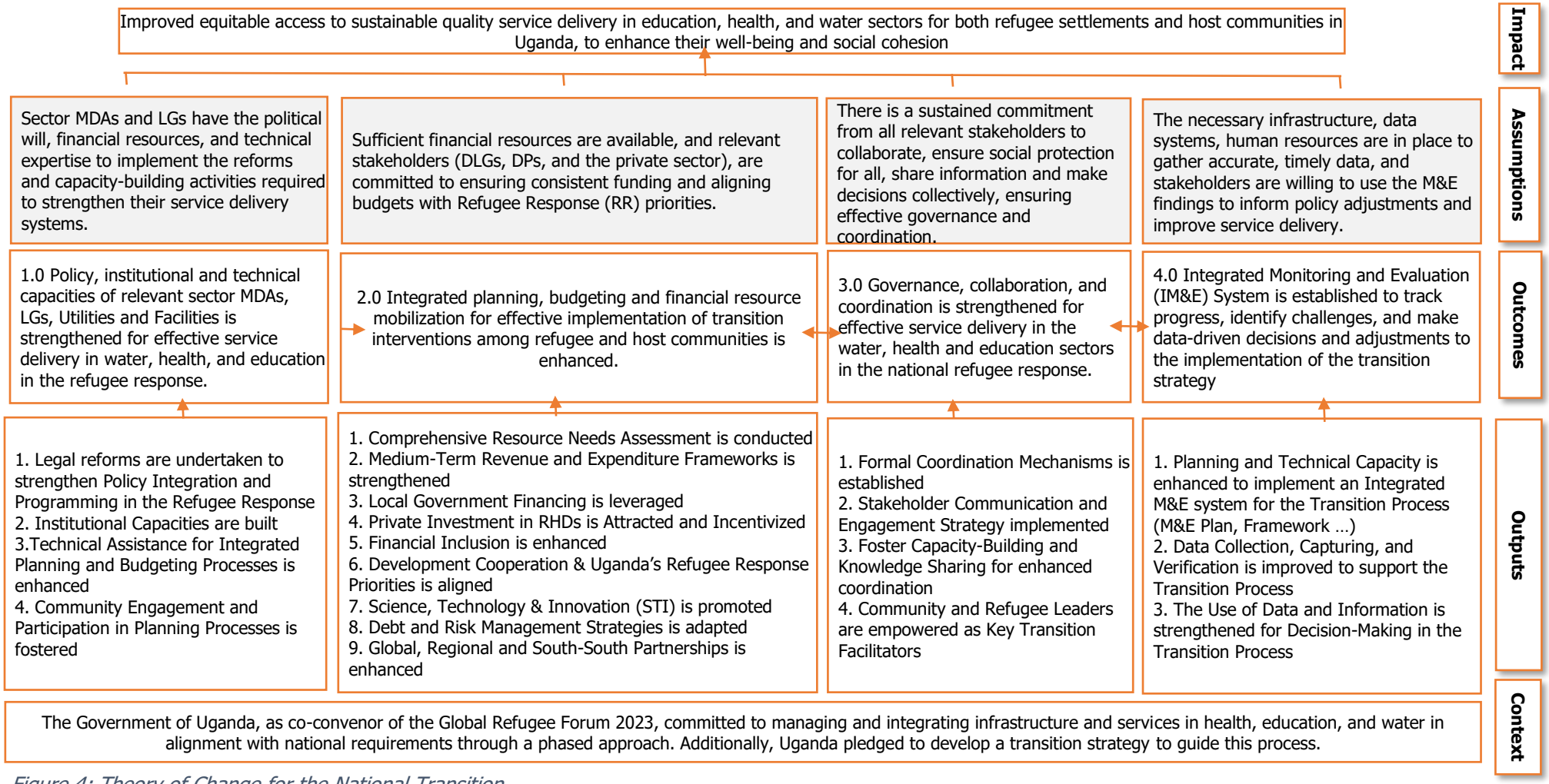


Figure 4: Theory of Change for the National Transition Strategy

3.8 Strategic Interventions and Activities

Table 6: Strategic interventions and activities

Strategic Interventions	Activities	Responsible
Strategic Objective 1: To strengthen policy, institutional and technical capacities of relevant sector MDAs, Local Governments, Utilities and Facilities for effective service delivery in water, health and education in the refugee response.		
1.1 Strengthen Policy Integration and Programming in the Refugee Response	1.1.1 Fast track Refugee Policy review and development process	Office of the Prime Minister (OPM), Ministry of Justice and Constitutional Affairs (MoJCA), Ministry of Local Government (MoLG), Development Partners (for technical and financial support), PSFU, Microfinance Development and Banking Institutions.
	1.1.2 Review existing legal instruments (For example, Refugee Act 2006, and its Refugee Regulation 2010, Local Government Act 1997, Land Act 2010) to align with current development challenges.	
	1.1.3 Establish and / or implement existing regulatory frameworks (e.g. Public-Private Partnership (PPP) regulations and the Private Sector Engagement Strategy) that encourage private sector participation in delivering sustainable services in Refugee Hosting Districts (RHDs).	
1.2 Strengthen Institutional Capacities	1.2.1 Construct and upgrade facilities (Water, Health and Education) for increased access to quality services	MoES, MoH, MoWE, DLGs, Development Partners (DPs)
	1.2.2 Equip the facilities with essential equipment, commodities and supplies for enhanced service delivery.	MoES, MoH, MoWE, DLG, DPs
	1.2.3 Conduct infrastructure audits to ensure infrastructure upgrades are maintained during transition	MoES, MoH, MoWE, DLG, DPs
	1.2.4 Provide appropriate means of transport for efficient and effective service delivery (Ambulances, Motorbikes, Bicycles, Motorboats)	MoH, MoES, MoWE, DLG, DPs
1.3 Enhance Technical Assistance for Integrated Planning and Budgeting Processes	1.3.1 Conduct comprehensive capacity needs assessments for staff in relevant MDAs, Local Governments in RHDs, Facilities and Service Providers.	MoFPED, OPM, MoLG, Refugee Welfare Councils (RWCs), DPs, Academic Institutions
	1.3.2 Develop and / or implement existing training modules on integrated planning, budgeting, and service management, focusing on the unique needs of refugee-hosting contexts. The modules to be developed will be based on the capacity gaps established during the capacity needs assessment.	MoFPED, MoLG, OPM
	1.3.3 Train staff in relevant MDAs, Local Governments in RHDs, Facilities and Service Providers in integrated planning and budgeting.	MoFPED, MoLG, OPM, MoH, MoES, MoWE, DLG
	1.3.4 Develop District-level Transition Plans and organize annual review and feedback sessions on the same with national policymakers and development partners.	MoFPED, MoLG, OPM, DPs
	1.3.5 Implement mentorship and peer-learning programs with experienced practitioners from refugees and hosting communities to enhance local technical capacity and replication of good practices.	MoFPED, MoLG, OPM

	1.3.6 Utilize professional and experienced refugees to support integrated planning and budgeting for enhanced service delivery.	MoFPED, MoLG, OPM
	1.3.7 Facilitate joint meeting to share insights and best practices on integrated planning and budgeting	MoFPED, MoLG, OPM
	1.3.8 Establish formal partnerships with academic institutions and policy research centres for continued learning and knowledge dissemination to guide transition process.	
1.4 Foster Community Engagement and Participation in Planning Processes	1.4.1 Conduct regular community consultation sessions to ensure refugee and host community needs are integrated into planning and decision-making processes.	Office of the Prime Minister (OPM), Refugee Welfare Councils (RWCs), DLGs, Local Councils (LCs), Community-Based Organizations (CBOs), RLOs
	1.4.2 Develop feedback mechanisms, such as suggestion boxes or community forums, to gather input on service delivery improvements.	
	1.4.3 Train RWCs and LCs of host communities in participatory planning and social accountability approaches.	MoFPED, OPM, MoLG, DLG
Strategic Objective 2: To enhance integrated planning, budgeting and financial resource mobilization for effective implementation of transition interventions among refugee and host communities.		
2.1 Conduct a Comprehensive Resource Needs Assessment	2.1.1 Support local governments, and sector ministries to periodically conduct a gap analysis to identify the financial resources required to sustain services in refugee-hosting areas.	MoFPED, MoH, MoES, MWE, DLGs, Development Partners
2.2 Strengthen Medium-Term Revenue and Expenditure Frameworks	2.2.1 Develop and implement Medium-Term Revenue Strategies (MTRSs) to enhance domestic resource mobilization, particularly targeting sectors critical for refugee hosting districts (RHDs) such as health, education, and water.	MoFPED, MoH, MoES, MoWE, DLGs, Development Partners
	2.2.2 Adapt Medium-Term Expenditure Frameworks (MTEFs) to ensure multi-year budget allocations prioritize sustainable refugee and host community integration.	MoFPED, MoH, MoES, MoWE, DLGs
2.3 Leverage Local Government Financing	2.3.1 Enhance the capacity of local governments in RHDs to collect local taxes and user fees, aligning these revenues with district-level service delivery needs in health, education, and water supply.	MoFPED, MoLG, DLG
	2.3.2 Expand intergovernmental fiscal transfers under the Uganda Intergovernmental Fiscal Transfer (UgIFT) program to strengthen resource allocation in refugee-hosting areas.	MoFPED, World Bank
2.4 Attract and Incentivize Private Investment in Refugee Hosting Districts	2.4.1 Create investment-friendly policies and incentives (e.g., tax breaks, public-private partnerships) targeting water infrastructure, education, and healthcare systems that benefit both refugees and host communities.	MoFPED, Uganda Investment Authority (UIA), MoTIC, Private Sector Foundation Uganda (PSFU), DPs
	2.4.2 Engage private sector actors through impact investment models to fund income-generating activities and entrepreneurship programs in refugee and host populations.	MoFPED, UIA, MoTIC, PSFU

2.5 Enhance Financial Inclusion to enable refugees and host communities meet their financial needs and pay for services	2.5.1 Promote access to finance for small and medium-sized enterprises (SMEs) in RHDs, focusing on those owned by or employing refugees and host community members.	Bank of Uganda (BoU), Financial Institutions, Refugee Led Organization (RLOs), NGOs, DPs
	2.5.2 Advocate for inclusion refugee communities in the PDM programme	MoLG, OPM, MoFPED, DLGs
	2.5.3 Build capacity of refugees and host communities in financial literacy	Development Partners, Private sector,
	2.5.4 Collaborate with financial institutions to develop tailored products for refugee and host community entrepreneurs, such as micro-loans, savings accounts, and insurance schemes.	RHDs, Sector Ministries, Financial Institutions.
2.6 Aligning Development Cooperation with Uganda's Refugee Response Priorities	2.6.1 Align development partners' funding streams with Uganda's refugee response strategy through integrated financing frameworks (INFFs). Ensure funding aligns with national priorities as outlined in the NDP IV and RHDs Development Plans.	MoFPED, NPA, Development Partners, Humanitarian Donors.
	2.6.2 Establish a coordinated financing platform to track and align donor contributions with government-led initiatives, avoiding duplication and ensuring transparency.	MoFPED, OPM, Sector Ministries, RHDs, Humanitarian and Development Partners
	2.6.3 Advocate for Uganda's refugee response priorities in multilateral forums to attract concessional financing and grant resources for critical services in RHDs.	Humanitarian and Development Partners, MoFPED, OPM, Sector Ministries, INGOs
	2.6.4 Mobilize resources from global financing mechanisms like the Global Partnership for Education (GPE) and the Green Climate Fund (GCF) to address education and environmental challenges in refugee-hosting areas.	MoFPED, Sector ministries, DPs, INGOs.
2.7 Promote Science, Technology, and Innovation (STI)	2.7.1 Develop STI roadmaps that include innovative solutions for water supply, digital health solutions and digital learning platforms to benefit refugees and hosts.	Ministry of Science, Technology, and Innovation (MoSTI), MoES, Development Partners
	2.7.2 Conduct annual performance review of the STI roadmaps	
2.8 Adopt Debt and Risk Management Strategies	2.8.1 Integrate refugee-related expenditure planning into Uganda's debt management strategy to manage risks associated with high borrowing.	MoFPED, Development Partners
	2.8.2 Explore commodity stabilization funds to buffer against fluctuations in global aid or trade revenue affecting refugee-related programs.	
2.9 Enhancing Global, Regional and South-South Partnerships	2.9 1 Collaborate with neighbouring countries and regional organizations such as IGAD to promote the HDP nexus over the transition period for regional peace and stability.	Ministry of Foreign Affairs (MoFA), Development Partners
	2.9.2 Tap into experiences and resources from other developing countries addressing similar refugee challenges, focusing on shared financing solutions.	Sector Ministries, DPs, RHDs.
Strategic Objective 3: To strengthen governance, collaboration, and coordination for effective service delivery in the water, health and education sectors in the national refugee response.		

3.1 Establish Formal Coordination Mechanisms	3.1.1 Create and / or strengthen existing multi-stakeholder coordination committees at national and district levels, with representatives from government, development partners, local communities, and refugee leaders.	OPM, Ministry of Health (MoH), Ministry of Education (MoES), Ministry of Water and Environment (MoWE)
	3.1.2 Set up and / or strengthen existing sector-specific working groups (e.g., health, education, water) to focus on technical aspects of service delivery.	OPM, MoH, MoES, MoWE
	3.1.3 Develop clear terms of reference and guidelines for each committee to define roles, responsibilities, and decision-making processes.	OPM, MoH, MoES, MoWE
	3.1.4 Orient the established committees on their roles and responsibilities	OPM, MoH, MoES, MoWE
	3.1.5 Schedule quarterly coordination meetings to discuss progress, challenges, and updates in the transition process.	OPM, MoH, MoES, MoWE
3.2 Implement a Stakeholder Communication and Engagement Strategy	3.2.1 Develop a comprehensive communication plan to regularly update stakeholders on the progress of the transition and the role each group plays.	MoFPED, OPM, Ministry of Information and Communications Technology (MoICT), DLGs
	3.2.2 Use multiple channels (e.g., public forums, newsletters, social media, and radio) to reach diverse stakeholders, including remote communities.	MoFPED, OPM, MoICT, DLGs
	3.2.3 Host quarterly public briefings in refugee-hosting districts to share updates, answer questions, and gather feedback from communities.	MoFPED, OPM, MoICT, DLGs
	3.2.4 Create a dedicated online platform where stakeholders can access transition-related documents, reports, and meeting notes.	MoFPED, OPM, MoICT, DLGs
	3.2.5 Provide periodic press releases and public updates on the progress of the transition process to foster transparency.	MoFPED, OPM, MoICT, DLGs
3.3 Foster Capacity-Building and Knowledge Sharing for enhanced coordination	3.3.1 Conduct joint training sessions on collaborative service delivery approaches, conflict resolution, and intercultural communication.	OPM, Development Partners, DLGs
	3.3.2 Provide technical and financial support to transit districts to enhance their response mechanisms to deal with transit refugee populations.	MoFPED, OPM, Development Partners, DLGs
	3.3.3 Develop toolkits and manuals for government officials and partners on best practices for managing multi-stakeholder coordination.	OPM, MoFPED,
	3.3.4 Set up an online knowledge-sharing portal with resources, case studies, and policy documents to support collaborative learning.	OPM, MoFPED
	3.3.5 Facilitate peer-to-peer learning sessions to share best practices from other refugee-hosting regions.	OPM, MoH, MoWE, MoES, DPs
	3.3.6 Organize annual stakeholder conferences to reflect on the transition's progress, share knowledge, and celebrate milestones.	MoFPED, OPM, MoH, MoWE, MoES, MoLG, DLGs, DPs
3.4 Empower Community and Refugee Leaders as	3.4.1 Identify and train refugee and host community leaders in leadership, advocacy and communication, conflict	OPM, DLGs, Refugee Community Leaders, NGOs, DPs

Key Transition Facilitators	resolution and social protection to support their roles in the transition process.	
	3.4.2 Develop a mentorship program connecting experienced community leaders with new leaders in refugee-hosting areas.	OPM, DLGs, Refugee Community Leaders
	3.4.3 Form community resource groups that can provide logistical support, translation, and local insights during meetings and consultations.	OPM, DLGs, Refugee Community Leaders
	3.4.4 Engage youth, PWDs, and women's groups within refugee and host communities to ensure inclusivity and broad-based representation.	OPM, DLGs, Refugee Community Leaders, NGOs, DPs
	3.4.5 Establish recognition programs to celebrate and acknowledge the contributions of community leaders and volunteers in the transition process.	OPM, DLGs, Refugee Community Leaders
Strategic Objective 4: To establish an Integrated Monitoring and Evaluation (IM&E) System to track progress, identify challenges, and make data-driven decisions and adjustments to the implementation of the transition strategy, ensuring accountability, adaptive learning and continuous improvement.		
4.1 Enhance Planning and Technical Capacity for Effective IM&E Implementation in the Transition Process	4.1.1 Identify and or review key performance indicators (KPIs) that align with sector-specific objectives in education, health, and water services, as well as cross-cutting areas like community engagement and financial sustainability.	OPM, MoES, MoH, MoWE, DLGs, DPs, Refugee Led Organizations (RLOs), NGOs
	4.1.2 Establish baseline data for key indicators to provide a reference point for tracking progress or lack thereof in the transition process.	OPM, MoFPED, MoES, MoH, MoWE, DPs
	4.1.3 Develop and/ or review an integrated electronic M&E system with clear hierarchy of objectives, indicators, indicator definition, baseline values, performance targets, and data collection methods, frequency of data collection, responsibilities, and reporting timelines that aligns with the transition goals.	OPM, MoFPED, MoES, MoH, MoWE, DPs
	4.1.4 Develop a comprehensive monitoring and evaluation plan to guide data collection, analysis, reporting, use and dissemination of information for evidence-based decision making during and after transition.	OPM, MoFPED, MoES, MoH, MoWE, DPs
	4.1.5 Conduct regular training sessions for government officials, service providers, refugee and host community representatives on data collection, analysis, and reporting techniques for the refugee response.	OPM, MoFPED, MoES, MoH, MoWE, DPs
	4.1.6 Establish a support network, including technical advisors, to offer ongoing guidance and ensure continuous improvement in M&E practices.	OPM, MoFPED, MoES, MoH, MoWE, DPs
	4.1.7 Conduct annual joint reviews of the M&E Plan (including the M&E Framework, data collection and reporting templates) to incorporate emerging needs, new priorities, or contextual changes in refugee-hosting areas.	OPM, MoFPED, MoES, MoH, MoWE, DPs
4.2 Improve Data Collection, Capturing, and Verification to Ensure Reliable	4.2.1 Support the integration of performance indicators specific to refugee-hosting areas into existing government M&E frameworks.	OPM, MoFPED, MoES, MoH MoWE, Development Partners

Support for the Transition Process	4.2.2 Establish a data management protocol, including data collection, verification, and storage procedures, to maintain data quality and accessibility.	MoFPED, OPM, MoES, MoH, MoWE
	4.2.3 Develop and operationalize an integrated Data Management and Reporting Systems for real-time tracking of service delivery metrics, community feedback, and transition milestones, aligned with existing national systems.	MoFPED, OPM, MoES, MoH, MoWE, IT Experts
	4.2.4 Conduct periodic (quarterly, annual) data collection to ensure up-to-date information on the transition's progress.	OPM, District Local Governments
	4.2.5 Conduct quarterly joint on-spot field visits to service sites, including schools, health facilities, and water points within the Refugee Hosting Districts (RHDs), to assess service quality and adherence to national standards.	OPM, MoES, MoH, MoWE District Local Governments, Development Partners
	4.2.6 Conduct quarterly joint Data Quality Assessments (DQA) and review meetings to assess service delivery progress, identify challenges, and adjust strategies accordingly.	OPM, MoFPED, MoES, MoH, MoWE, Development Partners
4.3 Strengthen the Use of Data and Information for Decision-Making in the Transition Process	4.3.1 Establish and / or support existing data analytics team to analyse M&E data, generate insights, and provide evidence-based recommendations for strategy adjustments.	OPM, MoFPED, Data Analytics Team, Development Partners
	4.3.2 Create a centralized data repository and real-time dashboard for all stakeholders to access timely data and reports on key performance indicators for the transition process.	OPM, MoFPED, IT Experts, Development Partners
	4.3.4 Organize quarterly joint review meetings with representatives from government, development partners, host communities, and refugee leaders to discuss M&E findings, identify bottlenecks, and make data-driven decisions.	OPM, MoFPED, MoES, MoH MoWE, Development Partners
	4.3.5 Publish quarterly and / or annual M&E reports that summarize key findings, challenges, and steps taken to address issues in the transition process.	OPM, MoFPED, MoES, MoH, MoWE, Development Partner
	4.3.6 Conduct annual joint performance reviews and learning events to assess progress made in the overall transition process, share and reflect on M&E findings, celebrate successes, and refine strategies based on M&E insights.	OPM, MoFPED, MoES, MoH, MoWE, Development Partner
	4.3.7 Engage external evaluators to conduct periodic review of M&E processes, ensuring transparency, accountability, and objective assessments of transition activities.	OPM, MoFPED, External Evaluation Experts, Development Partners

4 TRANSITION GOVERNANCE AND COORDINATION FRAMEWORK

Achieving the integration of social services into national structures with support from partners presents complex challenges that require a shift from traditional siloed policy-making to a more integrated and coordinated approach. Effective governance and coordination are essential to align short-term humanitarian needs with long-term development goals, thereby creating a foundation for sustainable equitable refugee services in the country. Moreover, effective governance can foster a unified vision among stakeholders, ensuring resources are transparently allocated and optimally utilized, avoiding duplication of efforts and thus increasing the impact of the national refugee response.

Immediate economic and social pressures often overshadow strategic, long-term policy initiatives. Budgets and accountability systems are typically structured around individual actors and sectors, making it difficult to track and achieve outcomes that span multiple policy areas and levels of government in the response. There are a number of stakeholders involved in the transition process: MoFPED; OPM; line Ministries; LGs; UNHCR; humanitarian implementing partners, development partners; and the facility staff themselves. Whilst there are CRRF national structures and sector refugee response plans, these are often not cascading down to the district level to provide clarity on these kinds of detailed issues. There needs to be clear planning and accountability across all relevant refugee and government stakeholders and a dedicated technical coordination mechanism at the national level which cascades to the district level to ensure transition is a success, and where issues arise (like service norms) they can be appropriately addressed by the relevant stakeholders. These coordination mechanisms should build on existing national, district, refugee, sector response plans and CRRF structures.

Equally, Uganda's national refugee response has faced challenges because it has been primarily structured around addressing immediate humanitarian needs, often at the expense of long-term, integrated policy initiatives. Whereas, Uganda is implementing integrated development approaches, coordination and collaboration gaps among MDAs, Local governments (LGs), DPs, Humanitarian donors and communities within the Refugee Response have persisted. This has impeded effective and efficient service delivery. Addressing these challenges will demand robust institutional mechanisms capable of integrating diverse perspectives and priorities across sectors and jurisdictions as elaborated in this strategy.

Furthermore, implementing the strategic priorities in the refugee response requires collaboration and effective coordination among different range of stakeholders. Government MDAs, LGs in RHDs, development partners, humanitarian donors, private actors, refugees and host communities must all participate actively in both policy formulation and implementation. This calls for governance frameworks that enable effective stakeholder engagement and foster shared accountability. It is in this context that the Uganda's National Transition Strategy (UNTS) has prioritized the establishment of a governance and coordination framework that ensures policy coherence and supports integrated approaches. Such a framework will be instrumental in balancing immediate humanitarian needs with sustainable development objectives, thereby laying the groundwork for more inclusive and resilient refugee-hosting systems.

5.1 OBJECTIVES OF THE GOVERNANCE AND COORDINATION FRAMEWORK (GCF)

The frame is intended to achieve the following objectives:

- **i.** To establish coordinated planning and implementation at national and district level, enabling stakeholders to work collaboratively and harmonize efforts for increased impact in the refugee response during transition.
- **ii.** To promote equitable resource allocation, and alignment with national priorities and policies.

iii. To foster collaborative partnerships that enhance coordination, resource sharing, and sustainable solutions for effective refugee response and integration.
iv. To facilitate data-driven decision making enabling adaptive mechanism to mitigate risks associated with the transition process

5.2 KEY PILLARS OF THE GOVERNANCE AND COORDINATION FRAMEWORK

Strong Political Leadership and Vision

Commitment and Ownership: Fostering inclusive political commitment at all levels of government to ensure cohesive actions across line ministries and sectors. Government leaders are to champion the allocation of resources and foster collaboration across government sectors for collective responsibility and ownership.

Policy Integration and Coherence

Balanced Policy Approaches: Address trade-offs between economic, social, and environmental priorities by integrating policies across sectors. Prioritise integration of refugee needs into national development priorities and plans and align refugee management with long-term national goals.

Cross-Sectoral Collaboration: Establish mandates and frameworks to encourage collaboration between line ministries and stakeholders for sustainable refugee response and outcomes.

Impact Assessments: Crucial for ensuring evidence-based approaches to inform policy adjustments, resource prioritization and ensure that services address the needs of both refugees and host communities, they are effective, equitable and sustainable

Whole-of-Government Coordination

National Level Coordination: Strengthen national-level engagement in the transition process by enhancing coordination mechanisms and institutional arrangements to collaboratively manage resources, allocate roles and responsibilities to ensure harmonious implementation. National level structures such as inter-ministerial committees, CRRF Steering Group, Task Team, DEF, REF should work collaboratively to effectively plan and manage the transition process.

Sub-National Engagement: Engage local governments in policy formulation and implementation, recognizing their critical role in delivering services to refugees and host communities. **"**Adherence to Local Government Act Cap 243, that empowers local governments to lead planning and be responsible for the delivery of services within their areas of jurisdiction in accordance with the laws, policies, and regulations set by the central government."

Stakeholder Engagement

Inclusive Partnerships: Build platforms for dialogue among governments, civil society, private sectors, and refugees themselves to align priorities and mobilize resources.

Transparency: Ensure equitable access to decision-making processes and resource allocation to mitigate policy and programme capture by narrow interest groups.

Monitoring, Reporting, and Evaluation

Robust Systems: Develop or strengthen M&E frameworks to track progress on key performance indicators in water, health and education in refugee-hosting areas enabling, evidence-based decision making and timely adjustments to strategies and policies based on evidence.

Shared Knowledge Platforms: Leverage platforms like the DEF and REF to share best practices and address governance bottlenecks.

Capacity Building for staff in MDAs and DLGs

Skills Development: Equip public servants with the tools and expertise to implement integrated, cross-disciplinary refugee strategies to sustainably manage refugee services.

Innovative Practices: Encourage systems thinking and experimental approaches to address complex governance challenges.

Call to Action: All partners are called upon to own, utilize and adhere to the Governance and Coordination framework with the view to enhance participation, collaboration. coordination, and optimal use of resources to increase impact in the national refugee response during the transition period.

5.3 GOVERNANCE AND COORDINATION FRAMEWORK

The NTS Governance and Coordination Framework is intended to streamline the coordination and management of key functions in the strategy implementation including planning, financing, and information management. The framework outlines mechanisms and procedures for effective planning, financing, and information management enabling more efficient and evidence-based decision-making. This integrated approach will enhance planning and coordination across stakeholders, ensure alignment with the transition objectives, and support the sustained implementation of the strategy. The framework is constituted by integrated leadership structures at national and sub national levels, with specific roles, responsibilities, and decision-making processes to ensure effective oversight and collaboration among stakeholders, fostering transparency, accountability, and shared ownership, which are crucial for the success of the transition.

Figure 5 illustrates the hierarchy of the multisectoral committees of the Governance and Coordination Framework, designed to function harmoniously as complementary entities within the already existing structures, ensuring synergy and complementarity, and avoiding duplication of efforts. Their primary responsibilities include guiding planning efforts, aligning resources with priorities, and facilitating meaningful and effective coordination among multiple stakeholders. This coordination is essential for the successful implementation of the National Transition Strategy (NTS) at all levels. Accordingly, each committee is assigned specific terms of reference defining their roles and responsibilities. The various committees will convene regularly to provide expert input, address challenges within their mandates, and ensure the transition process remains on track.

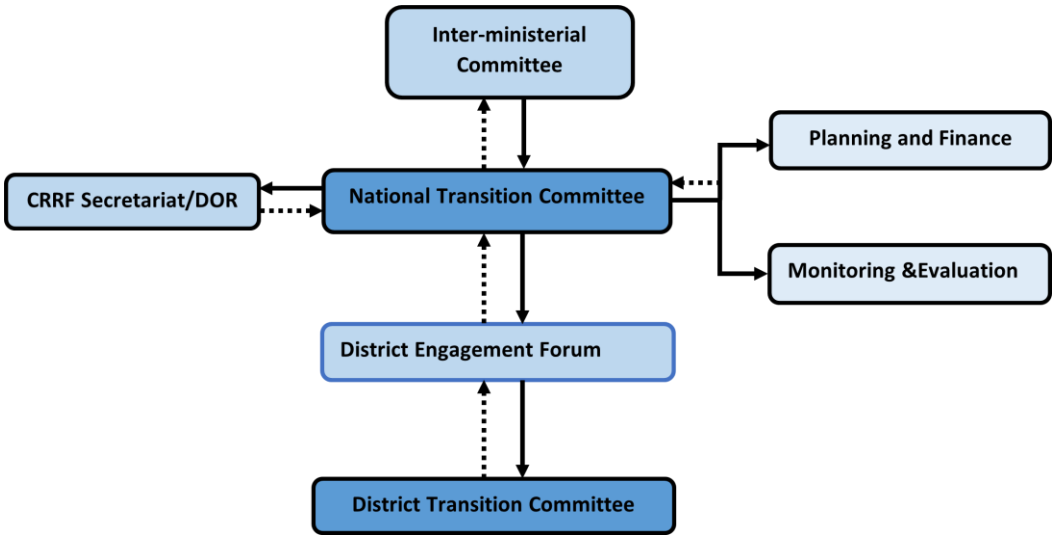


Figure 5: NTS Governance and Coordination Framework

5.3.1 National level Structures

A. National Transition Committee (NTC)

The National Transition Committee (NTC) is intended to be a multi-stakeholder committee comprised of representatives of government agencies (national and local government), development and humanitarian partners, INGOs and NNGOs, the private sector and refugee representatives to guide planning, implementation and monitoring of the transition process. Table 7 outlines the key representatives and their contributions. By virtue of their respective mandates, the CCRF Secretariat and the Department of Refugees (DoR) will be co-opted to the NTC for purposes of ensuring refugee specific needs, policies, and stakeholder engagement are effectively integrated into the national transition process. The Committee will ensure a diverse composition of members representing key entities essential for overseeing the transition process, fostering a comprehensive and coordinated approach. It will work closely with the OPM to ensure alignment with the Uganda Country Refugee Response Policy and Plan. The NTC will meet quarterly to provide expert guidance in planning, resource use, coordination, and monitoring the effective implementation of the transition process. The Committee will report to the Inter-ministerial Committee.

Table 7: Composition of the National Transition Committee

	Representative	Input
1.	Ministry of Finance, Planning, and Economic Development **(Chair)**	To oversee planning and resource allocation and fiscal policy alignment
2.	Office of the Prime Minister (CCF Secretariat/Department of Refugees - Secretariat) **(Secretary)**	Provide overall leadership, ensuring refugee specific needs, policies, and stakeholder engagement are effectively integrated into the national transition process
3.	National Planning Authority (NPA)	Lead integrated planning and ensure alignment with national priorities
4.	Ministry of Health	To ensure the integration of refugee healthcare into national systems and health needs for refugees and host communities are addressed within the national framework
5.	Ministry of Education and Sports	To ensure the integration of refugee education into national systems and education needs for refugees and host communities are addressed within the national framework

6.	Ministry of Water and Environment	To facilitate the integration of refugee WASH services into national systems and ensure WASH needs for refugees and host communities are addressed within the national framework
7.	Ministry of Gender, Labour, and Social Development	To provide policy guidance and standards to address social protection and livelihood issues for refugees and host communities
8.	Ministry of Local Government	To coordinate with local governments for effective implementation of the National Transition Strategy at the LG level.
9.	Local Governments Representative (DEF Representatives)	To represent local government interests and ensure alignment of in the transition process with district priorities and plans
10.	Ministry of Lands, Housing and Urban Development (MoLHUD)	To guide and manage the land issues
11.	Development Partners	To provide technical expertise and financial resources
12.	United Nations High Commissioner for Refugees (UNHCR)	To ensure alignment with international standards and continued emergency and sustainable support during the transition
13.	Civil Society Organizations (CSOs)	To represent community and refugee interests in the transition process
14.	Refugee Representatives (REF Representatives)	To represent refugees and provide input from the affected populations and ensure inclusivity
15.	Private Sector	To represent the private sector and explore investments and partnerships for enhancing sustainable service delivery
16.	Academia	To contribute research expertise, evidence-based insights to inform policy decisions, design, implementation and monitoring of transition interventions

Key roles and responsibilities:

i) Guide Strategic planning to ensure coordinated planning and implementation, enabling stakeholders to work collaboratively and harmonize efforts.
ii) Resource mapping, mobilization and allocation to ensure alignment with national priorities and policies.
iii) Capacity-building for government institutions to enhance their ability to take over responsibility and effectively manage refugee programs sustainably.
iv) Strengthening linkages between various governance structures in collaboration with the CRRF Secretariat.
v) Oversee strategy implementation and monitoring the utilization of resources to ensure transparency and accountability.
vi) Advocate for sustained political commitment and resource support from national and international stakeholders to support the transition process
vii) Prepare and submit quarterly progress reports to the Inter-ministerial committee.

To enhance operational efficiency, the NTC will establish two (2) subcommittees including; Planning and Finance and M&E. These subcommittees will be constituted by representatives from planning department of the relevant line ministries (MoFPED, MoH, MoES, MWE, MoLG and MoGLSD). Each subcommittee will be assigned specific tasks, roles and responsibilities, enabling focused attention and effective utilization of specialized expertise to guide implementation of the NTS as outlined below.

B. Planning and Finance Subcommittee

The Planning and Finance Subcommittee will play a pivotal role in guiding the implementation of the strategy to ensure that all planned interventions are programmed and implemented in line with the agreed timelines, roles, and responsibilities defined in the strategy. It shall operate within the existing integrated government financing and accountability mechanisms to ensure sustainable financing of the strategy and accountability. The subcommittee will ensure alignment of the strategy interventions with national policies, sectoral priorities and strategies. It will also ensure that humanitarian and development partner interventions are aligned to the strategy priorities. The Subcommittee shall meet quarterly under the leadership of MoFPED to provide expert guidance in planning and finance management, and will report to the Nation Transition Committee.

Key roles and responsibilities:

i. Ensure all planned strategic interventions are programmed, implemented and monitored for results according to the planned phases
ii. Facilitate collaboration and networking by harmonizing planning and implementation across government and partners to optimize resources and avoid duplication during transition
iii. Facilitate stakeholder consultations to gather input at all levels of implementation and address concerns effectively
iv. Design communication strategies to inform all stakeholders, including refugees, about the transition plan and its benefits.
v. Prepare and submit quarterly progress reports to the NTC
vi. Identify and assess the resource needs, including infrastructural, human, financial, and technical assets.
vii. Resource mobilization, allocation, ensuring transparency and alignment with national priorities and policies.
viii. Support the development and oversight of Refugee Transition Partnership Fund to ensure consistent support to the integration of refugee services into national systems.
ix. Track utilization of resources and ensure accountability and value for money (fiduciary risk management).
x. Prepare and submit quarterly progress reports to the Inter-ministerial Committee.

C. Monitoring and Evaluation (M&E) Subcommittee

The Monitoring and Evaluation (M&E) Subcommittee shall include representatives from the relevant line ministries, OPM, National Planning Authority, civil society and academia with expertise in data management, reporting, and program evaluation. This composition shall ensure that the nominated M&E Subcommittee has the necessary expertise and capacity to develop robust frameworks, track progress, assess impact, and provide actionable insights to guide the transition process.

The Subcommittee shall be responsible for systematic monitoring of progress, evaluating outcomes, and facilitating learning to ensure a smooth and effective transition that benefits both refugees and the host communities. It will also be crucial in identifying potential risks associated with the transition and recommend actionable mitigation strategies to minimize disruptions in services. Additionally, it will build capacity of MDAs and LGs to strengthen their M&E systems to effectively track transition progress and for long-term sustainability. The subcommittee shall meet quarterly under the leadership of OPM to provide M&E expert guidance and will report to the National Transition Committee.

Key roles and responsibilities:

i. Ensure the implementation of the M&E framework in relation to transition.

ii. Support MDAs and LGs to strengthen their M&E systems to effectively track transition progress and for long-term sustainability.
iii. Identify implementation gaps and challenges in service delivery and management and recommend timely corrective actions.
iv. Identify potential risks associated with the transition, such as funding gaps, capacity limitations, or political challenges and recommend actionable mitigation strategies to minimize disruptions in services.
v. Facilitate joint reviews and evaluations with stakeholders to promote collective learning foster shared accountability.
vi. Prepare and submit quarterly progress reports to the National Transition Committee

5.3.2 Sub National Structures

Localizing Uganda's national transition strategy through empowering DLGs and sub national structures is critical to creating a sustainable, resilient, and inclusive refugee response. Empowering DLGs, sub-national structures, community organizations, and refugee representatives ensures that planning and implementation are responsive to the specific needs of Refugee-Hosting Districts (RHDs). This approach ensures the Strategy is tailored to local contexts, aligns with community priorities, and maximizes resource efficiency and impact. It is in this context that the strategy has considered the establishment of a **District Transition Committee (DTC)** as key structure in each refugee-hosting district to guide and oversee the transition process at the sub national level. Embedding the transition strategy within local governance and community structures fosters localization, enhances accountability, promotes social cohesion, and strengthens resilience in key sectors such as water, health, and education. The **DTCs** will report to the District Engagement Forum on the progress of the implementation of the transition strategy and sector plans in the district.

Table 8: Composition of the District Transition Committee

	Representative	Input
1.	District Local Government • Chief Administrative Officer (CAO) - **Chairperson** • District Planner - **Secretary** • District Health Officer (DHO) • District Education Officer (DEO) • District Water Engineer • District Community Development Officer (DCDO) • District Finance Officer • LC V Chairperson	To provide technical and political leadership and, coordination, and ensure alignment of the transition process with district priorities and plans
2.	Facility Representatives • Government schools, hospitals and Health Center In-Charges • Private Sector Service Providers	Technical expertise and representing the interests and needs of healthcare facilities.
3.	Implementing Partners (INGOs and NNGOs)	Technical expertise, policy advocacy and resource mobilization to cover gaps during the transition period
4.	Refugee and Community Leaders	Represent refugees and host community interests and ensure inclusivity
5.	Private Sector	Represent the private sector and explore investments and partnerships for enhancing sustainable service delivery in the district

Key roles and responsibilities

i. Providing strategic oversight in planning, budgeting, implementation and monitoring of the NTS through District-Level Transition Plans and addresses challenges by recommending improvements.
ii. Ensure alignment and integration of transition-related activities into District Development Plans (DDPs).
iii. Spearhead resource mobilization efforts to secure and optimally utilize financial, human, and material resources needed to achieve objectives of transition objectives and sustainable impactful outcomes
iv. Strengthening collaboration and coordination among stakeholders at district-level to ensure harmonized efforts and, avoid duplication and promote efficient resource use.
v. Monitoring the progress of the NTS activities, ensuring that milestones and objectives are achieved and provides feedback to partners for improvement.
vi. Advocating for adequate funding and resource allocation from the government and other stakeholders to support the transition process and sustain water, health, and education services for refugees and host communities.

As part of the localisation of the NTS, localized assessments will be carried out, engaging stakeholders-including local authorities, civil society, and refugee leaders in decision-making, and building local capacities through targeted training initiatives. Establishing partnerships among local governments, humanitarian organizations, and private sector actors will be essential for resource mobilization and shared service delivery responsibility. Continuous feedback mechanisms will ensure ongoing adaptation, allowing local actors to refine and enhance the transition strategy implementation. Ultimately, localization is a strategic pathway to a responsive refugee response, driving both sustainable development and inclusive growth for refugee and host communities alike.

5 ROLES AND RESPONSIBILITIES OF KEY STAKEHOLDERS

Understanding the roles and responsibilities of various stakeholders is essential for the successful implementation of Uganda's National Transition Strategy. It ensures a clear division of tasks, fosters collaboration, minimizes duplication thus, addressing service delivery gaps and promotes accountability. A shared understanding of roles and responsibilities will enable meaningful engagement and ownership among all actors, fostering synergy and strategic support to facilitate a smooth transition and laying the foundation for sustainable and resilient refugee management systems. Table 9 outlines envisaged stakeholders' potential roles and responsibilities.

Whereas stakeholder mapping has been undertaken by CRRF, the transition process calls for defining specific roles and responsibilities for the various actors with regards to transition. Realizing how crucial the transition process is for ensuring long-term stability, resilience, and the well-being of both refugees and host communities, the strategy implementation will adopt a responsibility assignment matrix (RACI) in a collaborative and participatory manner to define who is **R**esponsible for what; who has the ultimate **A**uthority; who is to be **C**onsulted; and who should be **I**nformed while implementing the transition strategy and sector specific plans. The RACI approach will ensure clarity, accountability, and promote effective collaboration among stakeholders, streamlining the implementation of the transition strategy and sector specific plans.

Table 9: Roles and responsibilities of key stakeholders

S.N.	Stakeholder	Roles And Responsibilities
Government Ministries, Departments and Agencies (MDAs)		
1.	Ministry of Finance, Economic Planning and Development (MoFPED)	▪ Lead the development of the transition strategy. ▪ Provide all the necessary financial resources through the Medium-Term Expenditure Framework (MTEF) to ensure successful implementation of the strategy.

S.N.	Stakeholder	Roles And Responsibilities
		▪ Lead the mobilization of resources from Development Partners and humanitarian donor agencies to support DLGs in the implementation of the transition strategy. ▪ Oversee the established Transition Partnership Fund (TPF) ▪ Track committed resources and ensure that financial support for the refugee response is effectively managed and aligned with national priorities under NDP IV and subsequent development plans. ▪ Chair the National Transition Committee
2.	Office of the Prime Minister (OPM)-Department of Refugees (DoR)	▪ Coordinate meetings and activities of the NTC (act as secretary) ▪ Develop policy directives to align refugee services with national standards. ▪ Responsible for Harmonization and enforcement of policies that guide the transition from emergency response to sustainable refugee management. ▪ Monitoring and Evaluation of the NTS.
4.	Inter-ministerial Committee on Refugees	▪ Policy oversight and guidance - Provide strategic direction and ensure alignment of the transition process with national policies and priorities. ▪ Facilitate inter-agency collaboration across ministries to ensure cohesive and integrated implementation of the transition strategy. ▪ Oversee the mobilization and efficient allocation of resources to support government led refugee management. ▪ Advocate for government budget prioritization and allocation for strategy implementation ▪ Monitoring and Accountability: Track progress, address policy and technical gaps and ensure accountability in the implementation of the transition strategy. ▪ Ensure adherence to established national standards by all sectors and partners, ensuring that MWE, MoH, and MoES meet agreed service delivery standards for refugees and host communities.
5.	CRRF Steering Group	▪ Provide strategic oversight and leadership and ensure that the transition aligns with the CRRF's principles and objectives, ensuring a holistic and coordinated approach. ▪ Facilitate stakeholder engagement and coordination ensuring, effective collaboration and responsibility-sharing between government, UN agencies, donors, and other key stakeholders to promote inclusive decision-making and shared ownership. ▪ Support the development and implementation of policies and programs that enable the government to take on refugee management responsibilities effectively. ▪ Oversee the monitoring and evaluation of the transition process, ensuring progress is tracked, challenges are addressed, and outcomes are reported to stakeholders. ▪ Provide Secretariat to the National Transition Committee
6.	Ministry of Local Government (MoLG)	▪ Ensure that refugee hosting districts are supported in integrating refugees into local service delivery systems, by heading the planning sub-committees and coordinating oversight of district level transition plans. ▪ Technical support for the delivery of decentralized services during and after transition. ▪ Advocate for building the capacity of DLGs to plan and budget for the transitioned services and systems. (i.e. come up with district-specific transition plans per sector)

S.N.	Stakeholder	Roles And Responsibilities
		▪ In collaboration with the Ministry of Lands and local authorities, facilitate the process of allocating land, allowing refugees to engage in agriculture and other livelihood activities, empowering them to participate meaningfully in the transition process.
7.	National Planning Authority (NPA)	▪ Ensure alignment of all sector response plans with the NDPs ▪ Ensure that DLG PIAPs are aligned with the NDPs
8.	Ministry of Water and Environment (MWE)	▪ Responsible for incorporating refugee needs into the WASH sectoral plans. ▪ During the transition process, primarily responsible for the water and environment sector in refugee-hosting districts. Coordinate and implement water and sanitation interventions, ensuring that these services are aligned with national standards. ▪ **Coordination:** Through the Refugee Response Secretariat, the MWE coordinates the implementation of water and environment interventions. ▪ **Implementation:** The Water and Sanitation Development Facility (WSDF) within MWE is responsible for establishing water supply systems and sanitation facilities. ▪ **Operation and Maintenance:** This role involves ensuring the continuous operation and maintenance of water supply systems, supported by administrative units like the umbrella authorities and National Water and Sewerage Corporation (NWSC). ▪ Ensure that the WASH transition roadmap is implemented in all the refugee hosting districts. ▪ Ensure that service standards in the transitioned facilities are maintained. ▪ In collaboration with the OPM, initiate all the necessary amendments to the existing policy and legal frameworks to ensure smooth transition processes. ▪ In collaboration with MoFPED, mobilize resources to ensure that the transition roadmap is implemented. ▪ In collaboration with the OPM, ensure that there is a robust Monitoring, Evaluation, Accountability and Learning (MEAL) system in place. ▪ With support from UNHCR, establish an Umbrella Arm for O&M of Point water Sources.
9.	Ministry of Education and Sports (MoES)	▪ Responsible for incorporating refugee needs into sectoral plans, such as the Education Response Plan. ▪ Coordinate the transition of all facilities related to education and sports ▪ Ensure that the Education transition roadmap is implemented in all the refugee hosting districts. ▪ Provide sector performance standards and performance indicators that are embedded in the district development Plans (DDPs), district annual Plans (DAPs), district ERP implementation Plans (DERP) and activity Plans (APs) of the respective partner agencies. ▪ Ensure that service standards in the transitioned facilities are maintained. ▪ In collaboration with the OPM, initiate all the necessary amendments to the existing policy and legal frameworks to ensure smooth transition processes. ▪ In collaboration with MoFPED, mobilize resources to ensure that the transition roadmap is implemented. ▪ In collaboration with the OPM, ensure that there is a robust Monitoring, Evaluation, Accountability and Learning (MEAL) system in place. ▪ Spearhead lateral coordination of other government agencies for complementary/collaborative mandates or expertise needed for effective delivery of the education response in Uganda.

S.N.	Stakeholder	Roles And Responsibilities
10.	Ministry of Health (MoH)	▪ Responsible for incorporating refugee needs into sectoral plans, such as the Health Integrated Refugee Response Plan. ▪ The MoH is involved in overseeing the technical aspects of health services for refugees and host communities. ▪ In collaboration with DPs, ensure capital investment and support for health services delivery. ▪ Coordinate the transition of all facilities related to health ▪ Ensure that the health transition roadmap is implemented in all the refugee hosting districts. ▪ Ensure that service standards in the transitioned facilities are maintained. ▪ In collaboration with the OPM, initiate all the necessary amendments to the existing policy and legal frameworks to ensure smooth transition processes. ▪ In collaboration with MoFPED, mobilize resources to ensure that the transition roadmap is implemented. ▪ In collaboration with the OPM, ensure that there is a robust Monitoring, Evaluation, Accountability and Learning (MEAL) system in place to ensure that the intended KPIs are achieved.
11.	Ministry of Public Service	▪ Human resource management including recruitment, deployment and capacity building
12.	National Water and Sewerage Corporation (NWSC)	▪ Manage all the transitioned water supply systems in the South-West ▪ Ensure that water services are affordable and accessible to the refugee and host populations.
13.	Northern Umbrella for Water and Sanitation (NUWS)	▪ Responsible for the operation and maintenance (O&M) of water supply systems in the refugee Northern Uganda. ▪ Ensure that water services are affordable and accessible to the refugee and host populations.
District Local Governments (DLGs)		
14.	District Local Governments	▪ Integrating refugees into local health, education, and WASH services. ▪ Advocate for full decentralization of the refugee response since DLGs are service delivery centres. ▪ Ensure that land is allocated for the construction of the facilities and also for other use by the refugees. ▪ Monitor the delivery of services in the transitioned facilities to ensure that service standards are maintained. ▪ In collaboration with the respective MDAs, ensure that all the necessary staff are recruited and deployed in the transitioned facilities. ▪ Strengthen Local Capacity ▪ Through the district-level transition committees, coordinate implementing partners in the three sectors (water, education, and health) under the transition strategy
15.	District Service Commission	• Staff recruitment for refugee services in the LGs
16.	District Engagement Forum (DEF)	• Review the transition implementation progress ensuring, adherence to agreed transition phases, milestones, timelines, and resource use by government and partners Ensure alignment of the transition strategy and actions with district priorities and development plans. Advocate for additional

S.N.	Stakeholder	Roles And Responsibilities
		resources to address the unique challenges of refugee-hosting districts and support the transition process.
United Nations (UN) Agencies		
17.	United Nations High Commissioner for Refugees (UNHCR)	▪ Facilitate and support the government-led refugee response, providing technical assistance, protection, and coordination among the various stakeholders. ▪ Play a central role in the CRRF implementation efforts and support the OPM in policy development and implementation. ▪ Participate and support multi-stakeholder engagements through strategic partnerships. ▪ Collaborate and support the respective Local governments in refugee hosting districts during optimization of water services, coding of health and school facilities. ▪ Lead the inter-agency coordination between various UN agencies active in the refugee response to avoid duplication of services and to ensure that the transition is efficient. ▪ Support the government and development partners in the monitoring and evaluation of the transition process.
18.	Other UN bodies (e.g. World Health Organization (WHO), UNICEF and World Food Programme (WFP))	▪ Facilitate and support the government-led refugee response through technical support to ensure that systems are managed in accordance with national standards and are responsive to the needs of refugees and host communities. ▪ Participate and support multi-stakeholder engagements through strategic partnerships. ▪ Support capacity development of government officials and local institutions ▪ Resource Mobilization and Financial Support: support the transition process by leveraging funding for critical infrastructure, capacity-building efforts, and service delivery. ▪ Support and facilitate donor roundtables, ensuring that funding is channeled to priority areas and that financial commitments are aligned with the government's transition plan.
Development Partners (DPs) and Humanitarian Partners		
19.	Development Partners (CRRF Development Partners Group, (CRRF DPG), as well as the Education, WASH and Health DPGs as entry points)	▪ Resource mobilization and financing to support the sustainability of transition, ensuring the government has the necessary funds to gradually take over refugee management responsibilities This includes infrastructure development, staff training, livelihood promotion to enhance refugees' and host communities' ability to pay, and capacity-building in public sector institutions. In the short-to-medium term, development partners could step in with subsidy payments or matching grants. ▪ Provide technical assistance to the sector specific ministries to enable them to implement the transition roadmaps and manage refugee services effectively and sustainably. ▪ Capacity development of national institutions: Support capacity development programmes for DLGs, Facilities and IPs to enable them undertake effective planning, budgeting and accountability for smooth implementation of the transition activities. Strengthen the capacity of national institutions to deliver services in the sectors of Water, Health, and Education ▪ Support the development and review of policies, strategies, and programs that facilitate the transition, ensuring alignment with national priorities and international standards.

S.N.	Stakeholder	Roles And Responsibilities
		▪ Long-Term Project Implementation: Support the implementation of long-term development projects that align with the national agenda and sectoral plans, contributing to the ongoing integration of refugees into national programs.
	Humanitarian Actors	• Emergency Response: Continue to address immediate needs, in particular of new and recent arrivals ▪ Provision of Essential Services: Deliver critical services in the short term, such as health care, education, and water, where gaps exist, until these services are fully integrated into the government system. ▪ Capacity Building: Provide short-term training and technical support to local actors and government staff to ensure continuity of services during the transition. This can include training on rapid response systems, community engagement, and crisis management. ▪ Monitoring and Evaluation: Support the government and development partners by monitoring the situation in refugee-hosting areas, gathering data, and informing transitional processes to ensure that refugee communities continue to receive necessary support during the shift.
20.	International Non-Governmental Organizations (INGOs)	▪ As the government gradually assumes more responsibility, continue to provide critical services, especially in areas where the government's capacity is still insufficient, or where there is a need for continued emergency support. ▪ Strengthen DLG institutions and governance systems that support refugee integration. ▪ Implement all the relevant sector responses with resources from donors/UNHCR. ▪ Support the monitoring and evaluation of the transition process, e.g. through impact evaluations. ▪ Support community engagement and empowerment to build ownership and sustainability of transitioned services Advocate for refugee rights and contribute to policy discussions.
21.	National Non-Governmental Organizations (NNGOs)	▪ Build the capacity of refugees and host communities to enhance self-reliance through vocational training, education programs, and business development services. ▪ Advocate for the rights of refugees and host communities, and ensure that their voices are heard in policy-making processes over the transition period ▪ Pilot innovative approaches to refugee integration, such as cash transfer programs, community-based protection mechanisms, and digital inclusion initiatives.
22	Faith Based Organisation	▪ Provide humanitarian aid in form of emergency food, shelter, clothing, and essential supplies to refugees in times of crisis. ▪ Promote peace and social cohesion between refugees and host communities through conflict resolution, spiritual and psychosocial support helping refugees cope with trauma and stress. ▪ Provide health services including, vaccinations, curative and maternal and child health care through their established health centres and networks ▪ Provide education and skills training through FBO founded schools and vocational training programs ▪ Advocacy and awareness to promote rights of refugees, raise awareness about their needs, and influence policy decisions at the local and national levels

Refugees and Host Communities		
23.	Host Communities	▪ Play a crucial role in the integration process, providing land for settlement and facilities and engaging in community-based initiatives that promote peaceful coexistence and shared development. This is very crucial in the Northern Region where land is communally owned as compared to the South West. ▪ Host communities are also beneficiaries of the services offered. They visit health facilities, attend schools, and also get water for different uses to differing degrees.
24.	Refugee-Led Organizations	▪ These organizations also run initiatives that directly address the needs of refugee communities. ▪ Build capacity of refugees and their leadership structures in peaceful co-existence, GBV, livelihoods, environment, literacy among others.
25.	Refugee Engagement Forum (REF)[15]	▪ Elected refugee leaders participate in the CRRF Steering Group by ensuring that refugee voices are heard in decision-making processes. ▪ Promote continued involvement of refugees in national decision-making processes in relation to the transition process. ▪ Collect and present relevant data related to transitioned facilities for informed decision-making. ▪ Participate in planning and coordination and provide input regarding priority actions and budgets during the transition. ▪ Establish community mobilization and sensitization plan to build community awareness about the transition process and the rights and responsibilities of refugees under government managed services. ▪ Establish Conflict Resolution mechanisms to address potential disputes arising during the transition process and promote social cohesion between refugees and host communities. ▪ Support development of skills in leadership, communication, and advocacy in settlements to facilitate smooth transition process. ▪ Support data collection and reporting and ensure refugee perspectives are well reflected in progress reports and evaluations of the transition process ▪ Provide regular feedback from the refugee communities to the government and implementing partners and service delivery and propose practical solutions. ▪ Prepare and submit quarterly progress reports to the National Transition Committee
26.	Refugee Welfare Councils (RWCs)	▪ Community mobilization and sensitization to educate refugees and host communities on the objectives and benefits of the transition plan and encourage community participation in transition activities ▪ Participating in the planning and implementation of settlement-level water, health, and education interventions together with the district authorities ▪ Monitoring the delivery of water, healthcare, and education services to ensure quality and responsiveness and provide regular feedback on the effectiveness of services and identifying areas for improvement. ▪ Monitoring the flow of transition resources to ensure transparency and equitable distribution in resource utilization at the settlement level. ▪ Addressing emerging grievances as a result of transition
27.	Refugees	▪ Responsible for actively participating in livelihood programs, education, and community activities that promote and build their capacity for integration.

[15] Refugee Engagement Forum in Uganda: Good Practice Study, 2021

		▪ Refugees are encouraged to engage positively with host communities, contributing to social cohesion and mutual understanding. Their involvement in community activities will help build trust and collaboration under the transition process. ▪ Refugees have a role in advocating for their own rights and needs, both individually and collectively. This can include participating in decision-making processes that affect their lives, such as local governance structures or refugee committees. This will be critical under the transition process.
28.	The Private Sector (e.g. Telecommunication Companies, Commercial Banks, Construction Companies)	▪ Engage in partnerships to enhance refugee livelihoods through employment, skills training, and investment in refugee-hosting areas. ▪ Through CSR initiatives, companies can support refugee communities by funding social programs, or donating goods and services. ▪ Drive innovation in service delivery for refugees, such as developing digital financial services, mobile health applications, and online education platforms. These innovations can help bridge the gap between humanitarian aid and sustainable development. ▪ Engage in PPPs with the government and NGOs to deliver services and infrastructure projects in refugee-hosting areas, such as building schools, health centres, and water supply systems.
29.	The Academia	▪ Provide the evidence base needed for informed decision-making by conducting research on various aspects of the transition process and integrated service delivery. High-quality research helps policymakers design strategies that are grounded in evidence, ensuring that interventions are both effective and responsive to the actual needs of refugees and host communities. ▪ Policy Development and Advisory ▪ Contribute to needs-assessments as a basis for Capacity Building and Training ▪ Advocacy and Public Awareness

6 FINANCING MECHANISM FOR THE TRANSITION STRATEGY

The financing mechanism for Uganda's transition strategy for the refugee response aims to mobilize and align diverse resources with national priorities to support sustainable integrated service delivery within Uganda's national development systems. It sets out phased actions to finance the transition effectively by addressing both the immediate and longer-term needs of refugee-hosting districts as outlined in the sector transition plans.

First, the strategy focuses on matching comprehensive needs assessments with appropriate financial resources. These include public revenues, international aid, and private financing, tailored to sector-specific and cross-sectoral priorities in education, health, and water supply. For instance, leveraging project finance mechanisms can be pivotal for infrastructure development in these sectors. Second, the strategy addresses systemic constraints that limit the effective alignment of public and private financing with sustainable development objectives. This involves creating a financing mechanism that fosters predictability, transparency, and accountability in resource utilization to achieve both immediate refugee response needs and Uganda's overarching development aspirations. This financing strategy is thus central to ensuring sustainable, inclusive, and scalable solutions for Uganda's refugee response, transitioning humanitarian aid into a durable, development-oriented framework. By adopting these targeted actions within the broader financing strategy framework, Uganda can sustainably transition its refugee response while ensuring alignment with its national development priorities and international commitments.

The strategy also recognizes the fact that Uganda's refugee response is supported by a mix of on-budget and off-budget financing from humanitarian and development partners. These financing modalities influence how refugee services are planned, delivered, and integrated into national systems.

While off-budget financing allows for flexibility and rapid response, it often leads to parallel service delivery structures, challenges in government coordination, and sustainability concerns. On the other hand, on-budget financing enhances government ownership, alignment with national priorities, and long-term sustainability.

Therefore, over the transition period, aligning off-budget financing with national systems is crucial for sustainability. Strengthening coordination between government institutions, development partners, and humanitarian actors through the proposed National and District-level Transition Committees will ensure a more integrated approach to service delivery, reducing dependency on external aid while enhancing resilience in refugee-hosting communities.

Annex III presents a breakdown of the costs foreseen for the overarching activities proposed under the NTS, while the sector transition roadmaps specify the costs foreseen to transition services and facilities in respective sectors.

6.1 TRANSITION PARTNERSHIP FUNDING (TPF) ARRANGEMENT

To enhance financing efficiency and optimize resource utilization, the NTS Governance and Coordination Framework has proposed the establishment of a basket funding arrangement - **the Transition Partnership Fund (TPF),** a pooled funding mechanism drawing contributions from the government and development partners to support the strategy's implementation. The MoFPED, through the NTC and its Planning and Finance Sub-Committee, will oversee the management of the basket fund, providing strategic leadership and guidance to ensure compliance with national priorities and standards. Regular assessments will be conducted by the respective government accountability bodies with participation of the contributing partners and representatives from RHDs throughout the transition phases to evaluate fund performance, monitor financial harmonization

progress, and refine strategies to address emerging challenges while ensuring alignment with the fund's objectives.

A basket fund presents the most effective financing option for Uganda's Transition Strategy in the Refugee Response, offering pooled, predictable, and well-coordinated funding to sustain service delivery in RHDs, refugee settlements, and transit districts. It creates a mechanism that is flexible and enables integrating contributions from multiple humanitarian and development partners into a single financing framework, enhancing efficiency, alignment with national priorities, and long-term sustainability.

The purpose of the TPF arrangement is to ensure harmonised and sustainable financing for the strategy implementation. The funding mechanism fosters harmonization of resource mobilization, allocation and utilization by centralizing contributions from government and various donors into a single fund managed jointly by government and donors under a unified governance structure. This approach reduces fragmentation by aligning donor resources with national priorities and systems, ensuring a coordinated transition and effective response to refugee needs. By channeling funds through a centralized pool, stakeholders can collectively prioritize areas of greatest impact, streamline decision-making, and minimize duplication of efforts. Ultimately, this harmonization strengthens accountability and transparency, as pooled funding mechanisms are typically managed jointly, governed by clear guidelines, performance indicators, and rigorous monitoring and regular audits and reporting.

Furthermore, pooled funding mechanisms will enhance alignment with national systems by channeling resources through existing government structures and processes. This will enable tracking and aligning donor contributions with government-led initiatives, avoiding duplication and ensuring transparency. This mechanism therefore, is crucial, as the success of the transition depends on effectively integrating refugee services into national systems, supported by adequate and well-coordinated resources. Importantly, this funding mechanism will foster ownership and sustainability by empowering the government to manage resources in line with the long-term development plans while maintaining donor confidence through the efficient use of their contributions. It will also enhance government capacity for financial planning and management for the refugee response, ensuring the effective delivery of services during and after the transition.

6.2 THE CRITICAL ROLE OF HUMANITARIAN AND DEVELOPMENT PARTNERS

Humanitarian and development partners continue to play a critical role in Uganda's refugee response by supporting the country's progressive and inclusive policies to respond to the increasing refugee influx that places immense pressure on local resources and service delivery systems. Humanitarian partners, such as UN agencies and international NGOs provide essential life-saving services, including food, shelter, healthcare, and water, sanitation, and hygiene (WASH) programs, in particular for new arrivals and the most vulnerable[16], as well as building the capacity of local institutions and systems to ensure that immediate needs for refugees and host communities are met. One of the goals of transition is that humanitarian partners are able to focus their limited resources on addressing emergency situations and life-saving services.

On the other hand, development partners complement the efforts of humanitarian donors by focusing on long-term solutions aimed at integrating refugees into national development plans, through investments in infrastructure and human resource for health, education and water programs. They play a vital role in bridging the gap between emergency relief and sustainable development by supporting initiatives that complement government programs and promote the self-reliance of refugees and host communities. They work to strengthen

[16] The national self-reliance measurement tool currently being finalized could be used to assess the most vulnerable.

national systems and capacities, ensuring that government systems are ready to take over the management responsibilities in the health, education and water sectors and that the interventions align with Uganda's development priorities. Additionally, development partners advocate for policies and funding mechanisms that support long-term resilience and integration, aligning their efforts with Uganda's national plans and the Comprehensive Refugee Response Framework (CRRF). This framework emphasizes shared responsibility, and collaboration among government entities, humanitarian actors, and development agencies to create sustainable and inclusive solutions.

Given their significant contributions to the national refugee response, the successful transition from humanitarian aid to government-led, sustainable development planning and management in Uganda's refugee response requires targeted, strategic, and sustained financing from development partners and humanitarian donors. Their engagement in resource mobilization and financing of the strategy will be essential to maintaining the quality and sustainability of services for both refugees and host communities during and beyond the transition period. This shift, anchored on Uganda's commitment at the GRF, her progressive refugee policy and the Comprehensive Refugee Response Framework (CRRF), offers a unique opportunity to align emergency response mechanisms with long-term development objectives while ensuring quality service delivery for both refugees and host communities in the health, education and water sectors.

The transition strategy and sector specific plans will succeed only through the concerted efforts of DPs and humanitarian donors. By committing to strategic, predictable, and aligned financing, they will enable the government to build resilient systems, sustain critical services, and fulfil Uganda's international commitments to inclusive and sustainable development for refugees and host communities.

Fostering partnerships and shared responsibility between government entities, humanitarian actors, and development agencies will be critical to ensure that transition succeeds, and Uganda's refugee response remains effective and inclusive. This shared responsibility underscores the importance of long-term partnerships, aligned with broader national priorities, and a unified vision to achieve sustainable refugee integration and host community development.

Therefore, DPs and humanitarian donors will play the following critical roles in ensuring that the implementation of the transition strategy and sector plans is successful;

1. **Resource Mobilization and Advocacy**
   DPs and humanitarian donors in collaboration with government should champion global advocacy efforts to mobilize additional financial resources. Leveraging global platforms such as the GRF and partnerships with private sector actors can help unlock funding to support short term and long-term investments in health, education, and water in RHDs.
2. **Bridging Humanitarian and Development Financing**
   DPs and humanitarian donors should consider providing catalytic funding to bridge the humanitarian-development nexus. Supporting flexible, multi-year financing models such as the MTEF and they are essential to ensure the continuity of critical services in education, health, and water supply, while supporting government systems to progressively absorb these responsibilities.
3. **Capacity Strengthening of Government Institutions**
   Targeted investments in infrastructure and building the institutional capacity of RHDs and line MDAs are vital. Financing should focus infrastructure development and expansion, strengthening governance structures, public financial management systems, and sector-specific capacity and capability strengthening for service delivery in health, education, and water, enabling government institutions to sustain quality services during and post-transition.
4. **Scaling Innovative Approaches**
   Development partners can play a pivotal role in scaling innovative approaches that integrate refugees

into national systems. For instance, financing integrated service delivery models, digitization of services, and community-based monitoring systems will enhance efficiency and accountability.

5. **Strengthening National and Subnational Systems**
   Financing should prioritize aligning humanitarian and development partners investments with national development plans such as the Fourth National Development Plan (NDPIV) and Uganda's CRRF roadmap. By supporting integrated planning and budgetary frameworks at both national and district levels, development partners ensure the seamless handover of partner-managed facilities to government management and sustainability of services.
6. **Fostering Equity and Social Cohesion**
   Strategic financing must address the needs of both refugees and host communities, reducing inequalities and mitigating potential tensions. Investments in inclusive infrastructure, services and livelihoods will enhance social cohesion while building resilient communities.
7. **Promoting Accountability and Results-Based Financing**
   Development partners should adopt results-based financing mechanisms that prioritize measurable impacts, such as improved education outcomes, enhanced access to clean water, and strengthened health systems. Establishing robust Monitoring, Evaluation, and Learning (MEL) frameworks will ensure accountability and inform adaptive programming.
8. **Support accountability mechanisms** to check the integrity of management systems and ensure transparency and oversight of humanitarian and development partners funds, ensuring appropriate planning, transparent and cost-effective budgeting as well as qualitative monitoring and independent evaluation, and that agreed upon national standards are met. For prevention of misappropriation, donors can carry out risk assessments (including fiduciary risk assessments), establish due diligence processes, and implement guidelines on transparency and oversight of donor and DP funds.

6.3 COMPLEMENTARY FUNDING MECHANISMS

Besides the pooled funding mechanism, other financing options/models have been proposed to address diverse needs and contexts during the transition as described in Table 10. Alternative mechanisms, such as bilateral funding and public-private partnerships will complement pooled funds, providing an opportunity for leveraging additional resources, engaging a wider range of stakeholders, and mitigating risks associated with over-reliance on a single funding model. This diversified approach ensures a more resilient, inclusive, and sustainable transition to government led management of refugee services.

Table 10: Description of the Financing Models

Financing Model	Description	Advantages	Disadvantages	Recommendations	Key stakeholders
Blended Financing	This entails a combination of public, private, and philanthropic resources to fund refugee-related projects, leveraging more diverse sources of capital.	It uses development finance for the mobilization of additional financing toward the transition process, thereby leveraging more funding. Encourages innovation and can reduce risks for private investors	Complexity in coordination of the different actors and potential misalignment of objectives among partners.	Requires strengthening donor coordination and harmonization and ensuring alignment of goals among stakeholders.	GOU; All other Stakeholders
Medium-Term Expenditure Framework (MTEF)	This refers to a multi-year budgeting approach that aligns resources with policy priorities over a medium-term period, enhancing fiscal planning and discipline.	Provides a multi-year budgeting approach, ensuring better planning and resource allocation over the medium term. Enhances fiscal discipline.	Requires robust institutional capacity and reliable revenue forecasts. May lack flexibility to respond to emergencies.	Improve government capacity for accurate forecasting and ensure the framework allows flexibility for unexpected needs such as refugee emergencies.	Government of Uganda / MoFPED
Refugees Paying for Services (e.g., Water Tariffs)	A model where refugees contribute financially to the services they use, promoting self-sufficiency based on their ability to pay. However, this will not apply to other free services offered by GOU such as UPE	Promotes self-reliance among refugees and reduces the burden on humanitarian organizations.	Refugees have so far been receiving services for free. Especially in the water sector, transitioning to the utility model means paying for services. Even with payment being partly subsidized, refugees may have challenges paying for water, given their lack of social safety nets compared to nationals. Risk of excluding the most vulnerable refugees who	Conduct assessments on refugees' ability to pay and link these assessments to the WFP targeting exercise. Implement a tiered payment system based on refugees' ability to pay, with subsidies for the most vulnerable. Livelihood promotion to strengthen refugees' self-reliance	Refugees and host community members

Financing Model	Description	Advantages	Disadvantages	Recommendations	Key stakeholders
			cannot afford to pay. Could lead to inequalities.		
Payment of subsidies	This involves direct financial support to reduce the cost of essential services, ensuring that refugees have access to basic needs like water.	For the most vulnerable households among nationals, the Government of Uganda is already paying subsidies, e.g. for water. Using the same approach for refugees ensures alignment with national systems. Provides immediate relief and ensures essential services are accessible to refugees and vulnerable host communities.	Creates dependency and may not be sustainable in the long term. Substantial financial burden on humanitarian partners, reluctance of development partners to take over the payment of subsidies	Gradually reduce subsidies and transition to more sustainable financing models while building local capacity and strengthen refugees' self-reliance, e.g. through livelihoods promotion. Find solutions for those refugees who are not able to pay (e.g. full coverage of costs for new arrivals and the most vulnerable by humanitarian partners) Advocate for development partners to also take on the payment of subsidies for refugees.	UNHCR, as well as other humanitarian and development partners
Partnership Funds (i.e. the TPF proposed under chapter 6.1)	These are pooled resources from multiple donors, and government managed jointly to ensure stable and predictable funding for long-term projects.	Pooled resources provide stability and predictability in funding. Allows for long-term planning.	Requires strong governance and coordination mechanisms. Risk of funds being diverted to other priorities.	Ensure transparency and strong oversight of trust/basket funds to maintain donor confidence and effectiveness.	Development Partners and Humanitarian Donors
Establishment of a Refugee Investment Fund (RIF)	A dedicated fund aimed at attracting private investment for projects that benefit refugees, fostering economic growth and self-reliance.	Attracts private investment specifically for refugee-related projects. Can stimulate local economies.	Requires a well-developed investment climate and robust regulatory framework. Risk of low returns may deter investors.	Create an enabling environment for investment and offer incentives to attract investors in the refugee response.	Government of Uganda with support from DPs and Humanitarian Donors

Financing Model	Description	Advantages	Disadvantages	Recommendations	Key stakeholders
Alignment with NDPs and Long-Term Government Budget Allocation	Direct funding from the national budget, integrating refugee support into national financial planning and service provision.	Integrates refugee support into national systems, ensuring sustainability. Strengthens national ownership of refugee management.	Limited fiscal space may restrict the allocation. Competing national priorities could reduce funding for refugees.	Advocate for increased budget allocation and ensure efficient use of resources	Government of Uganda: NPA, MoFPED and all relevant MDAs
Public-Private Partnerships (PPPs)	Collaborative arrangements between public entities and private sector entities to fund and manage projects, leveraging private sector efficiency and expertise.	Leverages private sector expertise and resources. Can drive innovation and efficiency.	Complex to negotiate and implement. Risk of prioritizing profit over public good.	Establish clear contracts and regulatory frameworks to balance interests and ensure public benefit.	Government of Uganda, development partners and the Private Sector
Insurance Schemes	Risk management tools that provide financial protection to refugees against unexpected events, such as health emergencies or natural disasters.	Provides financial protection against risks, such as health emergencies or natural disasters.	Requires regular premiums, which may be unaffordable for some refugees. May be complex to administer. Health insurance is currently also lacking for host community members	Explore microinsurance options and subsidies to increase accessibility for refugees.	Government of Uganda and Insurance Companies
Global Health Initiatives	Targeted funding for health-related needs, ensuring access to essential health services for refugees through international programs.	Focuses on health-related needs, ensuring that refugees receive essential health services. Attracts international attention and funding.	May neglect other critical sectors. Often disease-specific, limiting comprehensive care.	Integrate health initiatives into broader development plans and ensure they address the full range of refugee needs.	DPs and Humanitarian Donors
Community-Based Financing (e.g. Parish Development Model (PDM))	Transition should take advantage of other existing funding models such as Localized financial mechanisms where refugee communities contribute to and manage their own resources, promoting ownership and sustainability.	Empowers communities to manage their resources and services. Enhances community ownership and sustainability.	Limited capacity and resources within refugee communities. Risk of exclusion of marginalized groups.	Provide capacity-building support and ensure inclusive participation in community financing schemes.	GOU, DLGs as Host Communities and the Refugees

Financing Model	Description	Advantages	Disadvantages	Recommendations	Key stakeholders
Performance-Based Financing (PBF) / Results-Based Financing (RBF)	Funding models that tie financial support to the achievement of specific outcomes or performance metrics, ensuring accountability and effectiveness.	Ensures accountability and focuses on outcomes. Encourages efficient service delivery.	Requires strong monitoring and evaluation systems. May focus on quantity over quality.	Develop robust M&E systems and ensure that quality indicators are included in performance measures. It should also be implemented as part of the pooled fund for the transition.	GOU, DPs and Humanitarian Donors
Corporate Social Responsibility (CSR)	Voluntary initiatives by businesses to fund projects that benefit refugees, often as part of their ethical or philanthropic commitments.	Leverages private sector resources and expertise. Can foster long-term partnerships.	CSR initiatives may be short-term and dependent on corporate interests. Risk of limited impact.	Encourage long-term CSR commitments and align them with national refugee policies.	Private Sector
Use of Debt Relief Instruments such as Debt-for-Development Swaps	This involves Uganda's external debt being wholly or partially written off (forgiven) by lenders (DPs) and Donors in return for agreed government's commitment to invest the equivalent in long-term refugee development projects such as infrastructure development, health services, education, or livelihood programs for both refugees and host communities.	Debt swaps can release significant financial resources that can be redirected towards refugee programs without increasing Uganda's external debt burden. By linking debt relief to specific development goals, debt swaps can enhance the long-term sustainability of refugee support efforts, integrating refugees into broader national development plans.	Implementing a debt swap requires complex negotiations between Uganda, creditor countries, and possibly multilateral institutions, which can be time-consuming and politically sensitive. The earmarked nature of funds from debt swaps may limit Uganda's ability to respond flexibly to changing needs or emergencies in the refugee response.	To maximize the benefits of debt swaps in financing the refugee response, Uganda should focus on securing agreements that align with national development priorities and capacity. This would involve targeting debt swaps towards the three sectors (education, health, and water) that have a high impact on both refugees and host communities.	GOU, DPs and Multilateral Lending Institutions

7 MONITORING, EVALUATION, AND LEARNING (MEL)

Monitoring and Evaluation (M&E) is essential for strengthening governance, fostering collaboration, and ensuring accountability among stakeholders in the national transition strategy. The M&E system will track progress through established performance indicators (KPIs), enabling evidence-based decision-making and resource prioritization for a successful transition. By systematically monitoring the implementation, the M&E framework ensures transparency and accountability, holding both government and partners responsible for their roles in service delivery. This mechanism will provide stakeholders with reliable data to evaluate performance and inform necessary adjustments, ensuring effective governance and coordination throughout the transition process.

The M&E system, guided by a detailed M&E Plan, will clarify performance indicators, define roles and responsibilities, and establish reporting mechanisms to reduce ambiguity and enhance accountability. The system will provide government and partners with timely, evidence-based insights on strategy performance, enabling adaptive management and continuous improvements. By reinforcing oversight mechanisms, the M&E system will ensure that the National Transition Committee (NTC) is equipped to monitor the strategy's progress and recommend adjustments as needed. Ultimately, a strong M&E system will build trust, enhance coordination, and lay the foundation for sustainable governance throughout the transition, ensuring that the strategy remains aligned with objectives and stakeholder expectations.

7.1 MONITORING OF THE IMPLEMENTATION OF THE NATIONAL TRANSITION STRATEGY (ASSESSMENTS, REVIEWS, AND COMPLIANCE CHECKS)

Monitoring the implementation of the National Transition Strategy (NTS) will involve regular assessments, reviews, and compliance checks to track progress and identify areas for improvement. Assessments will be conducted quarterly to evaluate the performance of specific strategic interventions and activities outlined in the NTS against established targets and timelines. These routine assessments will involve gathering data through on-spot field visits to sites, surveys, and feedback from stakeholders to gauge the effectiveness of ongoing transition interventions.

Joint Reviews will be carried out annually to analyse the overall progress of the NTS, ensuring that it remains aligned with the priorities and national standards for service delivery specifically in the water, education and health sectors. The review process will include consultations with key stakeholders, including district officials for RHDs, relevant service providers, community members, and development partners, to identify any emerging challenges or opportunities.

Compliance Checks will be conducted annually to ensure adherence to established policies, guidelines, and national standards for service delivery. These checks will focus on regulatory requirements, financial management, governance structures, and service delivery quality. The findings from these compliance checks will inform corrective actions and guide adjustments in the implementation of the NTS.

7.2 EVALUATION OF THE NTS

Evaluation of the NTS will involve both Baseline survey, Mid-Term and End-Term evaluations to assess relevance, efficiency, effectiveness, impact, sustainability and coherence in achieving its intended goals in line with the OCED standard DAC Evaluation Criteria.

Mid-Term Evaluation will be conducted midway through the implementation period (At the End of NDP IV) (2025/2026 – 2029/2030) to assess progress toward the NTS's objectives. This evaluation will focus on understanding the extent to which activities have been executed, resources have been utilized, and short-term outcomes have been achieved. It will also identify any barriers to implementation and recommend necessary adjustments to enhance performance.

End-Term Evaluation will take place at the conclusion of the NTS implementation period to measure the overall success of the strategy in achieving its long-term goals. This evaluation will assess the effectiveness, efficiency, relevance, sustainability, and coherence of the interventions carried out under the NTS. It will involve comprehensive data collection and analysis, including interviews, focus group discussions, and surveys with all relevant key stakeholders at national, district, community and settlement levels.

7.3 REPORTING MECHANISMS

Effective reporting mechanisms will be established to ensure regular feedback and accountability throughout the NTS implementation.

Quarterly Progress Reports: Detailed reports will be compiled every quarter, by the National and District-level Transition Committees summarizing the progress made toward achieving the NTS objectives at national and sub national level. These reports will include data on key performance indicators, results of compliance checks, and feedback from stakeholders. The reports will be shared with all relevant stakeholders at National, District and Community Levels, the Development partners, and other key stakeholders.

Annual Reports: At the end of each year, a comprehensive annual report will be produced, documenting the overall achievements, challenges, and lessons learned from that year's NTS implementation. This will be done by the DoR, serving as a key accountability tool, ensuring transparency in how resources were used and what outcomes were achieved.

Regular Feedback Mechanisms will include monthly and quarterly progress reports prepared by the responsible MDAs/ Committees. These reports will document key activities, achievements, challenges, and next steps. They will be shared with Sector Ministries, relevant departments, Local Government leadership in RHDs, development partners, and other stakeholders to ensure transparency and keep everyone informed of the transition progress.

Accountability in NTS Implementation will be reinforced through annual joint performance reviews and public dissemination of findings. Annual joint performance reviews will provide a comprehensive overview of progress against targets and facilitate open discussions on lessons learned, gaps, and areas for improvement. Public dissemination of key findings, such as through community meetings, local media, and digital platforms, will promote transparency and community involvement.

7.4 MONITORING AND EVALUATION FRAMEWORK

The Monitoring and Evaluation (M&E) Framework for the National Transition Strategy in the Water, Education, and Health sectors provides a structured approach to tracking progress, assessing performance, and ensuring accountability throughout the transition process. This framework outlines key indicators, baseline values, targets, frequency of data collection, source of data, and reporting mechanisms to facilitate evidence-based decision-making and continuous learning. By aligning with national priorities and integrating inputs from stakeholders across refugee-hosting districts, the M&E framework serves as a critical tool for adaptive management, fostering transparency and driving the achievement of strategic objectives over the 10-year implementation period.

A detailed **implementation framework** (See Annex I) as well as a **Monitoring and Evaluation Framework** matrix for the National Transition Strategy has been attached in the Annex II. These frameworks should be reviewed regularly to ensure that the M&E System remains relevant amidst prevailing / changing needs and context in refugee response over time.

7.5 RESEARCH, DOCUMENTATION AND DISSEMINATION

Effective implementation of this National Transition Strategy relies heavily on continuous robust research, thorough documentation, and strategic dissemination of information. Such research is crucial for identifying gaps, understanding community needs, and informing evidence-based decision-making.

Documentation plays a pivotal role in capturing lessons learned, best practices, and challenges encountered throughout the transition process. Maintaining detailed records of activities, stakeholder engagements, and outcomes will not only facilitate accountability but also provide valuable insights for future initiatives. Regularly updating these documents ensures that all stakeholders remain informed and engaged in the transition.

Dissemination of research findings and documented insights is essential for promoting transparency and fostering collaboration among stakeholders. Utilizing various channels-such as workshops, reports, and online platforms-will ensure that information reaches diverse audiences, including government officials, community leaders, and refugees themselves. Engaging stakeholders in the dissemination process encourages feedback and dialogue, further enhancing community ownership and participation.

The M&E framework will serve as a guiding tool to enhance research, documentation and dissemination of information with regard to the implementation of the NTS.

8 STAKEHOLDER ENGAGEMENT AND COMMUNICATION

Enhancing stakeholder engagement is vital for the effective implementation of a transition strategy. Stakeholder engagement and communication will be facilitated and achieved through the proposed coordination framework at national and local government level to ensure inclusive decision-making, ownership and trust among stakeholders. Regular consultations, and feedback sessions will be organised involving refugees, host communities, government officials, and partner to voice concerns, share insights, and co-create solutions to improve service delivery. By embedding these mechanisms into the transition process, the plan fosters community ownership and trust critical sustainable systems.

At the settlement level, stakeholder engagement and communication will be facilitated through community dialogues to disseminate culturally appropriate information. Other communication channels such as radio broadcasts, social media, community forums, and printed information, education and communication (IEC) materials will be used to ensure that critical messages reach all stakeholders, including marginalized groups. Through this approach, the community will receive regular information about the transition process, milestones achieved aligned with the community interests and strategy's objectives. Effective stakeholder engagement will empower stakeholders to participate meaningfully and contribute to decision-making and build trust in government led systems.

9 CAPACITY DEVELOPMENT

To effectively implement this National Transition Strategy, a robust capacity development framework is essential. This framework aims to enhance the skills, knowledge, and resources of local governments, community organizations, and service providers involved in the transition process.

Capacity development is a cornerstone of the National Transition Strategy, aiming to strengthen the capabilities of central and local governments to ensure continuity and quality services for refugees and host communities. The outlines a number of strategic interventions including recruitment of technical staff to replace partner-supported personnel and boost staffing levels to meet specific delivery requirements and standards. This will be complemented by tailored training programs designed to equip workers with the skills, knowledge, and competencies necessary for effective service delivery. Continuous professional development, mentorship, and incentives will further enhance the workforce's capacity to adapt to emerging needs, ensuring sustainable, high-quality services for both refuges and host communities.

The strategy also emphasizes community leadership training, targeting settlement leaders and community influencers. Training will encompass leadership skills, community mobilization, and crisis management, advocacy and conflict resolution. By empowering leaders across all levels, the strategy ensures a holistic approach to addressing the social challenges faced by refugee and host communities. Additionally, the strategy capacity building initiatives include upgrading, expanding, and equipping health facilities and schools to meet national standards, ensuring access to clean water, electricity and sanitation.

10 RISK MANAGEMENT

The transition from partner-managed to government-managed service delivery in refugee-hosting regions presents significant risks that must be carefully addressed to ensure the sustainability and quality of service delivery. These risks stem from factors like limited government capacity, funding shortfalls, and challenges in maintaining service standards amid increased demand. If unaddressed, they could hinder the government's ability to deliver essential services in health, education, and water, potentially impacting both refugees and host communities.

To mitigate these risks effectively, targeted interventions-such as capacity building, resource sharing, community engagement, and enhanced transparency measures are essential. Addressing these challenges with a robust strategic and policy framework will be crucial to ensuring a smooth, effective transition that upholds service quality and resilience against future disruptions (see Table 11).

Table 11: Identified Strategic and Policy Related Risks

Risk	Cause	Consequence	Mitigation Measure
Misuse and Misappropriation of Funds	Perception of weak government accountability systems	Financial mismanagement, reduced resources for service delivery and unwillingness & refusal of donors to support the transition process	Capacity building in financial management; strengthening accountability systems
Compromise in Service Quality	Government focus on access over quality; differences between humanitarian standards and national standards	Decline in standards of education, health, and water services	Strengthen monitoring and evaluation mechanisms
Staffing Shortages and Turnover	Government budget constraints	Increased workload, reduced service quality	Recruit qualified staff to fill existing staffing
Incomplete Infrastructure	Insufficient resources to complete projects	Abandonment of schools, health centres, water facilities	Develop resource-sharing models with partners
High risk in Procurement and Contracting	Inconsistent compliance with procurement protocols, potential conflicts of interest, and insufficient oversight on supplier selection and contracting	Substandard services and outputs.	Adopt a standardized procurement policy that aligns with international best practices to minimize risks related to procurement irregularities. Ensure oversight by independent entities to prevent conflicts of interest.
Overwhelmed Government Capacity	Lack of operational resources and financial support	Reduced service efficiency	Provide operational subsidies and joint resource management
Financial Sustainability & Donor Withdrawal	Reduced confidence in government management	Funding gaps, especially in health, education, and water services	Establish sustainable funding and cost-sharing mechanisms
Corruption and Bureaucracy	Weak transparency and oversight mechanisms	Slow service delivery, reduced trust	Strengthen anti-corruption measures and streamline bureaucratic processes
Variability and inconsistencies in financial and non-financial data quality	Weak M&E Systems	Challenging to provide accurate and timely updates on fund utilization and program impact	Provide training for government officials and implementing partners in financial reporting, data collection, and monitoring. Standardize data collection processes to improve the consistency and reliability of reports for stakeholders.
Community Resistance	Fear of losing services and reduced quality under government	Resistance to change, social tensions	Engage communities in the transition process and regular sensitization
Loss of Training Programs	Limited government capacity to continue partner-offered training	Decline in staff skills and service quality	Secure funding for ongoing training and capacity-building programs
Climate Change Impacts	Increased droughts, floods	Strained resources, worsened living conditions	Explore climate adaptation financing and infrastructure resilience

11 OPERATIONALIZATION AND ROLL OUT OF THE STRATEGY

The successful operationalization and roll-out of the National Transition Strategy for Uganda's refugee response are critical to ensuring that the transition from partner-supported services to government-led management with partner support is well understood by all stakeholders to facilitate participatory, effective and sustainable implementation

Rolling out the strategy involves translating the strategic framework into sector transition plans ensuring their implementation according to the planned phases of the strategy. Key interventions will include building the institutional capacity of relevant government bodies, mobilizing resources, and stakeholder engagement, including refugees and host communities in line with the proposed Governance and Coordination Framework. Adherence to the Monitoring and evaluation framework is crucial for the roll out to enable tracking progress, address emerging challenges, and adapt strategies as needed. Additionally, fostering partnerships and collaboration among stakeholders is critical to optimise resource allocation, and help bridge financial and technical gaps while ensuring that refugee services align with national development priorities during the transition

The successful implementation of this Strategy hinges on the political will and (financial) commitments of both Government and Partners. Uganda has continued to be a safe haven for refugees even in spite of rising numbers and dwindling resources. Uganda's refugee response has received strong and consistent support from the government and partners, despite global crises demanding humanitarian and development assistance in other regions. The commitment to host refugees stems from highest political level and cascades through the local governments and communities in refugee hosting districts. As a co-convener of the Global Refugee Forum 2023, Uganda has reaffirmed its commitment, with the pledge on transition serving as a clear demonstration of political will. As Uganda embarks on implementing this strategy, sustained political will and commitment from both the government and partners will be essential.

12 IMPLEMENTATION PHASES AND TIMELINES

The Strategy will be implemented through a phased approach to ensure a smooth, sustainable shift from humanitarian and development partners management systems to government-led systems. The phased approach and gradual implementation will allow time for policy alignment, institutional capacity strengthening, resource mobilization, infrastructure development, and workforce training while enhancing government ownership. It will also enable adaptive learning, where challenges and gaps will be addressed progressively, ensuring that refugees and host communities continue to receive essential services without disruption. It is envisaged that this approach, will foster resilience, accountability, and long-term integration of refugees within national systems.

Cognizant of the extensive infrastructure and human resource requirements, and the need for resource mobilization and institutional capacity strengthening, the Strategy is structured into three implementation phases over a 10-year period. These phases are aligned with Uganda Vision 2040, the National Development plan and will be implemented over the next two National Development Plan (NDP) cycles: NDP IV and NDP V within the framework of the Vision 2040. The sector specific roadmaps provide more detailed guidance on how the phased approach looks like in each sector.

Phase I: Short-term: 1-4 years – Planning and Early Transition. This will involve start up activities, including feasibility/baseline assessments, policy, legal review and harmonization, integration of

refugees into national systems, infrastructure and human resource development and capacity building, and intensive resource mobilization. Development partners to increasingly step in, while humanitarian partners are still ensuring service continuity during the transition process. Focus on priority zones (e.g. those with a high population density). **Phase 2: Mid-term: 5-8 years –** Partial transition involving shared management between government and partners with scaling up of infrastructure and human resource development, capacity building, governance strengthening, and financial sustainability measures as well as Local Government strengthening and decentralization to ensure districts take full charge of the facilities and services

Phase 3: Long-term 9-10 years - Full and self-sustaining Transition with government taking over full management with the support of partners along with full integration of services into national system and financial sustainability measures, continuous performance monitoring (e-Integrated M&E) as well as regional and international cooperation for sustainable solutions.

Figure 6 illustrates the three implementation phases outlining key milestones and timelines over a 10-year period.

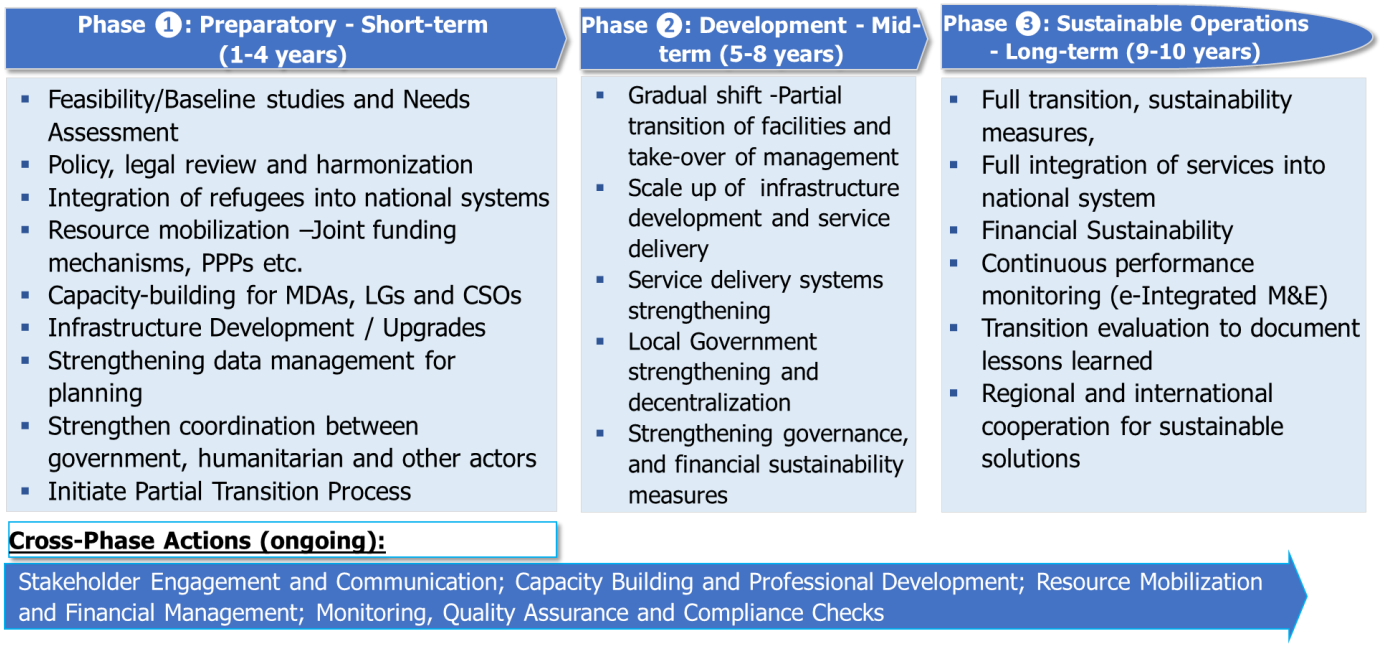


Figure 6: Implementation phases of the NTS

ANNEXES

ANNEX I: IMPLEMENTATION FRAMEWORK

Table 12: Implementation Framework for the National Transition Strategy

Strategic Interventions	Activities	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Responsible
Strategic Objective 1: To strengthen policy, institutional and technical capacities of relevant sector MDAs, Local Governments, Utilities and Facilities for effective service delivery in water, health and education in the refugee response.												
1.1 Strengthen Policy Integration and Programming in the Refugee Response	1.1.1 Fast track Refugee Policy review and development process	X	X									Office of the Prime Minister (OPM), Ministry of Justice and Constitutional Affairs (MoJCA), Ministry of Local Government (MoLG), Development Partners (for technical and financial support),
	1.1.2 Review existing legal instruments (For example, Refugee Act 2006, and it is Refugee Regulation 2010, Local Government Act 1997, Land Act 2010) to align with current development challenges.	X	X	X								
	1.1.3 Establish and / or implement existing regulatory frameworks (e.g. PPP regulations) that encourage private sector participation in delivering sustainable services in Refugee Hosting Districts (RHDs).	X	X	X								PSFU, Microfinance Development and Banking Institutions.

Strategic Interventions	Activities	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Responsible
1.2 Strengthen Institutional Capacities	1.2.1 Construct and upgrade facilities (Water, Health and Education) for increased access to quality services		x	x	x	X	x					MoES, MoH, MoWE, DLGs, Development Partners (DPs)
	1.2.2 Equip the facilities with essential equipment, commodities and supplies for enhanced service delivery.	X	x	x	x	x	x	x	x			MoES, MoH, MoWE, DLG, DPs
	1.2.3 Conduct infrastructure audits to ensure infrastructure upgrades are maintained during transition	X					x					MoES, MoH, MoWE, DLG, DPs
	1.2.4 Provide appropriate means of transport for efficient and effective service delivery (Ambulances, Motorbikes, Bicycles, Motorboats)		x	x	x	x						MoH, MoES, MoWE, DLG, DPs
1.3 Enhance Technical Assistance for Integrated Planning and Budgeting Processes	1.3.1 Conduct comprehensive capacity needs assessments for staff in relevant MDAs, Local Governments in RHDs, Facilities and Service Providers.		x									MoFPED, OPM, MoLG, Refugee Welfare Councils (RWCs), DPs, Academic Institutions
	1.3.2 Develop and / or implement existing training modules on integrated planning, budgeting, and service management, focusing on the unique needs of refugee-hosting contexts. The modules to be developed will be based on the capacity gaps established during the capacity needs assessment.	x	x									MoFPED, MoLG, OPM
	1.3.3 Train staff in relevant MDAs, Local Governments in RHDs, Facilities and Service Providers in integrated planning and budgeting.		x	x	x	x						MoFPED, MoLG, OPM

Strategic Interventions	Activities	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Responsible
	1.3.4 Organize annual review and feedback sessions on District Refugee Transition Plans and budgets with national policymakers and development partners.	x	x	x	x	x	x	x	x	x		MoFPED, MoLG, OPM, MoH, MoES, MoWE, DLG
	1.3.5 Implement mentorship and peer-learning programs with experienced practitioners from refugees and hosting communities to enhance local technical capacity and replication of good practices.		x	x	x	x	x					MoFPED, MoLG, OPM, DPs
	1.3.6 Utilize professional and experienced refugees to support integrated planning and budgeting for enhanced service delivery.	x	x	x	x	x						MoFPED, MoLG, OPM
	1.3.7 Facilitate joint meeting to share insights and best practices on integrated planning and budgeting	x	x	x	x	x	x	x	x	x	x	MoFPED, MoLG, OPM
	1.3.8 Establish formal partnerships with academic institutions and policy research centers for continued learning and knowledge dissemination to guide transition process.	x	x	x	x	x	x					MoFPED, MoLG, OPM
1.4 Foster Community Engagement and Participation in Planning Processes	1.4.1 Conduct regular community consultation sessions to ensure refugee and host community needs are integrated into planning and decision-making processes.	x	x	x	x	x	x	x	x	x	x	
	1.4.2 Develop feedback mechanisms, such as suggestion boxes or community forums, to gather input on service delivery improvements.		x	x	x	x	x	x	x	x	x	Office of the Prime Minister (OPM), Refugee Welfare Councils (RWCs), DLGs, Local Councils (LCs), Community-Based Organizations (CBOs), RLOs

Strategic Interventions	Activities	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Responsible
	1.4.3 Train RWCs and LCs of host communities in participatory planning and social accountability approaches.		x	x	x	x	x					
Strategic Objective 2: To enhance integrated planning, budgeting and financial resource mobilization for effective implementation of transition interventions among refugee and host communities.												
2.1 Conduct a Comprehensive Resource Needs Assessment	2.1.1 Engage local governments, sector ministries, and implementing partners to conduct a detailed gap analysis to identify the financial resources required to sustain services in refugee-hosting areas.		x	x	x							MoFPED, OPM, MoLG, DLG
	2.1.2 Develop a resource mobilization plan per sector based on identified gaps, outlining key areas for immediate, medium-term, and long-term support.				x	x						
2.2 Strengthen Medium-Term Revenue and Expenditure Frameworks	2.2.1 Develop and implement Medium-Term Revenue Strategies (MTRSs) to enhance domestic resource mobilization, particularly targeting sectors critical for refugee hosting districts (RHDs) such as health, education, and water.			x	x							
	2.2.2 Adapt Medium-Term Expenditure Frameworks (MTEFs) to ensure multi-year budget allocations prioritize sustainable refugee and host community integration.			x								MoFPED, MoH, MoES, MoWE, DLGs, Development Partners
2.3 Leverage Local Government Financing	2.3.1 Enhance the capacity of local governments in RHDs to collect local taxes and user fees, aligning these revenues with district-level service delivery needs in health, education, and water supply.	x	x	x	x	x						MoFPED, MoH, MoES, MoWE, DLGs, Development Partners

Strategic Interventions	Activities	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Responsible
	2.3.2 Expand intergovernmental fiscal transfers under the Uganda Intergovernmental Fiscal Transfer (UgIFT) program to strengthen resource allocation in refugee-hosting areas.		x	x	x	x	x					MoFPED, MoH, MoES, MoWE, DLGs
2.4 Attract and Incentivize Private Investment in Refugee Hosting Districts	2.4.1 Create investment-friendly policies and incentives (e.g., tax breaks, public-private partnerships) targeting water infrastructure, education, and healthcare systems that benefit both refugees and host communities.		x	x	x							MoFPED, MoLG, DLG
	2.4.2 Engage private sector actors through impact investment models to fund income-generating activities (IGAs) and entrepreneurship programs in refugee and host populations.											MoFPED, MoFPED, MoLG, DLG
2.5 Enhance Financial Inclusion to enable refugees and host communities meet their financial needs	2.5.1 Promote access to finance for small and medium-sized enterprises (SMEs) in RHDs, focusing on those owned by or employing refugees and host community members.		x	x	x	x	x					MoFPED, Uganda Investment Authority (UIA), MoTIC, Private Sector Foundation Uganda (PSFU), DPs
	2.5.2 Advocate for inclusion refugee communities in the PDM programme	x										OPM, MoFPED, MoLG, DLG
	2.5.3 Build capacity of refugees and host communities in financial literacy	x	x	x	x	x	x					MoFPED, UIA, MoTIC, PSFU
	2.5.4 Collaborate with financial institutions to develop tailored products for refugee and host community entrepreneurs, such as micro-loans, savings accounts, and insurance schemes.	x	x	x	x	x						Bank of Uganda (BoU), Financial Institutions, Refugee Led Organization (RLOs), NGOs, DPs

Strategic Interventions	Activities	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Responsible
2.6 Aligning Development Cooperation with Uganda's Refugee Response Priorities	2.6.1 Align development partners' funding streams with Uganda's refugee response strategy through integrated financing frameworks (INFFs). Ensure funding aligns with national priorities as outlined in the NDP IV and RHDs Development Plans.	x	x	x	x	x	x					
	2.6.2 Establish a coordinated financing mechanism to track and align donor contributions with government-led initiatives, avoiding duplication and ensuring transparency.	x	x									
	2.6.3 Advocate for Uganda's refugee response priorities in multilateral forums to attract concessional financing and grant resources for critical services in RHDs.	x	x	x	x	x	x	x	x	x	x	
	2.6.4 Mobilize resources from global financing mechanisms like the Global Partnership for Education (GPE) and the Green Climate Fund (GCF) to address education and environmental challenges in refugee-hosting areas.	x	x	x	x	x	x	x	x	x	x	
2.7 Promote Science, Technology, and Innovation (STI)	2.7.1 Develop STI roadmaps that include innovative solutions for water supply, digital health solutions and digital learning platforms to benefit refugees and hosts.		x									
	2.7.2 Conduct annual performance review of the STI roadmaps			x	x	x	x	x	x	x	x	
2.8 Adopt Debt and Risk	2.8.1 Integrate refugee-related expenditure planning into Uganda's debt management strategy to manage risks associated with high borrowing.				x	x	x	x	x	x	x	Ministry of Science, Technology, and Innovation (MoSTI), MoES, Development Partners

Strategic Interventions	Activities	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Responsible
Management Strategies	2.8.2 Explore commodity stabilization funds to buffer against fluctuations in global aid or trade revenue affecting refugee-related programs.			x	x	x	x	x	x	x	x	
2.9 Enhancing Global, Regional and South-South Partnerships	2.9 1 Collaborate with neighbouring countries and regional organizations to share best practices in financing refugee response transitions, promoting regional stability and burden-sharing.					x	x	x	x	x	x	MoFPED, Development Partners
	2.9.2 Tap into experiences and resources from other developing countries addressing similar refugee challenges, focusing on shared financing solutions.		x	x	x	x	x	x	x	x	x	
Strategic Objective 3: To strengthen governance, collaboration, and coordination for effective service delivery in the water, health and education sectors in the national refugee response.												
3.1 Establish Formal Coordination Mechanisms	3.1.1 Create and / or strengthen existing multi-stakeholder coordination committees at national and district levels, with representatives from government, development partners, local communities, and refugee leaders.	x	x									Ministry of Foreign Affairs (MoFA), Development Partners
	3.1.2 Set up and / or strengthen existing sector-specific working groups (e.g., health, education, water) to focus on technical aspects of service delivery.			x	x	x	x	x	x	x	x	
	3.1.3 Develop clear terms of reference and guidelines for each committee to define roles, responsibilities, and decision-making processes.	x	x									
	3.1.4 Orient the established committees on their roles and responsibilities		x	x								

Strategic Interventions	Activities	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Responsible
	3.1.5 Schedule quarterly coordination meetings to discuss progress, challenges, and updates in the transition process.			x	x	x	x	x	x	x	x	OPM, Ministry of Health (MoH), Ministry of Education (MoES), Ministry of Water and Environment (MoWE)
3.2 Implement a Stakeholder Communication and Engagement Strategy	3.2.1 Develop a comprehensive communication plan to regularly update stakeholders on the progress of the transition and the role each group plays.	x										OPM, MoH, MoES, MoWE
	3.2.2 Use multiple channels (e.g., public forums, newsletters, social media, and radio) to reach diverse stakeholders, including remote communities.		x	x	x	x	x	x	x	x	x	OPM, MoH, MoES, MoWE
	3.2.3 Host quarterly public briefings in refugee-hosting districts to share updates, answer questions, and gather feedback from communities.	x	x	x	x	x	x	x	x	x	x	OPM, MoH, MoES, MoWE
	3.2.4 Create a dedicated online platform where stakeholders can access transition-related documents, reports, and meeting notes.	x	x									OPM, MoH, MoES, MoWE
	3.2.5 Provide periodic press releases and public updates on the progress of the transition process to foster transparency.	x	x	x	x	x	x	x	x	x	x	MoFPED, OPM, Ministry of Information and Communications Technology (MoICT), DLGs
3.3 Foster Capacity-Building and Knowledge Sharing for	3.3.1 Conduct joint training sessions on collaborative service delivery approaches, conflict resolution, and intercultural communication.	x	x	x	x	x	x	x	x	x	x	

Strategic Interventions	Activities	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Responsible
enhanced coordination	3.3.2 Develop toolkits and manuals for government officials and partners on best practices for managing multi-stakeholder coordination.		x	x								
	3.3.3 Set up an online knowledge-sharing portal with resources, case studies, and policy documents to support collaborative learning.		x	x	x	x	x	x	x	x	x	
	3.3.4 Facilitate peer-to-peer learning sessions to share best practices from other refugee-hosting regions.			x	x	x	x	x	x	x	x	
	3.3.5 Organize annual stakeholder conferences to reflect on the transition's progress, share knowledge, and celebrate milestones.	x	x	x	x	x	x	x	x	x	x	OPM, Development Partners, DLGs
3.4 Empower Community and Refugee Leaders as Key Transition Facilitators	3.4.1 Identify and train refugee and host community leaders in leadership, advocacy and communication, conflict resolution and social protection to support their roles in the transition process.		x	x	x	x	x					OPM, MoFPED,
	3.4.2 Develop a mentorship program connecting experienced community leaders with new leaders in refugee-hosting areas.	x	x	x								OPM, MoFPED
	3.4.3 Form community resource groups that can provide logistical support, translation, and local insights during meetings and consultations.			x	x	x	x	x	x	x	x	OPM, MoH, MoWE, MoES, DPs
	3.4.4 Engage youth, PWDs, and women's groups within refugee and host communities to ensure inclusivity and broad-based representation.	x	x	x	x	x	x	x	x	x	x	MoFPED, OPM, MoH, MoWE, MoES, MoLG, DLGs, DPs

Strategic Interventions	Activities	2025 /26	2026 /27	2027 /28	2028 /29	2029/ 30	2030 /31	2031 /32	2032/ 33	2033/ 34	2034 /35	Responsible
	3.4.5 Establish recognition programs to celebrate and acknowledge the contributions of community leaders and volunteers in the transition process.		x	x	x	x	x	x	x	x	x	OPM, DLGs, Refugee Community Leaders, NGOs, DPs
Strategic Objective 4: To establish an Integrated Monitoring and Evaluation (IM&E) System to track progress, identify challenges, and make data-driven decisions and adjustments to the implementation of the transition strategy, ensuring accountability, adaptive learning and continuous improvement.												
4.1 Enhance Planning and Technical Capacity for Effective IM&E Implementation in the Transition Process	4.1.1 Review key performance indicators (KPIs) that align with sector-specific objectives in education, health, and water services, as well as cross-cutting areas like community engagement and financial sustainability.	x	x				x					OPM, DLGs, Refugee Community Leaders
	4.1.2 Establish baseline data for key indicators to provide a reference point for tracking progress or lack thereof in the transition process.	x	x									OPM, DLGs, Refugee Community Leaders
	4.1.3 Develop and or review an integrated M&E framework with clear hierarchy of objectives, indicators, indicator definition, baseline values, performance targets, data collection methods, frequency of data collection, responsibilities, and reporting timelines that aligns with the transition goals.		x				X					OPM, DLGs, Refugee Community Leaders, NGOs, DPs
	4.1.4 Develop a comprehensive monitoring and evaluation plan to guide data collection, analysis, reporting, use and dissemination of information for evidence-based decision making during and after transition.	x	x									OPM, DLGs, Refugee Community Leaders

Strategic Interventions	Activities	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Responsible
	4.1.5 Conduct regular training sessions for government officials, service providers, refugee and host community representatives on data collection, analysis, and reporting techniques for the refugee response.		x	x	x	x	x	x	x	x	x	
	4.1.6 Establish a support network, including technical advisors, to offer ongoing guidance and ensure continuous improvement in M&E practices.			x								**Responsible**
	4.1.7 Conduct annual joint reviews of the M&E Plan (including the M&E Framework, data collection and reporting templates) to incorporate emerging needs, new priorities, or contextual changes in refugee-hosting areas.		X		x		x			x		OPM, MoES, MoH, MoWE, DLGs, DPs, Refugee Led Organizations (RLOs), NGOs
4.2 Improve Data Collection, Capturing, and Verification to Ensure Reliable Support for the Transition Process	4.2.1 Support the integration of performance indicators specific to refugee-hosting areas into existing government M&E frameworks.	x	x	x	x	x	x					OPM, MoFPED, MoES, MoH, MoWE, DPs
	4.2.2 Establish a data management protocol, including data collection, verification, and storage procedures, to maintain data quality and accessibility.		x	x								OPM, MoFPED, MoES, MoH, MoWE, DPs
	4.2.3 Develop and operationalize an integrated Data Management and Reporting Systems for real-time tracking of service delivery metrics, community feedback, and transition milestones, aligned with existing national systems.		x	x	x	x	x	x	x	x	x	OPM, MoFPED, MoES, MoH, MoWE, DPs

Strategic Interventions	Activities	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Responsible
	4.2.4 Conduct periodic (quarterly, annual) data collection to ensure up-to-date information on the transition's progress.	x	x	x	x	x	x	x	x	x	x	OPM, MoFPED, MoES, MoH, MoWE, DPs
	4.2.5 Conduct quarterly joint on-spot field visits to service sites, including schools, health facilities, and water points within the Refugee Hosting Districts (RHDs), to assess service quality and adherence to national standards.	x	x	x	x	x	x	x	x	x	x	OPM, MoFPED, MoES, MoH, MoWE, DPs
	4.2.6 Conduct quarterly joint Data Quality Assessments (DQA) and review meetings to assess service delivery progress, identify challenges, and adjust strategies accordingly.	x	x	x	x	x	x	x	x	x	x	OPM, MoFPED, MoES, MoH, MoWE, DPs
4.3 Strengthen the Use of Data and Information for Decision-Making in the Transition Process	4.3.1 Establish and / or support existing data analytics team to analyse M&E data, generate insights, and provide evidence-based recommendations for strategy adjustments.	x	x	x								OPM, MoFPED, MoES, MoH
	4.3.2 Create a centralized data repository and real-time dashboard for all stakeholders to access timely data and reports on key performance indicators for the transition process.			x	x	x	x	x	x	x	x	MoFPED, OPM, MoES, MoH, MoWE
	4.3.4 Organize quarterly joint review meetings with representatives from government, development partners (DPs), host communities, and refugee leaders to discuss M&E findings, identify bottlenecks, and make data-driven decisions.	x	x	x	x	x	x	x	x	x	x	MoFPED, OPM, MoES, MoH, MoWE, IT Experts

Strategic Interventions	Activities	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Responsible
	4.3.5 Publish quarterly and / or annual M&E reports that summarize key findings, challenges, and steps taken to address issues in the transition process.	x	x	x	x	x	x	x	x	x	x	OPM, District Local Governments
	4.3.6 Conduct annual joint performance reviews and learning events to assess progress made in the overall transition process, share and reflect on M&E findings, celebrate successes, and refine strategies based on M&E insights.	x	x	x	x	x	x	x	x	x	x	
	4.3.7 Engage external evaluators to conduct periodic review of M&E processes, ensuring transparency, accountability, and objective assessments of transition activities.	X					X				X	OPM, MoFPED, MoES, MoH, MoWE, Development Partners

ANNEX II: MONITORING AND EVALUATION FRAMEWORK

NB: This M&E Framework should be revised regularly for it to remain relevant to the prevailing context

Table 13: Monitoring and Evaluation (M&E) Framework for the National Transition Strategy

Strategic Interventions	Activities	Indicators (Output Indicators)	Baseline	Performance Targets	Frequency of Data Collection	Means of Verification (Source of Data)	Responsible
Strategic Objective 1: To strengthen policy, institutional and technical capacities of relevant sector MDAs, Local Governments, Utilities and Facilities for effective service delivery in water, health and education in the refugee response.							
1.1 Undertake legal reforms to strengthen Policy Integration and Programming in the Refugee Response	1.1.1 Fast track Refugee Policy review and development process	Reviewed Refugee Policy	0	Refugee policy is reviewed and developed by 2026.	Annually	Policy documents, meeting reports.	Office of the Prime Minister (OPM), Ministry of Justice and Constitutional Affairs (MoJCA), Ministry of Local Government (MoLG), Development Partners (for technical and financial support), PSFU, Microfinance Development and Banking Institutions.
	1.1.2 Review existing legal instruments (For example, Refugee Act 2006, and it is Refugee Regulation 2010, Local Government Act 1997, Land Act 2010) to align with current development challenges.	Number of existing legal instruments reviewed and updated to align with current development challenges.	0	3 legal instruments (Refugee Act 2006, and it is Refugee Regulation 2010, Local Government Act 1997, Land Act 2010) reviewed by 2028.	Annually	Legal review reports, policy briefs.	
	1.1.3 Establish and / or implement existing regulatory frameworks (e.g. PPP regulations) that encourage private sector participation in delivering	Number of regulatory frameworks established/implemented to encourage private sector participation in delivering	0	2 regulatory frameworks (PP Regulations) operationalized by 2027.	Annually	Published regulatory documents.	

Strategic Interventions	Activities	Indicators (Output Indicators)	Baseline	Performance Targets	Frequency of Data Collection	Means of Verification (Source of Data)	Responsible
	sustainable services in Refugee Hosting Districts (RHDs).	sustainable services in RHDs					
1.2 Strengthen Institutional Capacities	1.2.1 Construct and upgrade facilities (Water, Health and Education) for increased access to quality services	Number of facilities constructed/upgraded annually.	TBD	Based on technical sector assessments during baseline of facilities (Water, Health and Education) to be upgraded/constructed by 2030.	Annually	Construction progress reports, facility records.	MoES, MoH, MoWE, DLGs, Development Partners (DPs)
	1.2.2 Equip the facilities with essential equipment, commodities and supplies for enhanced service delivery.	Percentage of facilities equipped with essential equipment supplies.	TBD	90% of targeted facilities equipped with essential supplies by 2032.	Biannually	Equipment inventories, facility inspection reports.	MoES, MoH, MoWE, DLG, DPs
	1.2.3 Conduct infrastructure audits to ensure infrastructure upgrades are maintained during transition	Number of infrastructure audits conducted annually.	0	Annual infrastructure audits conducted for 10 years.	Annually	Audit reports, facility inspection logs.	MoES, MoH, MoWE, DLG, DPs
	1.2.4 Provide appropriate means of transport for efficient and effective service delivery (Ambulances, Motorbikes, Bicycles, Motorboats)	Number of transport means (e.g., ambulances, motorbikes) provided in RHDs.	TBD during baseline based on current stock	At least 100 transport units distributed in RHDs by 2030.	Annually	Procurement and distribution reports.	MoH, MoES, MoWE, DLG, DPs
1.3 Enhance Technical Assistance for Integrated Planning and Budgeting Processes	1.3.1 Conduct comprehensive capacity needs assessments for staff in relevant MDAs, Local Governments in RHDs, Facilities and Service Providers.	Number of capacity needs assessments conducted for staff in relevant MDAs, Local Governments in RHDs, Facilities and Service Providers.	0	1 Capacity needs assessments conducted by 2027.	Annually	Assessment reports, stakeholder feedback.	MoFPED, OPM, MoLG, Refugee Welfare Councils (RWCs), DPs, Academic Institutions

Strategic Interventions	Activities	Indicators (Output Indicators)	Baseline	Performance Targets	Frequency of Data Collection	Means of Verification (Source of Data)	Responsible
	1.3.2 Develop and / or implement existing training modules on integrated planning, budgeting, and service management, focusing on the unique needs of refugee-hosting contexts. The modules to be developed will be based on the capacity gaps established during the capacity needs assessment.	Training modules implemented annually on integrated planning, budgeting, and service management, focusing on the unique needs of refugee-hosting contexts.	0	Training modules operationalized by 2028.	Annually	Training materials, progress reports.	MoFPED, MoLG, OPM
	1.3.3 Train staff in relevant MDAs, Local Governments in RHDs, Facilities and Service Providers in integrated planning and budgeting.	Number of staff trained in integrated planning and budgeting Annually.	0	At least 500 staff trained by 2029.	Annually	Training attendance sheets, training evaluation reports.	
	1.3.4 Organize annual review and feedback sessions on District Refugee Transition Plans and budgets with national policymakers and development partners.	Number of annual review and feedback sessions conducted annually on District Refugee Transition Plans and budgets with national policymakers and DPS.	0	At least 9 annual review sessions held over 10 years.	Annually	Meeting reports, session attendance records.	MoFPED, MoLG, OPM, MoH, MoES, MoWE, DLG
	1.3.5 Implement mentorship and peer-learning programs with experienced practitioners from refugees and hosting communities to enhance local technical capacity and replication of good practices.	Number of mentorship programs implemented.	0	10 mentorship programs implemented by 2030.	Annually	Mentorship program reports, participant feedback.	MoFPED, MoLG, OPM, DPs
	1.3.6 Utilize professional and experienced refugees to support integrated planning and budgeting for enhanced service delivery.	Number of professional refugees engaged in planning and budgeting.	0	100 professional refugees engaged in planning and budgeting by 2030.	Annually	Employment records, activity reports.	MoFPED, MoLG, OPM
	1.3.7 Facilitate joint meeting to share insights and best practices on integrated planning and budgeting	Number of joint meetings held annually to share insights and best practices	0	At least 9 joint meetings held by 2035.	Semi-annually	Meeting minutes,	MoFPED, MoLG, OPM

Strategic Interventions	Activities	Indicators (Output Indicators)	Baseline	Performance Targets	Frequency of Data Collection	Means of Verification (Source of Data)	Responsible
		on integrated planning and budgeting.				attendance sheets.	
	1.3.8 Establish formal partnerships with academic institutions and policy research centers for continued learning and knowledge dissemination to guide transition process.	Number of formal partnerships established annually for continued learning and knowledge dissemination to guide transition process.	0	10 formal partnerships established by 2030.	Annually	MoUs, partnership agreements.	MoFPED, MoLG, OPM
1.4 Foster Community Engagement and Participation in Planning Processes	1.4.1 Conduct regular community consultation sessions to ensure refugee and host community needs are integrated into planning and decision-making processes.	Number of community consultation sessions held in each RHD to ensure refugee and host community needs are integrated into planning and decision-making processes.	0	At least 50 community consultation sessions held in all RHDs by 2035.	Annually	Consultation reports, participant attendance lists.	
	1.4.2 Develop feedback mechanisms, such as suggestion boxes or community forums, to gather input on service delivery improvements.	Number of feedback mechanisms established in RHDs to gather input on service delivery improvements. Percentage of transitioned facilities (health facilities, schools, water) with functional feedback mechanisms.	0	At least 80% of transitioned facilities have functional feedback mechanisms by 2035.	Annually	System design documents, community feedback summaries.	Office of the Prime Minister (OPM), Refugee Welfare Councils (RWCs), DLGs, Local Councils (LCs), Community-Based Organizations (CBOs), RLOs
	1.4.3 Train RWCs and LCs of host communities in participatory planning and social accountability approaches.	Percentage (Number) of RWCs and LCs of host communities trained in participatory planning and	0	At least 80% of RWCs and LCs of refugee and host communities	Annually	Training attendance sheets, training	

Strategic Interventions	Activities	Indicators (Output Indicators)	Baseline	Performance Targets	Frequency of Data Collection	Means of Verification (Source of Data)	Responsible
		social accountability approaches.		trained in in participatory planning and social accountability approaches by 2030.		evaluation reports.	
Strategic Objective 2: To enhance integrated planning, budgeting and financial resource mobilization for effective implementation of transition interventions among refugee and host communities.							
2.1 Conduct a Comprehensive Resource Needs Assessment	2.1.1 Engage local governments, sector ministries, and implementing partners to conduct a detailed gap analysis to identify the financial resources required to sustain services in refugee-hosting areas.	Number of gap analysis exercises conducted per sector to identify the financial resources required to sustain services in refugee-hosting areas.	0	At least 3 gap analyses conducted per sector by 2028.	Annually	Gap analysis reports, stakeholder feedback.	MoFPED, OPM, MoLG, DLG
	2.1.2 Develop a resource mobilization plan per sector based on identified gaps, outlining key areas for immediate, medium-term, and long-term support.	Number of resource mobilization plans developed per sector.	0	3 resource mobilization plans developed per sector by 2029.	Annually	Approved resource mobilization plans.	MoFPED, OPM, MoLG, DLG
2.2 Strengthen Medium-Term Revenue and Expenditure Frameworks	2.2.1 Develop and implement Medium-Term Revenue Strategies (MTRSs) to enhance domestic resource mobilization, particularly targeting sectors critical for refugee hosting districts (RHDs) such as health, education, and water.	Number of MTRSs developed and implemented per sector to enhance domestic resource mobilization for RHDs.	0	3 MTRSs operationalized by 2028.	Annually	MTRS documents, progress reports.	MoFPED, OPM, MoLG, DLG
	2.2.2 Adapt Medium-Term Expenditure Frameworks (MTEFs) to ensure multi-year budget allocations prioritize sustainable refugee and host community integration.	Number of MTEFs adapted for RHDs to ensure multi-year budget allocations prioritize sustainable refugee and host community integration.	0	3 MTEFs adapted by 2027 for RHDs to ensure multi-year budget allocations prioritize sustainable refugee and host	Annually	MTEF documents, budget reports.	MoFPED, MoH, MoES, MoWE, DLGs, Development Partners

Strategic Interventions	Activities	Indicators (Output Indicators)	Baseline	Performance Targets	Frequency of Data Collection	Means of Verification (Source of Data)	Responsible
				community integration.			
2.3 Leverage Local Government Financing	2.3.1 Enhance the capacity of local governments in RHDs to collect local taxes and user fees, aligning these revenues with district-level service delivery needs in health, education, and water supply.	Percentage increase in local revenue collected by RHDs.	0	80% increase in local revenue in RHDs by 2030.	Annually	Local government financial reports, audit documents.	MoFPED, MoH, MoES, MoWE, DLGs, Development Partners
	2.3.2 Expand intergovernmental fiscal transfers under the Uganda Intergovernmental Fiscal Transfer (UgIFT) program to strengthen resource allocation in refugee-hosting areas.	Number of fiscal transfers expanded in RHDs to strengthen resource allocation in refugee-hosting areas.	0	2 additional fiscal transfers made by 2030.	Annually	Budget records, government transfer documents.	MoFPED, MoH, MoES, MoWE, DLGs
2.4 Attract and Incentivize Private Investment in Refugee Hosting Districts	2.4.1 Create investment-friendly policies and incentives (e.g., tax breaks, public-private partnerships) targeting water infrastructure, education, and healthcare systems that benefit both refugees and host communities.	Number of investment policies/incentives created targeting water infrastructure, education, and healthcare systems that benefit both refugees and host communities.	0	3 investment policies / incentives implemented by 2028.	Annually	Published policy documents, MoU agreements.	MoFPED, MoLG, DLG
	2.4.2 Engage private sector actors through impact investment models to fund income-generating activities (IGAs) and entrepreneurship programs in refugee and host populations.	Number of private sector actors engaged in impact investments to fund IGAs and entrepreneurship programs in refugee and host populations.	0	At least 40 private sector actors engaged in impact investment to fund IGAs and entrepreneurship programs in RHDs by 2035.	Annually	Partnership reports, stakeholder meeting minutes.	MoFPED

Strategic Interventions	Activities	Indicators (Output Indicators)	Baseline	Performance Targets	Frequency of Data Collection	Means of Verification (Source of Data)	Responsible
2.5 Enhance Financial Inclusion to enable refugees and host communities meet their financial needs	2.5.1 Promote access to finance for small and medium-sized enterprises (SMEs) in RHDs, focusing on those owned by or employing refugees and host community members.	Number of SMEs (owned by or employing refugees and host community members) accessing financial support in RHDs.	TBD by baseline survey.	500 SMEs that employ refugees and host community members are supported by 2030 in RHDs.	Biannually	Loan disbursement records, SME reports.	MoFPED, Uganda Investment Authority (UIA), MoTIC, Private Sector Foundation Uganda (PSFU), DPs
	2.5.2 Build capacity of refugees and host communities in financial literacy	Number of refugees and host community members trained in financial literacy annually.	TBD	100,000 refugees and host community members trained in financial literacy by 2030.	Annually	Training attendance sheets, training evaluation reports.	MoFPED, UIA, MoTIC, PSFU
	2.5.3 Collaborate with financial institutions to develop tailored products for refugee and host community entrepreneurs, such as micro-loans, savings accounts, and insurance schemes.	Number of tailored financial products developed for refugee and host community entrepreneurs.	0	3 tailored financial products for refugee and host community entrepreneurs by 2029.	Annually	MoUs with financial institutions, product brochures.	Bank of Uganda (BoU), Financial Institutions, Refugee Led Organization (RLOs), NGOs, DPs
2.6 Aligning Development Cooperation with Uganda's Refugee Response Priorities	2.6.1 Align development partners' funding streams with Uganda's refugee response strategy through integrated financing frameworks (INFFs). Ensure funding aligns with national priorities as outlined in the NDP IV and RHDs Development Plans.	Percentage of development partner funding aligned with refugee response strategy.	TBD	80% of funding aligned by 2030.	Annually	Funding alignment reports, partner progress updates.	
	2.6.2 Establish a coordinated financing platform to track and align donor contributions with government-led	Number of Coordinated financing platform established to track and align donor contributions	0	Coordinated financing platform operational by 2026.	Quarterly	Platform usage reports, user feedback.	

Strategic Interventions	Activities	Indicators (Output Indicators)	Baseline	Performance Targets	Frequency of Data Collection	Means of Verification (Source of Data)	Responsible
	initiatives, avoiding duplication and ensuring transparency.	with government-led initiatives.					
	2.6.3 Advocate for Uganda's refugee response priorities in multilateral forums to attract concessional financing and grant resources for critical services in RHDs.	Number of multilateral forums attended for advocacy to attract concessional financing and grant resources for critical services in RHDs.	0	15 forums attended by 2035.	Biannually	Advocacy reports, meeting minutes.	
	2.6.4 Mobilize resources from global financing mechanisms like the Global Partnership for Education (GPE) and the Green Climate Fund (GCF) to address education and environmental challenges in refugee-hosting areas.	Amount of resources mobilized from global financing mechanisms.	TBD	$100 million mobilized by 2030.	Annually	Funding agreements, financial reports.	
2.7 Promote Science, Technology, and Innovation (STI)	2.7.1 Develop STI roadmaps that include innovative solutions for water supply, digital health solutions and digital learning platforms to benefit refugees and hosts.	Number of STI roadmaps developed per sector to benefit refugees and hosts communities.	0	3 STI roadmaps developed by 2027.	Annually	Roadmap documents, stakeholder feedback.	
	2.7.2 Conduct annual performance review of the STI roadmaps	Number of annual reviews of STI roadmaps conducted.	0	At least 8 annual reviews of STI roadmaps conducted by 2035.	Annually	Review reports, roadmap updates.	
2.8 Adopt Debt and Risk Management Strategies	2.8.1 Integrate refugee-related expenditure planning into Uganda's debt management strategy to manage risks associated with high borrowing.	Number of debt management strategies incorporating refugee-related expenditure planning.	0	1 debt management strategy implemented by 2028 to manage risks associated with high borrowing.	Annually	Debt management strategy documents, budget analysis.	Ministry of Science, Technology, and Innovation (MoSTI), MoES, Development Partners

Strategic Interventions	Activities	Indicators (Output Indicators)	Baseline	Performance Targets	Frequency of Data Collection	Means of Verification (Source of Data)	Responsible
	2.8.2 Explore commodity stabilization funds to buffer against fluctuations in global aid or trade revenue affecting refugee-related programs.	Number (Amount) of Commodity stabilization fund established.	0	Commodity stabilization fund operational by 2027.	Annually	Fund creation reports, operational guidelines.	
2.9 Enhancing Global, Regional and South-South Partnerships	2.9 1 Collaborate with neighbouring countries and regional organizations to share best practices in financing refugee response transitions, promoting regional stability and burden-sharing.	Number of regional collaborations established to share best practices in financing refugee response transitions, promoting regional stability and burden-sharing.	0	5 collaborations established by 2030.	Annually	MoUs, meeting reports.	MoFPED, Development Partners
	2.9.2 Tap into experiences and resources from other developing countries addressing similar refugee challenges, focusing on shared financing solutions.	Number of learning exchanges conducted annually to tap into experiences and resources from other developing countries addressing similar refugee challenges.	0	10 exchanges conducted by 2035.	Annually	Exchange reports, participant feedback.	
Strategic Objective 3: To strengthen governance, collaboration, and coordination for effective service delivery in the water, health and education sectors in the national refugee response.							
3.1 Establish Formal Coordination Mechanisms	3.1.1 Create and / or strengthen existing multi-stakeholder coordination committees at national and district levels, with representatives from government, development partners, local communities, and refugee leaders.	Number of multi-stakeholder coordination committees established and or strengthened at national and district levels (RHDs).	0	At least 12 Multi-stakeholder coordination committees are functional by 2027at national and RHDs levels.	Quarterly	Committee meeting minutes, membership lists.	Ministry of Foreign Affairs (MoFA), Development Partners
	3.1.2 Set up and / or strengthen existing sector-specific working groups (e.g., health, education, water) to focus on technical aspects of service delivery.	Number of sector-specific working groups operational.	0	3 Sector-specific working groups operational by 2028.	Annually	Working group reports, sector performance evaluations.	

Strategic Interventions	Activities	Indicators (Output Indicators)	Baseline	Performance Targets	Frequency of Data Collection	Means of Verification (Source of Data)	Responsible
	3.1.3 Develop clear terms of reference and guidelines for each committee to define roles, responsibilities, and decision-making processes.	Number of terms of reference and guideline documents developed for each committee.	0	Terms of reference and guideline documents for each committee is finalized by 2027.	Annually	TOR documents, committee feedback.	
	3.1.4 Orient the established committees on their roles and responsibilities	Number of committee orientation sessions conducted annually.	0	At least 12 orientation sessions completed by 2027.	Annually	Orientation attendance sheets, training materials.	
	3.1.5 Schedule quarterly coordination meetings to discuss progress, challenges, and updates in the transition process.	Number of quarterly coordination meetings held to discuss progress, challenges, and updates in the transition process.	0	32 quarterly coordination meetings held by 2035.	Quarterly	Meeting minutes, attendance sheets.	OPM, Ministry of Health (MoH), Ministry of Education (MoES), Ministry of Water and Environment (MoWE)
3.2 Implement a Stakeholder Communication and Engagement Strategy	3.2.1 Develop a comprehensive communication plan to regularly update stakeholders on the progress of the transition and the role each group plays.	Number of Communication plan developed to regularly update stakeholders on the progress of the transition and the role each group plays.	0	Communication plan operational by 2025.	Annually	Communication strategy document, updates.	OPM, MoH, MoES, MoWE
	3.2.2 Use multiple channels (e.g., public forums, newsletters, social media, and radio) to reach diverse stakeholders, including remote communities.	Number of communication channels utilized to reach diverse stakeholders, including remote communities annually.	0	5 communication channels operationalized by 2026.	Annually	Media reports, stakeholder feedback.	OPM, MoH, MoES, MoWE

Strategic Interventions	Activities	Indicators (Output Indicators)	Baseline	Performance Targets	Frequency of Data Collection	Means of Verification (Source of Data)	Responsible
	3.2.3 Host quarterly public briefings in refugee-hosting districts to share updates, answer questions, and gather feedback from communities.	Number of quarterly public briefings conducted in refugee-hosting districts to share updates, answer questions, and gather feedback from communities.	0	40 public briefings held by 2035.	Quarterly	Briefing reports, attendance records.	OPM, MoH, MoES, MoWE
	3.2.4 Create a dedicated online platform where stakeholders can access transition-related documents, reports, and meeting notes.	Online platform operational.	0	Platform operational by 2026.	Quarterly	Platform usage statistics, stakeholder surveys.	OPM, MoH, MoES, MoWE
	3.2.5 Provide periodic press releases and public updates on the progress of the transition process to foster transparency.	Number of press releases and public updates provided.	0	30 press releases and public updates provided by 2035.	Quarterly	Press releases, media coverage, online publication records.	MoFPED, OPM, Ministry of Information and Communications Technology (MoICT), DLGs
3.3 Foster Capacity-Building and Knowledge Sharing for enhanced coordination	3.3.1 Conduct joint training sessions on collaborative service delivery approaches, conflict resolution, and intercultural communication.	Number of annual joint training sessions conducted on collaborative service delivery approaches, conflict resolution, and intercultural communication.	0	10 training sessions conducted by 2035.	Annually	Training reports, participant lists.	OPM, Development Partners, DLGs
	3.3.2 Develop toolkits and manuals for government officials and partners on best practices for managing multi-stakeholder coordination.	Number of toolkits and manuals developed for government officials and partners on best practices for managing multi-stakeholder coordination.	0	At least 1 toolkit/manual developed by 2028.	Annually	Toolkit/manual documents, distribution records.	OPM, MoFPED,

Strategic Interventions	Activities	Indicators (Output Indicators)	Baseline	Performance Targets	Frequency of Data Collection	Means of Verification (Source of Data)	Responsible
	3.3.3 Set up an online knowledge-sharing portal with resources, case studies, and policy documents to support collaborative learning.	Knowledge-sharing portal established and operational.	0	Online knowledge-sharing portal operational by 2027.	Annually	Portal usage analytics, feedback reports.	OPM, MoFPED
	3.3.4 Facilitate peer-to-peer learning sessions to share best practices from other refugee-hosting regions.	Number of peer-to-peer learning sessions facilitated annually to share best practices from other refugee-hosting regions.	0	8 sessions facilitated by 2035.	Annually	Session reports, participant lists.	OPM, MoH, MoWE, MoES, DPs
	3.3.5 Organize annual stakeholder conferences to reflect on the transition's progress, share knowledge, and celebrate milestones.	Number of annual stakeholder conferences organized to reflect on the transition's progress, share knowledge, and celebrate milestones.	0	10 conferences held by 2035 to reflect on the transition's progress, share knowledge, and celebrate milestones.	Annually	Conference reports, participant feedback.	MoFPED, OPM, MoH, MoWE, MoES, MoLG, DLGs, DPs
3.4 Empower Community and Refugee Leaders as Key Transition Facilitators	3.4.1 Identify and train refugee and host community leaders in leadership, advocacy and communication, conflict resolution and social protection to support their roles in the transition process.	Number of refugee and host community leaders trained annually in leadership, communication, conflict resolution and advocacy skills to support their roles in the transition process.	0	1,500 leaders trained by 2030.	Annually	Training attendance sheets, evaluation reports.	OPM, MoFPED,
	3.4.2 Develop a mentorship program connecting experienced community leaders with new leaders in refugee-hosting areas.	Mentorship program established and operational.	0	Program operational by 2027.	Annually	Program design documents, participant feedback.	OPM, MoFPED
	3.4.3 Form community resource groups that can provide logistical support, translation, and local insights during meetings and consultations.	Number of community resource groups formed to provide logistical support, translation, and local	0	# community resource groups formed in each RHDs by 2028.	Annually	Group membership lists, activity reports.	OPM, MoH, MoWE, MoES, DPs

Strategic Interventions	Activities	Indicators (Output Indicators)	Baseline	Performance Targets	Frequency of Data Collection	Means of Verification (Source of Data)	Responsible
		insights during meetings and consultations.					
	3.4.4 Engage youth, PWDs, and women's groups within refugee and host communities to ensure inclusivity and broad-based representation.	Number of inclusive groups within refugee and host communities engaged annually.	0	At least 200 inclusive groups (Youth, PWDs, Women) engaged by 2030.	Annually	Engagement reports, group membership records.	MoFPED, OPM, MoH, MoWE, MoES, MoLG, DLGs, DPs
	3.4.5 Establish recognition programs to celebrate and acknowledge the contributions of community leaders and volunteers in the transition process.	Number of recognition programs established Number of community leaders and volunteers recognized for their contributions in the transition process.	0	Recognition program is operational by 2027.	Annually	Recognition program reports, event records.	OPM, DLGs, Refugee Community Leaders, NGOs, DPs
Strategic Objective 4: To establish an Integrated Monitoring and Evaluation (IM&E) System to track progress, identify challenges, and make data-driven decisions and adjustments to the implementation of the transition strategy, ensuring accountability, adaptive learning and continuous improvement.							
4.1 Enhance Planning and Technical Capacity for Effective IM&E Implementation in the Transition Process	4.1.1 Review key performance indicators (KPIs) that align with sector-specific objectives in education, health, and water services, as well as cross-cutting areas like community engagement and financial sustainability.	Number of KPIs reviewed and or identified to align with sector-specific objectives in education, health, and water services, as well as cross-cutting area	0	KPIs that align with sector-specific objectives in education, health, and water services, as well as cross-cutting areas like community reviewed and or identified by 2026.	Annually	KPI lists, approval documents.	OPM, DLGs, Refugee Community Leaders
	4.1.2 Establish baseline data for key indicators to provide a reference point for tracking progress or lack thereof in the transition process.	Baseline data established for key indicators to provide a reference point for tracking progress or	0	Baseline data established for all KPIs by 2026.	Annually	Baseline reports, survey data.	OPM, DLGs, Refugee Community Leaders

Strategic Interventions	Activities	Indicators (Output Indicators)	Baseline	Performance Targets	Frequency of Data Collection	Means of Verification (Source of Data)	Responsible
		lack thereof in the transition process.					
	4.1.3 Develop and or review an integrated M&E framework with clear hierarchy of objectives, indicators, indicator definition, baseline values, performance targets, data collection methods, frequency of data collection, responsibilities, and reporting timelines that aligns with the transition goals.	Integrated M&E framework is reviewed and or developed and operational.	0	An Integrated M&E Framework is operational by 2026.	Annually	M&E framework document, stakeholder feedback reports.	OPM, DLGs, Refugee Community Leaders, NGOs, DPs
	4.1.4 Develop a comprehensive monitoring and evaluation plan to guide data collection, analysis, reporting, use and dissemination of information for evidence-based decision making during and after transition.	Comprehensive M&E plan developed and approved.	0	M&E Plan operational by 2026.	Annually	Approved M&E plan, progress reports.	OPM, MoFPED, MoH, MoES, MWE, DLGs, Refugee Community Leaders
	4.1.5 Conduct regular training sessions for government officials, service providers, refugee and host community representatives on data collection, analysis, and reporting techniques for the refugee response.	Number of annual training sessions conducted for government officials, service providers, refugee and host community representatives on data collection, analysis, and reporting techniques for the refugee response.	0	10 training sessions conducted by 2030.	Annually	Training reports, participant attendance lists.	OPM, MoFPED, MoLG, DLG
	4.1.6 Establish a support network, including technical advisors, to offer ongoing guidance and ensure continuous improvement in M&E practices.	Support network established and operational.	0	Network operational by 2027.	Annually	Network design documents, feedback reports.	OPM, MoFPED, MoH, MoES, MWE, MoLG

Strategic Interventions	Activities	Indicators (Output Indicators)	Baseline	Performance Targets	Frequency of Data Collection	Means of Verification (Source of Data)	Responsible
	4.1.7 Conduct annual joint reviews of the M&E Plan (including the M&E Framework, data collection and reporting templates) to incorporate emerging needs, new priorities, or contextual changes in refugee-hosting areas.	Number of annual joint reviews of the M&E Plan conducted to incorporate emerging needs, new priorities, or contextual changes in refugee-hosting areas.	0	At least 4 joint reviews conducted by 2035.	Annually	Review reports, stakeholder feedback.	OPM, MoES, MoH, MoWE, DLGs, DPs, Refugee Led Organizations (RLOs), NGOs
4.2 Improve Data Collection, Capturing, and Verification to Ensure Reliable Support for the Transition Process	4.2.1 Support the integration of performance indicators specific to refugee-hosting areas into existing government M&E frameworks.	Number of performance indicators specific to refugee-hosting areas, are integrated into existing government M&E frameworks.	TBD from existing Refugees response Sectoral Frameworks	All relevant performance indicators specific to RHDs are integrated into existing government M&E Frameworks by 2030.	Annually	Updated M&E frameworks, government reports.	OPM, MoFPED, MoES, MoH, MoWE, DPs
	4.2.2 Establish a data management protocol, including data collection, verification, and storage procedures, to maintain data quality and accessibility.	Data management protocol developed and implemented.	0	Data management protocol operational by 2027.	Annually	Protocol document, data management audits.	OPM, MoFPED, MoES, MoH, MoWE, DPs
	4.2.3 Develop and operationalize an integrated Data Management and Reporting Systems for real-time tracking of service delivery metrics, community feedback, and transition milestones, aligned with existing national systems.	Integrated Data Management and Reporting System is operational.	0	Integrated Data Management and Reporting System is operational by 2027.	Annually	System usage analytics, implementation reports.	OPM, MoFPED, MoES, MoH, MoWE, DPs
	4.2.4 Conduct periodic (quarterly, annual) data collection to ensure up-to-date information on the transition's progress.	Number of data collection exercises conducted quarterly / annually to ensure up-to-date information on the transition's progress.	0	40 data collection exercises conducted by 2035.	Quarterly/Annually	Data collection reports, stakeholder feedback.	OPM, MoFPED, MoES, MoH, MoWE, DPs

Strategic Interventions	Activities	Indicators (Output Indicators)	Baseline	Performance Targets	Frequency of Data Collection	Means of Verification (Source of Data)	Responsible
	4.2.5 Conduct quarterly joint on-spot field visits to service sites, including schools, health facilities, and water points within the Refugee Hosting Districts (RHDs), to assess service quality and adherence to national standards.	Number of quarterly joint on-spot field visits conducted to service sites within the RHDs, to assess service quality and adherence to national standards.	0	40 joint on-spot field visits conducted by 2035.	Quarterly	Field visit reports, inspection checklists.	OPM, MoFPED, MoES, MoH, MoWE, DPs
	4.2.6 Conduct quarterly joint Data Quality Assessments (DQA) and review meetings to assess service delivery progress, identify challenges, and adjust strategies accordingly.	Number of DQAs and review meetings conducted.	0	40 DQAs conducted by 2035.	Quarterly	DQA reports, meeting minutes.	OPM, MoFPED, MoES, MoH, MoWE, DPs
4.3 Strengthen the Use of Data and Information for Decision-Making in the Transition Process	4.3.1 Establish and / or support existing data analytics team to analyze M&E data, generate insights, and provide evidence-based recommendations for strategy adjustments.	Number of data analytics teams established or supported.	0	5 teams established or supported by 2027.	Annually	Analytics team reports, meeting minutes.	OPM, MoFPED, MoES, MoH
	4.3.2 Create a centralized data repository and real-time dashboard for all stakeholders to access timely data and reports on key performance indicators for the transition process.	Data repository and dashboard operational.	0	Repository operational by 2028.	Annually	Dashboard analytics, repository access logs.	MoFPED, OPM, MoES, MoH, MoWE
	4.3.4 Organize quarterly joint review meetings with representatives from government, development partners (DPs), host communities, and refugee leaders to discuss M&E findings, identify bottlenecks, and make data-driven decisions.	Number of quarterly joint review meetings conducted with representatives from government, DPs, host communities, and refugee leaders to discuss M&E findings, identify bottlenecks, and make data-driven decisions.	0	40 joint review meetings conducted by 2035.	Quarterly	Meeting minutes, participant feedback.	MoFPED, OPM, MoES, MoH, MoWE, IT Experts

Strategic Interventions	Activities	Indicators (Output Indicators)	Baseline	Performance Targets	Frequency of Data Collection	Means of Verification (Source of Data)	Responsible
	4.3.5 Publish quarterly and / or annual M&E reports that summarize key findings, challenges, and steps taken to address issues in the transition process.	Number of reports published quarterly and or annually summarizing key findings, challenges, and steps taken to address issues in the transition process.	0	At least 20 reports published by 2035.	Quarterly/Annually	Published reports, government archives.	OPM, District Local Governments
	4.3.6 Conduct annual joint performance reviews and learning events to assess progress made in the overall transition process, share and reflect on M&E findings, celebrate successes, and refine strategies based on M&E insights.	Number of joint performance reviews and learning events conducted annually to assess progress made in the overall transition process …	0	10 annual joint performance reviews and learning events conducted by 2035.	Annually	Event reports, participant feedback.	
	4.3.7 Engage external evaluators to conduct periodic review of M&E processes, ensuring transparency, accountability, and objective assessments of transition activities.	Number of external reviews (Baseline, Mid-Term Review, and Endline) conducted for the National Transition Strategy.	0	At least 3 reviews conducted by 2035.	Biennially	Evaluation reports, recommendations documents.	OPM, MoFPED, MoES, MoH, MoWE, Development Partners

ANNEX III: DETAILED COST ASSESSMENTS

Table 14: Detailed cost of NTS Activities

Strategic Interventions	Activities	*Budget Notes*	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total (UGX)
Strategic Objective 1: To strengthen policy, institutional and technical capacities of relevant sector MDAs, Local Governments, Utilities and Facilities for effective service delivery in water, health and education in the refugee response.													
1.1 Undertake legal reforms to strengthen Policy Integration and Programming in the Refugee Response	1.1.1 Fast track Refugee Policy review and development process	*Covers legal drafting, policy consultations, workshops, and validation processes.*	120,000,000										120,000,000
	1.1.2 Review existing legal instruments (For example, Refugee Act 2006, and it is Refugee Regulation 2010, Local Government Act 1997, Land Act 2010) to align with current development challenges.	*Includes legal analysis, consultation meetings, stakeholder workshops.*	60,000,000	60,000,000									120,000,000
	1.1.3 Establish and / or implement existing regulatory frameworks (e.g. PPP regulations) that encourage private sector participation in delivering sustainable services in Refugee Hosting Districts (RHDs).	*Development of regulatory policies, PPP models, and stakeholder engagements.*	60,000,000	60,000,000									120,000,000
1.2 Strengthen Institutional Capacities	1.2.1 Construct and upgrade facilities (Water, Health and Education) for increased access to quality services	*Covers construction materials, labor, and approvals for upgrading facilities.*		6,000,000,000	6,000,000,000	6,000,000,000	6,000,000,000	6,000,000,000					30,000,000,000
	1.2.2 Equip the facilities with essential equipment, commodities and supplies for enhanced service delivery.	*Procurement of medical, educational, and water supply equipment.*	2,000,000,000	2,000,000,000	2,000,000,000	2,000,000,000	2,000,000,000	2,000,000,000	2,000,000,000	2,000,000,000			16,000,000,000
	1.2.3 Conduct infrastructure audits to ensure infrastructure upgrades are maintained during transition	*Infrastructure assessments,*	360,000,000					360,000,000					720,000,000

Strategic Interventions	Activities	*Budget Notes*	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total (UGX)
		maintenance plans, and reporting.											
	1.2.4 Provide appropriate means of transport for efficient and effective service delivery (Ambulances, Motorbikes, Bicycles, Motorboats)	*Procurement of ambulances, motorbikes, and transport for refugee services for each 12 RHDs. Cost of ambulance 230 million ugx*		2,760,000,000	2,760,000,000	2,760,000,000	2,760,000,000						11,040,000,000
1.3 Enhance Technical Assistance for Integrated Planning and Budgeting Processes	1.3.1 Conduct comprehensive capacity needs assessments for staff in relevant MDAs, Local Governments in RHDs, Facilities and Service Providers.	*Consultants, workshops, and assessments for capacity needs identification.*		120,000,000									120,000,000
	1.3.2 Develop and / or implement existing training modules on integrated planning, budgeting, and service management, focusing on the unique needs of refugee-hosting contexts. The modules to be developed will be based on the capacity gaps established during the capacity needs assessment.	*Development of structured training modules and learning materials.*	120,000,000										120,000,000
	1.3.3 Train staff in relevant MDAs, Local Governments in RHDs, Facilities and Service Providers in integrated planning and budgeting.	*Facilitators, logistics, and workshops for training local government staff.*		120,000,000	120,000,000	120,000,000	120,000,000						480,000,000
	1.3.4 Organize annual review and feedback sessions on District Refugee Transition Plans and budgets with national policymakers and development partners.	*Logistics, reports, and facilitation of annual review meetings.*	70,000,000	70,000,000	70,000,000	70,000,000	70,000,000	70,000,000	70,000,000	70,000,000	70,000,000		630,000,000
	1.3.5 Implement mentorship and peer-learning programs with experienced practitioners from refugees and hosting communities to enhance local technical capacity and replication of good practices.	*Peer-learning program setup, exchange visits, and training.*		60,000,000	60,000,000	60,000,000	60,000,000	60,000,000					300,000,000

Strategic Interventions	Activities	*Budget Notes*	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total (UGX)
	1.3.6 Utilize professional and experienced refugees to support integrated planning and budgeting for enhanced service delivery.	*Recruitment of skilled refugees for knowledge-sharing and implementation. 18MilUGX per staff per year in each 12 RHD*	216,000,000	216,000,000	216,000,000	216,000,000	216,000,000						1,080,000,000
	1.3.7 Facilitate joint meeting to share insights and best practices on integrated planning and budgeting	*Logistics, facilitators, and documentation for best practice meetings.*	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	600,000,000
	1.3.8 Establish formal partnerships with academic institutions and policy research centers for continued learning and knowledge dissemination to guide transition process.	*MOUs, partnership agreements, and academic collaboration research.*	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000					300,000,000
1.4 Foster Community Engagement and Participation in Planning Processes	1.4.1 Conduct regular community consultation sessions to ensure refugee and host community needs are integrated into planning and decision-making processes.	*Travel costs, facilitators, and engagement tools for community dialogues. 20 Mil UGX per RHD annually*	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	2,400,000,000
	1.4.2 Develop feedback mechanisms, such as suggestion boxes or community forums, to gather input on service delivery improvements.	*Procurement and setup of digital and physical feedback mechanisms. 10Mil UGX per RHD*		120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	1,080,000,000
	1.4.3 Train RWCs and LCs of host communities in participatory planning and social accountability approaches.	*Workshops, tools, and training for community representatives. At least 72 RWCS and LCs trained annually*		86,400,000	86,400,000	86,400,000	86,400,000	86,400,000					432,000,000

Strategic Interventions	Activities	*Budget Notes*	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total (UGX)
	Sub Total (Objective1: strengthen policy, institutional and technical capacities of relevant sector MDAs, LGs, Utilities and Facilities)		3,356,000,000	12,022,400,000	11,782,400,000	11,782,400,000	11,782,400,000	9,046,400,000	2,490,000,000	2,490,000,000	490,000,000	420,000,000	65,662,000,000
Strategic Objective 2: To enhance integrated planning, budgeting and financial resource mobilization for effective implementation of transition interventions among refugee and host communities.													
2.1 Conduct a Comprehensive Resource Needs Assessment	2.1.1 Engage local governments, sector ministries, and implementing partners to conduct a detailed gap analysis to identify the financial resources required to sustain services in refugee-hosting areas.	*Financial analysis, consultancy, and development of resource gap reports.*		220,000,000									220,000,000
	2.1.2 Develop a resource mobilization plan per sector based on identified gaps, outlining key areas for immediate, medium-term, and long-term support.	*Strategy development, resource mapping, and financial planning.*				120,000,000							120,000,000
2.2 Strengthen Medium-Term Revenue and Expenditure Frameworks	2.2.1 Develop and implement Medium-Term Revenue Strategies (MTRSs) to enhance domestic resource mobilization, particularly targeting sectors critical for refugee hosting districts (RHDs) such as health, education, and water.	*Research, policy drafting, and stakeholder consultation.*			120,000,000								120,000,000
	2.2.2 Adapt Medium-Term Expenditure Frameworks (MTEFs) to ensure multi-year budget allocations prioritize sustainable refugee and host community integration.	*Workshops, multi-year budget planning, and implementation review.*			60,000,000								60,000,000
2.3 Leverage Local Government Financing	2.3.1 Enhance the capacity of local governments in RHDs to collect local taxes and user fees, aligning these revenues with district-level service delivery needs in health, education, and water supply.	*Workshops, tax collection policy design, and revenue management tools.*	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000						300,000,000
	2.3.2 Expand intergovernmental fiscal transfers under the Uganda Intergovernmental Fiscal Transfer (UgIFT) program to strengthen resource allocation in refugee-hosting areas.	*Fiscal planning, allocation review, and legal policy analysis.*		25,000,000	25,000,000	25,000,000	25,000,000	25,000,000					125,000,000

Strategic Interventions	Activities	*Budget Notes*	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total (UGX)
2.4 Attract and Incentivize Private Investment in Refugee Hosting Districts	2.4.1 Create investment-friendly policies and incentives (e.g., tax breaks, public-private partnerships) targeting water infrastructure, education, and healthcare systems that benefit both refugees and host communities.	*Legal framework development and investment attraction strategies.*		60,000,000	60,000,000	60,000,000							180,000,000
	2.4.2 Engage private sector actors through impact investment models to fund income-generating activities (IGAs) and entrepreneurship programs in refugee and host populations.	*Business forums, networking, and strategic investment partnerships.*	120,000,000										120,000,000
2.5 Enhance Financial Inclusion to enable refugees and host communities meet their financial needs	2.5.1 Promote access to finance for small and medium-sized enterprises (SMEs) in RHDs, focusing on those owned by or employing refugees and host community members.	*Financial inclusion programs, micro-loans, and business support.*		120,000,000	120,000,000	120,000,000	120,000,000	120,000,000					600,000,000
	2.5.2 Build capacity of refugees and host communities in financial literacy	*Community outreach, training materials, and financial education sessions. 40Mil UGX per RHDs*	480,000,000	480,000,000	480,000,000	480,000,000	480,000,000	480,000,000					2,880,000,000
	2.5.3 Collaborate with financial institutions to develop tailored products for refugee and host community entrepreneurs, such as micro-loans, savings accounts, and insurance schemes.	*Engagement with banks, microfinance institutions, and fintech providers.*	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000						60,000,000
2.6 Aligning Development Cooperation with Uganda's Refugee Response Priorities	2.6.1 Align development partners' funding streams with Uganda's refugee response strategy through integrated financing frameworks (INFFs). Ensure funding aligns with national priorities as outlined in the NDP IV and RHDs Development Plans.	*Stakeholder workshops, alignment with national planning strategies.*	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000					360,000,000
	2.6.2 Establish a coordinated financing platform to track and align donor contributions with government-led initiatives, avoiding duplication and ensuring transparency.	*Financial tracking tools, donor coordination, and grant applications.*	80,000,000										80,000,000

Strategic Interventions	Activities	*Budget Notes*	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total (UGX)
	2.6.3 Advocate for Uganda's refugee response priorities in multilateral forums to attract concessional financing and grant resources for critical services in RHDs.	*Diplomatic engagement, advocacy in international financial institutions.*	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	200,000,000
	2.6.4 Mobilize resources from global financing mechanisms like the Global Partnership for Education (GPE) and the Green Climate Fund (GCF) to address education and environmental challenges in refugee-hosting areas.	*Proposal writing, applications for global funding opportunities.*	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	800,000,000
2.7 Promote Science, Technology, and Innovation (STI)	2.7.1 Develop STI roadmaps that include innovative solutions for water supply, digital health solutions and digital learning platforms to benefit refugees and hosts.	*Research, feasibility studies, and technological solutions for refugees.*		220,000,000									220,000,000
	2.7.2 Conduct annual performance review of the STI roadmaps	*Annual assessment meetings, reporting, and innovation tracking.*			60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	480,000,000
2.8 Adopt Debt and Risk Management Strategies	2.8.1 Integrate refugee-related expenditure planning into Uganda's debt management strategy to manage risks associated with high borrowing.	*Debt planning research, risk assessment, and financial modeling.*				60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	420,000,000
	2.8.2 Explore commodity stabilization funds to buffer against fluctuations in global aid or trade revenue affecting refugee-related programs.	*Financial modeling, risk management strategies, and fund structuring.*			60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	480,000,000
2.9 Enhancing Global, Regional and South-South Partnerships	2.9 1 Collaborate with neighboring countries and regional organizations to share best practices in financing refugee response transitions, promoting regional stability and burden-sharing.	*Regional cooperation meetings, collaboration agreements*					50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	300,000,000
	2.9.2 Tap into experiences and resources from other developing countries addressing similar refugee challenges, focusing on shared financing solutions.	*International collaboration on innovative financing strategies.*		50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	450,000,000

Strategic Interventions	Activities	*Budget Notes*	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total (UGX)
	Sub-Total (Objective 2: enhance integrated planning, budgeting and financial resource mobilization)		912,000,000	1,407,000,000	1,267,000,000	1,267,000,000	1,137,000,000	1,065,000,000	380,000,000	380,000,000	380,000,000	380,000,000	8,575,000,000
Strategic Objective 3: To strengthen governance, collaboration, and coordination for effective service delivery in the water, health and education sectors in the national refugee response.													
3.1 Establish Formal Coordination Mechanisms	3.1.1 Create and / or strengthen existing multi-stakeholder coordination committees at national and district levels, with representatives from government, development partners, local communities, and refugee leaders.	*Quarterly stakeholder meetings, policy discussions, and coordination plans.*	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	400,000,000
	3.1.2 Set up and / or strengthen existing sector-specific working groups (e.g., health, education, water) to focus on technical aspects of service delivery.	*Formation of technical working groups, knowledge exchange programs.*			50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	400,000,000
	3.1.3 Develop clear terms of reference and guidelines for each committee to define roles, responsibilities, and decision-making processes.	*Development of TORs, operational guidelines, and sectoral mandates.*	40,000,000										40,000,000
	3.1.4 Orient the established committees on their roles and responsibilities	*Workshops, onboarding meetings, and committee capacity-building.*		40,000,000	40,000,000								80,000,000
	3.1.5 Schedule quarterly coordination meetings to discuss progress, challenges, and updates in the transition process.	*Quarterly coordination planning, documentation, and stakeholder engagement.*			40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	320,000,000
3.2 Implement a Stakeholder Communication and Engagement Strategy	3.2.1 Develop a comprehensive communication plan to regularly update stakeholders on the progress of the transition and the role each group plays.	*Development of awareness materials, media engagement, and strategy reports.*	120,000,000										120,000,000

Strategic Interventions	Activities	*Budget Notes*	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total (UGX)
	3.2.2 Use multiple channels (e.g., public forums, newsletters, social media, and radio) to reach diverse stakeholders, including remote communities.	*Covers design, printing, radio airtime, social media engagement, and community outreach. 10Mil UGX per RHD*		120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	1,080,000,000
	3.2.3 Host quarterly public briefings in refugee-hosting districts to share updates, answer questions, and gather feedback from communities.	*Covers venue hire, travel, facilitator costs, and documentation. 20 Mil UGX. Per RHD*	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	2,400,000,000
	3.2.4 Create a dedicated online platform where stakeholders can access transition-related documents, reports, and meeting notes.	*Includes web development, hosting, maintenance, and security.*	120,000,000										120,000,000
	3.2.5 Provide periodic press releases and public updates on the progress of the transition process to foster transparency.	*Costs include media engagement, printing, and digital communication tools.*	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	200,000,000
3.3 Foster Capacity-Building and Knowledge Sharing for enhanced coordination	3.3.1 Conduct joint training sessions on collaborative service delivery approaches, conflict resolution, and intercultural communication.	*Training facilitation, materials, venue, and travel support.*	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	800,000,000
	3.3.2 Develop toolkits and manuals for government officials and partners on best practices for managing multi-stakeholder coordination.	*Includes research, content development, graphic design, and printing.*		60,000,000									60,000,000
	3.3.3 Set up an online knowledge-sharing portal with resources, case studies, and policy documents to support collaborative learning.	*Covers web platform design, database development, and maintenance.*		150,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	158,000,000

Strategic Interventions	Activities	*Budget Notes*	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total (UGX)
	3.3.4 Facilitate peer-to-peer learning sessions to share best practices from other refugee-hosting regions.	*Support for coordination, logistics, and regional best practice sharing.*			60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	480,000,000
	3.3.5 Organize annual stakeholder conferences to reflect on the transition's progress, share knowledge, and celebrate milestones.	*Event logistics, facilitator fees, knowledge-sharing materials.*	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	600,000,000
3.4 Empower Community and Refugee Leaders as Key Transition Facilitators	3.4. Identify and train refugee and host community leaders in leadership, advocacy and communication, conflict resolution and social protection to support their roles in the transition process.	*Costs include travel, accommodation, venue hire, and training materials. Training of at least 72 Selected leaders*		86,400,000	86,400,000	86,400,000	86,400,000	86,400,000					432,000,000
	3.4.2 Develop a mentorship program connecting experienced community leaders with new leaders in refugee-hosting areas.	*Training curriculum development, mentor recruitment, and logistics.*	60,000,000	60,000,000	60,000,000								180,000,000
	3.4.3 Form community resource groups that can provide logistical support, translation, and local insights during meetings and consultations.	*Includes community meeting logistics, translation, and technical support.*			240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	1,920,000,000
	3.4.4 Engage youth, PWDs, and women's groups within refugee and host communities to ensure inclusivity and broad-based representation.	*Covers outreach programs, inclusion-focused engagement activities.*	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	2,400,000,000
	3.4.5 Establish recognition programs to celebrate and acknowledge the contributions of community leaders and volunteers in the transition process.	*Recognition items, certificates, and awards for community leaders.*		60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	540,000,000

Strategic Interventions	Activities	*Budget Notes*	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total (UGX)
	Sub-Total (Objective 3: strengthen governance, collaboration, and coordination)		1,020,000,000	1,256,400,000	1,437,400,000	1,337,400,000	1,337,400,000	1,337,400,000	1,251,000,000	1,251,000,000	1,251,000,000	1,251,000,000	12,730,000,000
Strategic Objective 4: To establish an Integrated Monitoring and Evaluation (IM&E) System to track progress, identify challenges, and make data-driven decisions and adjustments to the implementation of the transition strategy, ensuring accountability, adaptive learning and continuous improvement.													
4.1 Enhance Planning and Technical Capacity for Effective IM&E Implementation in the Transition Process	4.1.1 Review key performance indicators (KPIs) that align with sector-specific objectives in education, health, and water services, as well as cross-cutting areas like community engagement and financial sustainability.	*Consultant fees, workshops, and report development.*						120,000,000					120,000,000
	4.1.2 Establish baseline data for key indicators to provide a reference point for tracking progress or lack thereof in the transition process.	*Data collection tools, software, and initial assessments.*	220,000,000										220,000,000
	4.1.3 Develop and or review an integrated M&E framework with clear hierarchy of objectives, indicators, indicator definition, baseline values, performance targets, data collection methods, frequency of data collection, responsibilities, and reporting timelines that aligns with the transition goals.	*Framework development, stakeholder consultations, and validation.*						60,000,000					60,000,000
	4.1.4 Develop a comprehensive monitoring and evaluation plan to guide data collection, analysis, reporting, use and dissemination of information for evidence-based decision making during and after transition.	*Covers workshops, report writing, and framework documentation.*	120,000,000										120,000,000
	4.1.5 Conduct regular training sessions for government officials, service providers, refugee and host community representatives on data collection, analysis, and reporting techniques for the refugee response.	*Training materials, facilitators, and logistics for M&E capacity building.*		30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	270,000,000
	4.1.6 Establish a support network, including technical advisors, to offer ongoing guidance and ensure continuous improvement in M&E practices.	*Support for networking events, technical assistance, and peer-learning.*			60,000,000								60,000,000

Strategic Interventions	Activities	*Budget Notes*	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total (UGX)
	4.1.7 Conduct annual joint reviews of the M&E Plan (including the M&E Framework, data collection and reporting templates) to incorporate emerging needs, new priorities, or contextual changes in refugee-hosting areas.	*Covers logistics, report preparation, and review meetings.*		30,000,000		30,000,000		30,000,000			30,000,000		120,000,000
4.2 Improve Data Collection, Capturing, and Verification to Ensure Reliable Support for the Transition Process	4.2.1 Support the integration of performance indicators specific to refugee-hosting areas into existing government M&E frameworks.	*Stakeholder consultations, data harmonization, and system integration.*	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000						300,000,000
	4.2.2 Establish a data management protocol, including data collection, verification, and storage procedures, to maintain data quality and accessibility.	*Guidelines development, training, and implementation support.*		40,000,000									40,000,000
	4.2.3 Develop and operationalize an integrated Data Management and Reporting Systems for real-time tracking of service delivery metrics, community feedback, and transition milestones, aligned with existing national systems.	*Software development, server hosting, and data security.*		180,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	196,000,000
	4.2.4 Conduct periodic (quarterly, annual) data collection to ensure up-to-date information on the transition's progress.	*Survey materials, enumerator fees, and logistics for field data collection. About 30Mil UGX per RHD*	360,000,000	360,000,000	360,000,000	360,000,000	360,000,000	360,000,000	360,000,000	360,000,000	360,000,000	360,000,000	3,600,000,000
	4.2.5 Conduct quarterly joint on-spot field visits to service sites, including schools, health facilities, and water points within the Refugee Hosting Districts (RHDs), to assess service quality and adherence to national standards.	*Travel, field visit expenses, technical analysis, and reporting.*	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	120,000,000	1,200,000,000
	4.2.6 Conduct quarterly joint Data Quality Assessments (DQA) and review meetings to assess service delivery progress, identify challenges, and adjust strategies accordingly.	*Costs include analysis, review*	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	200,000,000

Strategic Interventions	Activities	Budget Notes	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total (UGX)
		meetings, and data accuracy checks.											
4.3 Strengthen the Use of Data and Information for Decision-Making in the Transition Process	4.3.1 Establish and / or support existing data analytics team to analyze M&E data, generate insights, and provide evidence-based recommendations for strategy adjustments.	*Support for analytics team, training, and technical tools.*	40,000,000	40,000,000	40,000,000								120,000,000
	4.3.2 Create a centralized data repository and real-time dashboard for all stakeholders to access timely data and reports on key performance indicators for the transition process.	*Covers IT infrastructure, dashboard maintenance, and user training.*			100,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	114,000,000
	4.3.4 Organize quarterly joint review meetings with representatives from government, development partners (DPs), host communities, and refugee leaders to discuss M&E findings, identify bottlenecks, and make data-driven decisions.	*Meeting logistics, documentation, and follow-up reports.*	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	600,000,000
	4.3.5 Publish quarterly and / or annual M&E reports that summarize key findings, challenges, and steps taken to address issues in the transition process.	*Printing, data visualization, and public dissemination.*	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	600,000,000
	4.3.6 Conduct annual joint performance reviews and learning events to assess progress made in the overall transition process, share and reflect on M&E findings, celebrate successes, and refine strategies based on M&E insights.	*Workshop costs, facilitator fees, and progress review sessions.*	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	60,000,000	600,000,000
	4.3.7 Engage external evaluators to conduct periodic review of M&E processes, ensuring transparency, accountability, and objective assessments of transition activities.	*Consultant fees, site visits, and independent evaluation reporting.*						350,000,000				350,000,000	700,000,000
	Sub-Total (Objective 4: Integrated M&E System)		1,120,000,000	1,060,000,000	972,000,000	804,000,000	774,000,000	1,274,000,000	714,000,000	714,000,000	744,000,000	1,064,000,000	9,240,000,000
		Overall Total Budget	6,408,000,000	15,745	15,458,800,000	15,190	15,030	12,722	4,835,	4,835,	2,865,000,000	3,115,	96,207,000,000

Strategic Interventions	Activities	*Budget Notes*	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total (UGX)
				,800,000		,800,000	,800,000	,800,000	000,000	000,000		000,000	

ANNEX IV: LIST OF STAKEHOLDERS CONSULTED

ANNEX V: SECTOR SPECIFIC ROADMAPS (PRESENTED AS SEPERATE DOCUMENTS)