



The Republic of Uganda

OFFICE OF THE PRIME MINISTER

ANNUAL REPORT 2025

UGANDA'S
COMPREHENSIVE
REFUGEE RESPONSE
FRAMEWORK (CRRF)





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LIST OF ACRONYMS

AAP	Accountability to Affected Persons
AEP	Accelerated Education Programme
BMZ	Federal Ministry for Economic Cooperation and Development
CRRF	Comprehensive Refugee Response Framework
DEF	District Engagement Forum
DRDIP	Development Response to Displacement Impacts Project
ERP	Education Response Plan II
HSIRRP	Health Sector Integrated Refugee Response Plan
ICT	Information and Communication Technology
IGAD	Intergovernmental Authority on Development
INGO	International Non-Governmental Organization
JICA	Japan International Cooperation Agency
JLIRP	Jobs and Livelihoods Integrated Response Plan
LDPG	Local Development Partners Group
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MEMD	Ministry of Energy and Mineral Development
MGLSD	Ministry of Gender, Labour and Social Development
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MoLG	Ministry of Local Government
MTIC	Ministry of Trade, Industry and Cooperatives
MWE	Ministry of Water and Environment
OPM	Office of the Prime Minister
PCMS	Partner Coordination and Monitoring System
SERP	Sustainable Energy Response Plan
UCRRP	Uganda Country Refugee Response Plan
WESRRP	Water and Environment Sector Refugee Response Plan II



EXECUTIVE SUMMARY

The year 2025 was marked by both significant progress and growing pressure in Uganda's refugee response. As one of the world's leading refugee-hosting countries, Uganda continued to provide protection and opportunities to a large refugee and asylum-seeking population, while upholding its progressive refugee policy framework. This placed sustained demands on national and local systems and further underscored the importance of the Comprehensive Refugee Response Framework (CRRF) as the central platform for delivering a coordinated, inclusive and sustainable response.

Throughout the year, the Government of Uganda remained firmly committed to advancing a whole-of-government and whole-of-society approach to refugee management. Under the leadership of the Office of the Prime Minister, and in collaboration with line ministries, district local governments, development and humanitarian partners, civil society, the private sector, refugee representatives and host communities, the CRRF continued to provide strategic direction for policy alignment, coordination and accountability. The various coordination platforms remained instrumental in ensuring that the refugee response was not only better organised, but also increasingly responsive to national priorities and realities at community level.

A major focus during the year was the national stocktaking of Uganda's Global Refugee Forum pledges. This process provided an important opportunity to assess progress, identify implementation gaps, and renew collective commitment around the country's strategic refugee response priorities. It also reinforced the importance of sustaining momentum across the key thematic areas of resilience and self-reliance, environment and climate action, localisation, durable solutions, and transition management. The stocktaking process demonstrated that these commitments continue to serve as an important framework for mobilising action, deepening partnerships

and aligning interventions with Government priorities.

Progress in 2025 was particularly notable in the area of refugee and host community self-reliance. Efforts to strengthen livelihoods, expand access to economic opportunities, promote skills development, and support household resilience continued across refugee-hosting districts. The launch of the Uganda Self-Reliance Index marked an important milestone in strengthening the measurement of outcomes and providing a more structured basis for assessing progress over time. This reflected a broader policy shift towards evidence-based programming and more sustainable approaches that enable refugees and host communities to participate more meaningfully in local economies and development processes.

The year also saw continued efforts to advance the transition from parallel humanitarian service delivery to more integrated, government-led systems. This remained a central priority across sectors, particularly in education, health, water and environment, energy, and livelihoods. Government and partners made progress in reviewing and renewing sector response plans, strengthening transition planning, and aligning refugee response interventions more closely with national development frameworks and sector systems. These efforts are critical to ensuring that refugee inclusion is institutionalised within public service delivery and that gains made over the years are sustained through stronger national ownership.

In the education sector, implementation efforts continued to support access to learning for refugee and host community children, while also drawing attention to the persistent pressures facing the system. Increased enrolment, large learner populations, infrastructure gaps, teacher shortages and limited resources continued to affect the quality and reach of education services in refugee-hosting areas. Even so, the sector

remained a strong example of how refugee response interventions can be embedded within national systems and aligned to broader human capital development objectives.

In the area of environment, energy and climate action, progress continued to be registered in promoting clean energy solutions, environmental restoration, and climate resilience in refugee-hosting areas. Refugee concerns were increasingly reflected in broader national and sector discussions on climate adaptation and environmental sustainability. At the same time, the year reaffirmed that environmental degradation, energy poverty and climate-related vulnerability remain major challenges requiring long-term investment, stronger coordination and greater integration into national systems.

Localisation also emerged more strongly as a strategic priority in 2025. There was growing recognition of the central role played by district local governments, local actors, community-based organisations and refugee-led structures in shaping and delivering the response. Efforts to strengthen participation, improve accountability to affected populations, and deepen local ownership continued through structured engagement platforms and ongoing work on the national localisation agenda. These processes contributed to a more inclusive response and helped strengthen the link between national decision-making and local implementation.

Notwithstanding these achievements, 2025 was also characterised by significant funding constraints. Reduced humanitarian financing, set against growing needs, placed considerable strain on service delivery across sectors and increased pressure on already stretched systems in refugee-hosting districts. These constraints affected the scale, predictability and quality of support available to both refugees and host communities. They also reinforced the urgency of improving efficiency, prioritising interventions more strategically, mobilising more sustainable financing, and accelerating the transition towards nationally led systems.

Overall, the reporting period demonstrated that Uganda's refugee response continues to evolve in a positive direction. The policy foundations remain strong, coordination structures continue to mature, and the emphasis on self-reliance, localisation, transition and resilience is becoming more firmly embedded in practice. At the same time, the sustainability of these gains will depend on continued political leadership, stronger sector integration, predictable financing, and sustained international responsibility-sharing. As Uganda moves forward, the central task remains to protect the progress made while further strengthening a refugee response that is nationally owned, inclusive, efficient and sustainable.



The Prime Minister Launches the Second Water and Environment Sector Refugee Response Plan (WESRRP II)

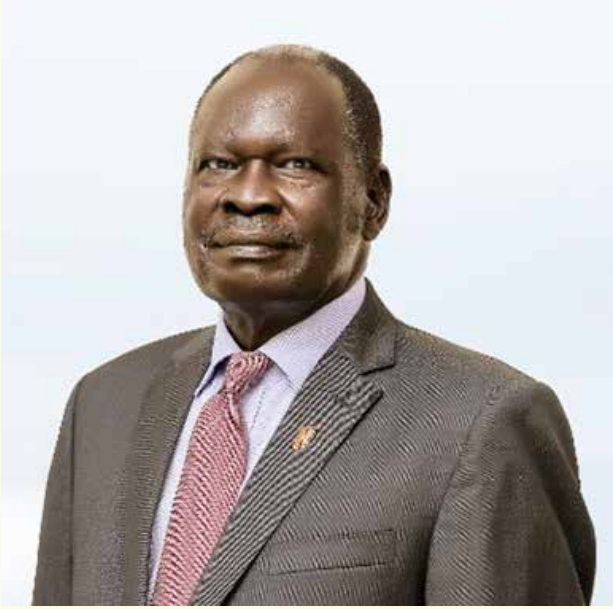


The Permanent Secretary, Office of the Prime Minister (OPM), delivering opening remarks at the 24th CRRF Steering Group Meeting, setting the tone for strategic discussions on Uganda's refugee response.

In 2025, the appointment of Mr. Alex Kakooza as the new Permanent Secretary at the Office of the Prime Minister marked an important moment in strengthening leadership and coordination within Uganda's refugee response. The Permanent Secretary played a key role in deepening collaboration between the CRRF Secretariat, UNHCR, and the Department of Refugees, while reinforcing the need for more coherent and effective engagement across the refugee sector.

This leadership was further demonstrated during the 23rd CRRF Steering Group Meeting, where the Permanent Secretary delivered the opening remarks and set a strategic tone for the deliberations. His address underscored the Government's commitment to improved coordination, stronger institutional alignment, and sustained collective action in advancing Uganda's refugee response.





FOREWORD BY THE MINISTER FOR RELIEF, DISASTER PREPAREDNESS AND REFUGEES

It is my honour to present the 2025 Annual Report of Uganda's Comprehensive Refugee Response Framework (CRRF). This report provides an important account of national leadership, collective responsibility, and sustained commitment in advancing Uganda's refugee response. It reflects our continued resolve to uphold one of the world's most progressive refugee management models while promoting a more coordinated, inclusive, and development-oriented approach to displacement.

Throughout 2025, Uganda remained steadfast in its commitment to protection, solidarity, and shared responsibility, even as refugee arrivals remained high and pressure on national and sub-national systems continued to increase. Government maintained its policy direction of integrating refugee response within national development processes, sector systems, and local government structures. This approach remains fully aligned with Uganda's long-standing Open Door Policy, as well as our commitments under the Global Compact on Refugees and the Global Refugee Forum.

At the same time, the year was marked by

significant financing constraints that affected implementation across sectors and placed increasing pressure on the delivery of essential services. These realities underscore the urgent need for more predictable, diversified, and development-oriented financing, alongside stronger burden- and responsibility-sharing by the international community. Uganda has continued to lead by example; however, the sustainability of this model depends on policy commitments being matched by practical, long-term support that is aligned with Government priorities and national systems.

I wish to extend my sincere appreciation to all Ministries, Departments and Agencies, Humanitarian and Development Partners, Civil Society Organisations, and Private Sector actors whose continued collaboration sustains Uganda's refugee response. I also commend the CRRF Secretariat for its stewardship and coordination throughout the year. As we look ahead, this report should serve not only as a reflection on the progress made, but also as a renewed call to strengthen collective action in support of Uganda's Progressive Refugee Policies and Strategic priorities.

A handwritten signature in blue ink, appearing to read 'Hillary Onek', written in a cursive style.

Hon. Eng. Hillary Onek

Minister for Relief, Disaster Preparedness and Refugees



MESSAGE FROM THE MINISTER OF STATE FOR RELIEF, DISASTER PREPAREDNESS AND REFUGEES

It was a privilege to be part of the Office of the Prime Minister and the CRRF Steering Group throughout 2025 in advancing Uganda's refugee response through a whole-of-government approach. The Annual Report of Uganda's Comprehensive Refugee Response Framework (CRRF) captures the progress made during the year in strengthening coordination, reinforcing national systems, and promoting a more inclusive and sustainable response for refugees and host communities.

The year 2025 required both strategic direction and practical action. Notwithstanding a constrained operating environment, important progress was registered across a number of priority areas. The national stocktaking of Uganda's Global Refugee Forum pledges provided a timely opportunity to review implementation, identify outstanding gaps, and clarify strategic priorities going forward. Further progress was made in the strengthening and renewal of Refugee Response Plans, advancement of development and launch of the Uganda National Self-Reliance Index as an important tool for informing policy and programming. Structured engagement platforms, including the Steering Group, the Inter-Sector Dialogue, the Refugee Engagement Forum and the

District Engagement Forum, and the REF-DEF Interface continued to provide space for decision making, feedback, and accountability. Collectively, these efforts reflect a response that is becoming increasingly evidence-driven, better coordinated, and more firmly anchored in national and local systems.

As we look ahead to 2026, the priority must be to consolidate these gains and accelerate implementation. Attention should be directed towards strengthening the capacity of local governments and national institutions to deliver inclusive services; enhancing the resilience and self-reliance of refugees and host communities; broadening the participation of local actors, community-based organisations, refugee-led organisations, and private sector actors; and advancing durable solutions. Equally important will be the continued strengthening of coordination, accountability, and resource mobilisation to ensure that progress achieved to date is sustained.

I commend the CRRF Secretariat for its continued coordination and stewardship, and for documenting the progress reflected in this report. It is my hope that this Annual Report will serve not only as a record of progress, but also as a renewed call to strengthen implementation towards sustainability.

Hon. Lillian Aber

Minister of State for Relief, Disaster Preparedness and Refugees



MESSAGE FROM THE DIRECTOR OF THE CRRF SECRETARIAT

The 2025 Annual Report of the Comprehensive Refugee Response Framework. Prepared under the leadership of the Office of the Prime Minister, reflects on the collective efforts made during the year under the guidance of the Hon. Minister for Relief, Disaster Preparedness and Refugees, Hon. Eng. Hillary Onek, the Hon. Minister of State for Relief, Disaster Preparedness and Refugees, Hon. Lillian Aber, and the Permanent Secretary, Mr. Alex Kakooza. It provides an institutional account of the progress made in strengthening coordination, advancing systems integration, and supporting a more coherent and nationally led refugee response.

The year 2025 was one of measured progress under difficult circumstances. Uganda continued to uphold its progressive refugee policy while responding to a more constrained operating environment marked by growing service demand and declining humanitarian and development financing. In this context, the role of the CRRF Secretariat remained clear: to support Government leadership, sustain inclusive dialogue, strengthen coordination across institutions and partners, and promote strategic alignment between refugee response priorities and broader national development processes.

Throughout the year, the Secretariat continued to reinforce the coordination architecture that

underpins CRRF implementation. The CRRF Steering Group remained central in providing strategic guidance. The Inter-Sector Dialogue, among other functions, brought together MDAs providing services to refugees and host communities, while the GRF stocktaking meeting and the Humanitarian-Development-Peace Nexus Forum provided important spaces for joint planning, policy coherence and problem-solving. Equally, the Refugee Engagement Forum, the District Engagement Forum, and the REF-DEF Interface continued to strengthen structured participation, local accountability, and the link between national coordination processes and district-level realities. These platforms remain essential in ensuring that Uganda's refugee response is both inclusive and institutionally grounded.

Looking ahead, the Secretariat will continue to focus on coordinating stakeholders, streamlining coordination under the response for a more effective response, finalising and rollout of the National Transition and Localisation Strategy, Tracking Uganda's 2023 GRF commitments and coordinating the implementation of the Refugee Response Plans, and the setup of the Durables Solutions Committee. I wish to express my sincere appreciation to all CRRF Stakeholders, and the staff of the CRRF Secretariat for their commitment and collaboration throughout the year.

Helen Bugaari
Director CRRF Secretariat



CRRF Key Stakeholders

1. INTRODUCTION

By the end of 2025, Uganda remained one of the largest refugee-hosting countries in the world, accommodating approximately 1.97 million refugees and asylum seekers. The refugee population remained predominantly regional in character, with the majority originating from South Sudan, the Democratic Republic of Congo, and Sudan. Planning scenarios for 2026 continued to indicate the likelihood of additional arrivals, reflecting persistent instability in the region. This context placed sustained pressure on public services, local government systems, natural resources, and community resilience in refugee-hosting areas, and further underscored the importance of strengthening self-reliance and longer-term systems responses under the Comprehensive Refugee Response Framework.

Against this backdrop, 2025 was a significant year in the evolution of Uganda's refugee response. Government maintained policy continuity in advancing a systems-based approach that seeks to progressively integrate refugee response within national planning frameworks, sector systems, and district-level service delivery. This direction remained consistent with Uganda's commitments under the Global Compact on Refugees and the Government's 2023 Global Refugee Forum pledges, particularly in relation to self-reliance, localisation, transition management, durable solutions, and environment, climate change and energy.

During the year under review, a number of important institutional and policy milestones were registered. The national stocktaking of Uganda's Global Refugee Forum pledges provided an opportunity to assess implementation progress, identify gaps, and strengthen preparedness for the December 2025 High-Level Officials Meeting in Geneva. In parallel, progress was recorded in the refinement and renewal of Refugee Response Plans, the rollout of the Water and Environment Sector Refugee Response Plan II, the continued advancement of the Health Sector Integrated Refugee Response

Plan renewal process, and the launch of the National Self-Reliance Index as a harmonised framework for measuring socio-economic inclusion. These developments reflected a growing emphasis on evidence-based planning, policy coherence, and alignment to nationally led systems.

Progress was also noted in advancing the localisation agenda within the refugee response. By the close of 2025, localisation provisions had been incorporated into relevant policy and planning frameworks, a draft national localisation strategy had been developed and subjected to stakeholder consultations, and progress had been made in strengthening accountability and due diligence systems for national and local actors. At the same time, experience from implementation continued to point to the need for stronger tracking of localisation financing, more consistent reporting, and sustained capacity strengthening for district institutions and local responders.

Notwithstanding these gains, the operating environment in 2025 remained constrained by declining refugee financing and widening resource pressures across sectors. Funding shortfalls affected implementation in several areas of the response and increased pressure on already stretched systems in refugee-hosting districts. This situation elevated the importance of prioritisation, stronger results tracking, closer alignment of partner support to Government priorities, and continued movement towards more sustainable and integrated service delivery arrangements. The financing outlook also highlighted the urgency of reducing reliance on short-term humanitarian modalities in favour of more predictable, diversified, and development-oriented support.

This Annual Report presents progress registered during the 2025 reporting period across coordination, policy, and sectoral dimensions of Uganda's refugee response. It documents key achievements, emerging

constraints, and strategic issues requiring continued attention as Government and partners advance implementation of national

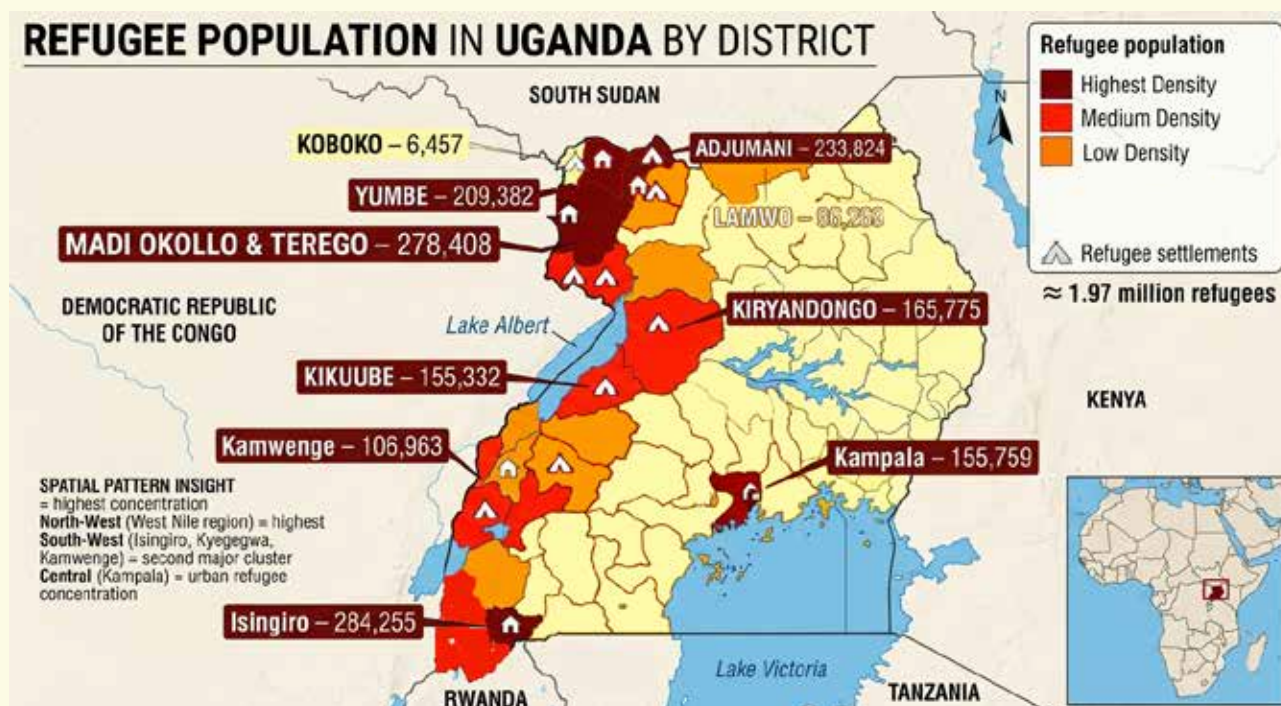
priorities and international commitments in an increasingly complex operational and fiscal environment.

1.1. REFUGEE FACTS AND FIGURES

Figure 1. Statistics of the Refugee Population in Uganda, by the end of 2025.

Location name	Population %	Refugee Population
Isingiro	14.40%	284,255
Madi Okollo & Terego	14.10%	278,408
Adjumani	11.90%	233,824
Yumbe	10.60%	209,382
Kiryandongo	8.40%	165,775
Kampala	7.90%	155,759
Kikuube	7.90%	155,332
Obongi	7.20%	142,526
Kyegegwa	7.00%	137,721
Kamwenge	5.40%	106,963
Lamwo	4.90%	96,269
Koboko	0.30%	6,457
Total	100.00%	1,972,671

Source: Government, Office of the Prime Minister, UNHCR- January 2026



This visualisation of the statistical dataset is approximate and for illustrative purposes only



Minister of State for Disaster Preparedness, Relief and Refugees hands over a newly completed water system in Ajia Sub-County, Arua District, constructed by the Uganda Red Cross Society and partners to Arua District Local Government.

2. THE CRRF NATIONAL COORDINATION ARRANGEMENTS

The Comprehensive Refugee Response Framework (CRRF) provides the overarching framework for Uganda's refugee response, promoting a shift from short-term humanitarian assistance towards more integrated, development-oriented and sustainable approaches. Grounded in the principles of national ownership, equity and responsibility-sharing, the CRRF seeks to strengthen self-reliance, resilience and socio-economic inclusion for both refugees and host communities.

The framework brings together Government institutions, district local governments, development and humanitarian partners, civil society, the private sector, host communities and refugees under a common coordination platform. Through this arrangement, the

CRRF supports stronger alignment of policies, programmes and investments with national development priorities, including Uganda's National Development Plan IV¹ and Sector Plans, while advancing a whole-of-government and whole-of-society approach to displacement management.

In Uganda, the CRRF coordination structure is Government-led under the stewardship of the Office of the Prime Minister, in collaboration with the Ministry of Local Government and with facilitation support from partners. This arrangement reinforces the use of national systems, strengthens district ownership in refugee-hosting areas, and supports the integration of refugee response within Uganda's broader development and decentralisation agenda.

¹ [The Fourth National Development Plan \(NDPIV\)](#)

2.1. THE CRRF STEERING GROUP

The CRRF Steering Group (SG) remained the apex of multi-stakeholder governance and decision-making body guiding the implementation of the Comprehensive Refugee Response Framework and related refugee policies in Uganda. In 2025, the Steering Group convened its 23rd and 24th meetings, reinforcing high-level political stewardship, strengthening inter-ministerial coordination, and sustaining Uganda's progressive and government-led refugee response model. The year was marked by increased senior-level engagement from Ministries, Departments and Agencies, demonstrating stronger national ownership of refugee response as a cross-sectoral development priority rather than a standalone humanitarian concern. This was particularly evident during the 24th SG meeting, which drew participation beyond the Co-Chairs, including the Minister of Agriculture, Animal Industry and Fisheries and several Permanent Secretaries.

Discussions in both meetings were shaped by a tightening funding environment and the growing need to recalibrate the refugee response towards greater efficiency, sustainability, and systems strengthening. The Steering Group underscored the importance of accelerating the transition from humanitarian assistance to government-led and development-oriented systems, while also promoting refugee self-reliance, strengthening social cohesion with host communities, and improving the overall efficiency of coordination structures. Attention during the 24th SG was given to the implications of funding cuts on food security, education, health, livelihoods, and protection, prompting a stronger call for practical measures that would sustain service delivery and resilience under reduced resource envelopes.

KEY DECISIONS FROM THE 23RD AND 24TH SG MEETINGS INCLUDED:

The key decisions² reached during the 23rd and 24th SG meetings largely focused on deepening the transition from humanitarian assistance to more sustainable, government-led and development-oriented systems. The Steering Group emphasized the need to fast-track approval and implementation of the National Transition Strategy, while ensuring that refugee response interventions are more firmly embedded within national systems, sector plans, and government structures.

A second major area of focus was refugee self-reliance, resilience, and livelihood support. The SG endorsed a common national framework for measuring self-reliance through the Self-Reliance and Resilience Measurement Tool, later reinforced through plans to operationalise the Uganda Self-Reliance Index. Members also stressed the importance of expanding practical livelihood pathways, including economic inclusion, block farming, and climate-smart agriculture, as part of wider efforts to reduce dependency and strengthen resilience among both refugees and host communities.

The meetings also gave considerable attention to financing and sustainability. Considering declining humanitarian and development funding, the SG called for stronger tracking of both on-budget and off-budget contributions, more strategic advocacy for diversified and predictable financing, and deeper engagement on the implications of district wage bill constraints, recruitment limitations, and broader funding cuts on service delivery and transition efforts.

On coordination and governance, the SG reaffirmed the importance of strong government leadership and more efficient coordination across the refugee response. This included decisions to streamline coordination structures, reduce duplication, and strengthen the effectiveness of the Steering Group itself

as the central strategic platform. The SG also recognised the need for broader and more meaningful participation, including enhanced engagement with Development Partners.

The Steering Group further underscored the importance of localisation and sub-national engagement. It called for stronger recognition of local governments in refugee response planning and implementation, while continuing support to the Refugee Engagement Forum and District Engagement Forum as important spaces for coordination, accountability, and local ownership.

In addition, the SG highlighted the role of private sector engagement and operational efficiency in sustaining the response under constrained resources. This included fast-tracking dissemination of the Private Sector Engagement Strategy, accelerating approval processes for Memoranda of Understanding, and strengthening partner orientation on reporting and compliance requirements.

Finally, the SG emphasized the need to advance refugee inclusion within national administrative systems. This included accelerating the integration of refugee registration into national systems and expediting access to work permits and related processes that support refugee inclusion and economic participation.

² Comprehensive Refugee Response Framework Uganda – Office of the Prime Minister – A Coordinated, Responsive and Accountable Government for Socio-Economic Transformation



From left to right, the Director of the CRRF Secretariat, the Commissioner for Refugees, and the Commissioner of Local Government Inspection during the 7th DEF meeting held at the Sheraton Hotel in Kampala.

2.2. THE DISTRICT ENGAGEMENT FORUM

Refugee-hosting districts continued to play a pivotal role in steering the transition from humanitarian assistance to development-oriented responses and in advancing the localisation of services under Uganda's Comprehensive Refugee Response Framework (CRRF). In 2025, the District Engagement Forum (DEF) remained an important platform for amplifying the voice of refugee-hosting districts within the broader CRRF coordination architecture, while strengthening the interface between national-level decision-making and district-level implementation. Through the DEF, local governments were able to contextualise national policies, translate strategic priorities into local action, and share operational experiences across districts, thereby promoting peer learning, adaptive practice, and the replication of proven approaches. The platform also supported benchmarking, knowledge exchange, and

more evidence-informed decision-making, reinforcing the principle that effective refugee response must be locally anchored.

During the reporting period, the DEF convened its 7th meeting, although only one session was held due to funding constraints. Despite this limitation, the meeting addressed several critical strategic issues affecting refugee-hosting districts. These included the integration of refugees into local service delivery systems, the growing operational and fiscal burden on local governments, progress in implementing Uganda's 2023 Global Refugee Forum pledges, and the operationalisation of the national transition agenda. The Forum also generated key recommendations that informed deliberations of the 23rd and 24th CRRF Steering Group meetings, particularly on strengthening district-level coordination, improving service delivery, and deepening localisation of the refugee response.



KEY STRATEGIC ISSUES RAISED THROUGH THE DEF INCLUDED THE FOLLOWING:

- Continued refugee inflows are placing increasing pressure on social services, land, and housing, with implications for peaceful coexistence in refugee-hosting areas. The DEF called for renewed attention to the management of refugee arrivals, stronger cross-border stabilisation efforts, and greater empowerment of district security and land governance structures to address emerging tensions and land-related disputes.
- Declining funding has significantly affected service delivery in education, health, and infrastructure. Districts reported shortages of teachers and health workers, congestion in classrooms and health facilities, and deterioration of critical infrastructure such as roads. The DEF therefore underscored the need for a more deliberate transition toward local government-led service delivery, accompanied by increased staffing and targeted investment in essential social infrastructure.
- Environmental and resilience-related pressures remain acute. Aging water systems, weak waste management arrangements, and continued environmental degradation were identified as growing threats to sustainability. The DEF recommended expanded investment in water systems, improved waste management, particularly in high-pressure settlements such as Kiryandongo, and stronger promotion of clean energy, tree planting, and woodlot development.
- Reductions in food rations and cash-based support have heightened livelihood stress, malnutrition risks, and social vulnerability among refugee and host populations. In response, the DEF emphasised the urgent need to accelerate self-reliance interventions, expand access to land for production, promote non-farm livelihood opportunities, and strengthen community sensitisation on the realities of declining humanitarian funding.
- The Forum further stressed that the transition from humanitarian assistance to government-led, development-focused service delivery requires clearer roadmaps, stronger district capacities, and more predictable financing. It called for greater integration of refugees into district planning and budgeting systems, alongside practical support to enable local governments to assume a stronger implementation role.

The DEF remained a vital mechanism for ensuring that district realities and priorities continue to shape national refugee policy and coordination processes. Its contribution in 2025 reaffirmed the centrality of local government leadership to the effectiveness, sustainability, and localisation of Uganda's refugee response.



The UNHCR Country Representative interacts with Refugee Engagement Forum Members during the 23rd meeting, held at Silver Springs Bugoloobi.

2.3. REFUGEE ENGAGEMENT FORUM (REF)

As an integral Accountability to Affected Persons (AAP) mechanism within Uganda's Comprehensive Refugee Response Framework (CRRF), the Refugee Engagement Forum (REF) continued in 2025 to provide a structured and institutionalised platform for meaningful refugee participation in the national response. The Forum enables refugees to engage directly in decision-making processes, contribute to the monitoring of commitments under the 2023 Global Refugee Forum (GRF), and provide community-level feedback on the quality, accessibility, and responsiveness of services in refugee-hosting areas.

Over time, the REF has evolved from a largely consultative platform into a more strategic accountability and feedback mechanism that strengthens transparency, representation, and two-way communication within Uganda's refugee response architecture. Refugee leaders are increasingly participating in policy dialogue, highlighting service delivery gaps, and contributing to the identification of practical solutions that advance self-reliance, social cohesion, and sustainable development

across refugee-hosting districts.

With technical and financial support from the Federal Ministry for Economic Cooperation and Development (BMZ), the Office of the Prime Minister (OPM), and the United Nations High Commissioner for Refugees (UNHCR), the REF convened two formal sessions in 2025, bringing the cumulative number of engagements since its establishment to 24. The discussions generated several strategic priorities for the refugee response.

The Forum continued to advocate for strengthened refugee and host community self-reliance and resilience, with particular emphasis on expanding financial inclusion and improving equitable access to loans, grants, and other livelihood financing mechanisms. Members stressed that stronger integration with national financial institutions would enhance sustainability, reduce dependency on parallel systems, and support more durable livelihood outcomes. At the same time, the Forum raised concern over persistent delays in the rollout of livelihood initiatives at settlement

level, calling for accelerated implementation.

Under the social cohesion pillar, REF members reported continued community engagement through dialogue platforms, cultural exchanges, Village Savings and Loan Associations (VSLAs), and sports initiatives, all of which have contributed to strengthening collaboration between refugees and host communities. However, members noted that the scale and consistency of these efforts remain limited by inadequate funding, language barriers, and transport constraints.

On durable solutions and legal protection, the Forum underscored the importance of strengthening access to civil status and legal documentation, including Convention Travel Documents (CTDs) and birth registration, as essential enablers of resettlement, family reunification, complementary pathways, and regularised stay. These issues were highlighted as central to expanding protection pathways and enhancing refugees' ability to pursue longer-term solutions.

The REF also formally presented to the CRRF Steering Group a range of emerging

service delivery pressures in the health and education sectors, particularly gaps in referral systems, rising service costs, and congestion at facilities linked to growing caseloads and declining humanitarian resources. In doing so, the Forum reinforced its role as a credible channel for elevating community concerns into national policy and coordination spaces.

Finally, the REF continued to serve as a platform for targeted capacity strengthening in areas such as complementary pathways, financial literacy, peacebuilding, and legal rights awareness. Members called for the development of standardised training modules and stronger knowledge management systems to enhance the effectiveness of REF representatives as community multipliers who can bridge national policy processes with grassroots implementation realities.

Overall, the REF remained a vital pillar of Uganda's CRRF architecture in 2025, strengthening refugee participation, amplifying community perspectives, and reinforcing accountability in the delivery of refugee response commitments.

2.4. THE 2025 REF AND DEF INTERFACE

“Strengthening Regional Dialogue, Accountability, and Collective Action”.

The 2025 Refugee Engagement Forum (REF)–District Engagement Forum (DEF) Interface reaffirmed a shared commitment to structured dialogue, accountability, and collaborative action between refugee representatives and district leadership in refugee-hosting areas. The Interface was implemented with financial support from the Intergovernmental Authority on Development (IGAD) in the Western Region and VNG International in Northern Uganda, reflecting strengthened partnership and responsibility-sharing at sub-national and regional levels.

Guided by six strategic objectives, the Interface focused on deepening inclusion, tracking collective commitments under the Global Refugee Forum (GRF), and strengthening resilience in the context of a constrained

funding environment. It served as an important platform for reviewing progress, addressing shared challenges, and reinforcing the role of participatory governance within Uganda's refugee response architecture.

A key outcome of the Interface was the review of progress against action points agreed during the inaugural 2024 REF-DEF Interface. This reflection strengthened transparency, highlighted implementation bottlenecks, particularly those related to financing and staffing, and reinforced district-level ownership of agreed priorities. The Interface also provided an opportunity to assess progress on environmental commitments under the GRF. Refugees reaffirmed their pledge to plant 7.2 million trees, while host communities, through DEF structures, committed to planting 10

million trees annually. Discussions highlighted encouraging progress in joint tree nursery establishment, community mobilisation, and climate-smart agriculture initiatives, while underscoring the need for sustained technical and financial support to meet restoration targets. In this regard, the joint environmental agenda continued to provide an important entry point for strengthening social cohesion and advancing climate resilience.

The Interface further reinforced the Government of Uganda's commitment under the CRRF to integrate refugees into District Development Plans and Sector Response Plans. Deliberations emphasised the need to align refugee priorities with district planning and budgeting processes, strengthen refugee participation in local planning cycles, and institutionalise refugee representation within local governance structures. Through these discussions, the Interface strengthened trust, collaboration, and peaceful coexistence between refugees and host communities by creating space for joint reflection on shared pressures, particularly those related to land, natural resources, and public services, and by promoting collective problem-solving and community-led responses.

Against a backdrop of reduced humanitarian and development financing, participants also engaged in frank discussions on the implications of funding cuts on service delivery. The Interface promoted the principles of equity, transparency, and vulnerability-based targeting to guide difficult prioritisation decisions, while calling for stronger efficiency, coordination, and systems integration to maximise the use of limited resources. In addition, participants were oriented on the Regional Refugee Engagement Forum coordinated by IGAD, which helped strengthen understanding of how local dialogue mechanisms connect to broader regional policy processes and refugee governance frameworks.

The 2025 REF-DEF Interface demonstrated the continued participatory governance mechanisms within Uganda's refugee response architecture. By institutionalising structured dialogue, tracking collective commitments, and jointly confronting emerging resource constraints, the Interface strengthened local accountability, reinforced social cohesion, and advanced the transition towards more inclusive, development-oriented systems in refugee-hosting districts.

The 5th Inter-Secretariat Meeting, held on 10th December 2025



2.5. INTER-SECTOR DIALOGUE AND INTER-SECRETARIAT COORDINATION

Effective coordination across sectors remained a strategic pillar of Uganda's Comprehensive Refugee Response Framework (CRRF) in 2025. As the refugee response increasingly shifts from parallel humanitarian delivery to integrated, government-led systems, the Inter-Sector Dialogue and Inter-Secretariat platforms continued to play a central role in strengthening policy coherence, improving collaboration across sector response plans, and addressing systemic implementation bottlenecks. These mechanisms were particularly important in advancing alignment between refugee response interventions and national development priorities under the Humanitarian-Development-Peace (HDP) Nexus.

The Inter-Sector Dialogue, convened by the CRRF Secretariat in June 2025, brought together government institutions, development partners, and donors to review the effectiveness and implementation progress of the Refugee Response Plans. The dialogue provided a strategic platform for assessing sector performance, identifying common operational challenges, and reinforcing collective accountability for government-led refugee response priorities. It also contributed to stronger alignment between the Refugee Response Plans and Uganda's National Development Plan IV, while reducing fragmentation and duplication across sectors.

One of the most important outcomes from these engagements was the development of draft implementation roadmaps for Uganda's 2023 Global Refugee Forum pledges by Ministries, Departments and Agencies, together with development partners and other stakeholders. In addition, progress under the Refugee Response Plans was reviewed during the June and December coordination meetings, enabling stakeholders

to identify implementation gaps and agree on joint corrective actions. Sector actors also strengthened collaboration on monitoring and reporting, helping to lay the foundation for more coherent results tracking across the different response plans.

The 5th Inter-Secretariat Meeting, held on 10th December 2025, further reinforced this agenda by bringing together coordinators of all Refugee Response Plan secretariats to review progress, identify emerging risks, and set priorities for 2026. The meeting confirmed notable progress in institutionalising sector coordination structures. The WESRRP, ERP, JLIRP and the health sub-sector under the HSIRP reported functional secretariats with regular coordination meetings and dedicated technical support. Information exchange across sectors has improved, contributing to more coherent planning and implementation, while there is growing emphasis on results tracking and evidence-based decision-making.

Despite these gains, the meetings highlighted several structural constraints that continue to affect the efficiency and sustainability of sector coordination. The Sustainable Energy Response Plan Secretariat yet to be established and requires additional technical and institutional support to become fully operational. Persistent funding shortages continue to affect both programme delivery and the operational capacity of sector secretariats. In some sectors, limited human resource capacity constrains coordination effectiveness and follow-through on agreed priorities. In addition, gaps in harmonised monitoring and reporting systems continue to limit the ability to track results consistently, demonstrate impact, and support adaptive management across the refugee response architecture.

WAY FORWARD

- Institutionalise harmonised reporting and joint monitoring mechanisms across all Refugee Response Plans to strengthen transparency, accountability, and collective performance tracking.
- Prioritise high-impact and cost-effective interventions in line with available resources, while deferring less critical activities.
- Integrate sustainability and transition pathways into sector planning, with greater emphasis on progressively embedding refugee services into national systems.
- Reduce long-term dependence on humanitarian financing by advancing more sustainable and government-led implementation approaches.
- Strengthen the technical and operational capacity of sector secretariats, particularly the SERP Secretariat, through targeted institutional support and partner-funded technical secondments where feasible.

The Inter-Sector Dialogue and Inter-Secretariat coordination mechanisms remain central to Uganda's efforts to deliver a more coherent, efficient, and development-oriented refugee response. Their value lies not only in improving coordination across sectors, but also in providing a strategic space for joint problem-solving, prioritisation, and accountability. Sustained investment in secretariat functionality, stronger monitoring systems, and more predictable financing will be critical to preserving coordination gains and ensuring that refugee response plans continue to deliver meaningful results for refugees and host communities in 2026 and beyond.





CRRF Stakeholders during the 2025 HDP Nexus Forum

3. GOVERNMENT OF UGANDA 2023 GRF PLEDGES

KEY ACHIEVEMENTS AND PARTICIPATION IN THE GRF PROGRESS REVIEW MEETING IN GENEVA³

As a co-convenor of the GRF in December 2023, Uganda reaffirmed its position as a global leader in refugee protection and made a series of ambitious, forward-looking pledges across five key thematic areas:

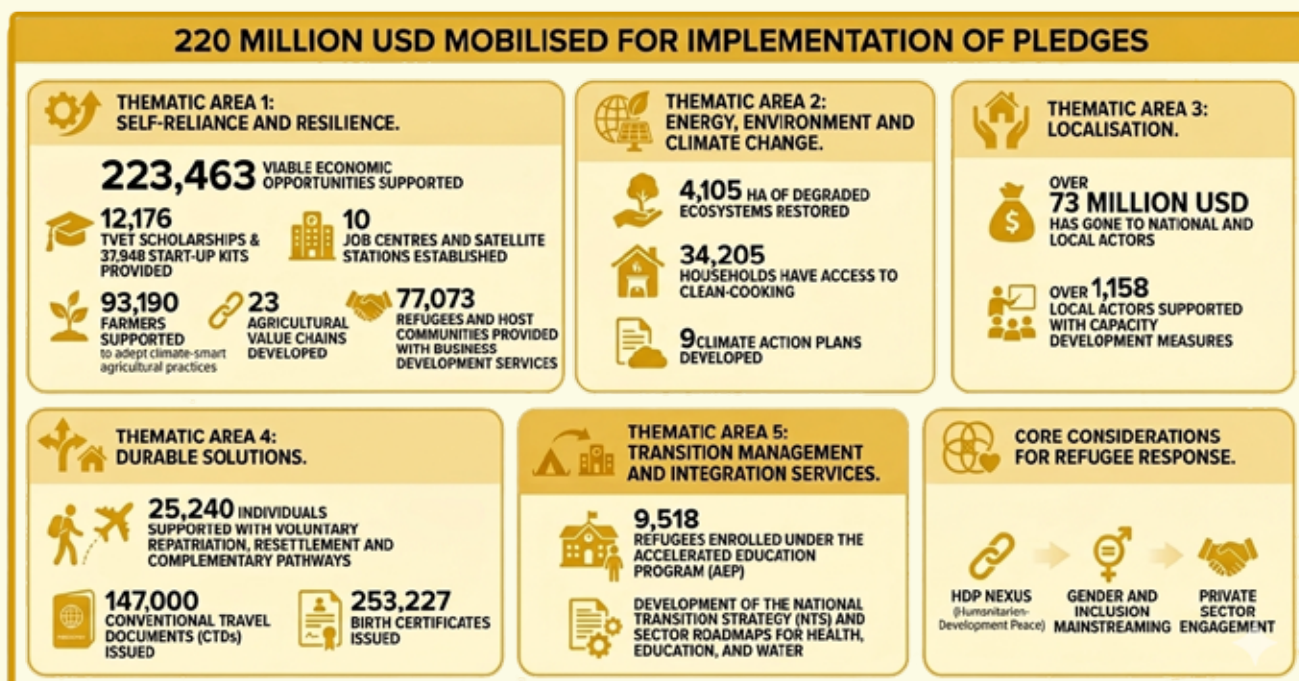
1. Resilience and Self-Reliance;
2. Addressing Environment, Climate Change and Energy Challenges;
3. Localising the Refugee Response by Strengthening the Role of Local and National Responders;
4. Securing Durable Solutions for Refugees, and
5. Transition Management, meaning the smooth and phased transfer from parallel, partner-managed systems and services to a system sustainably managed by Government with support from partners.

These pledges represent a comprehensive national strategy, spearheaded by various line ministries and implemented through a government-wide approach, to strengthen the sustainability of Uganda's refugee response. They are further bolstered by 93 matching pledges from partners, creating a multi-stakeholder framework for action.

In 2025, the CRRF Secretariat in collaboration with UNHCR undertook national efforts to take stock of the implementation of both Government pledges and the matching pledges and contributions made by partners. This includes a pivotal National Stocktaking Meeting held from 4th to 5th November 2025 at Speke Resort Munyonyo, as well as extensive data collection through an online survey, that was administered to all pledging entities, as well as non-pledging entities involved in delivering activities aligned with the GoU pledges.

3 [Uganda: Mid-term Progress Review on the Uganda 2023 Global Refugee Forum pledges - December 2025 - Uganda | ReliefWeb](#)

The Stocktaking exercise showed considerable progress in all five pledging areas. The partners who made pledges specified a total of 373 Mio. USD in commitments, of which 60% (220 Mio. USD) had already been mobilised to date.



OVERVIEW OF THE 2023 GRF PLEDGE ACHIEVEMENTS

Overall, the Government of Uganda has articulated a coherent set of commitments across five thematic areas to deepen refugee inclusion, strengthen resilience, and accelerate the shift from humanitarian assistance to development-oriented, nationally led systems. These pledges underscore Uganda’s continued leadership under the Comprehensive Refugee Response Framework (CRRF) and its strategic focus on sustainable, locally anchored solutions. Below is an overview of key achievements per thematic area. Further details can be found in the comprehensive report Mid-Term Progress Review on the Uganda 2023 Global Refugee Forum Pledges.

PLEDGE FULFILMENT PER THEMATIC AREA



3.1. INCREASING RESILIENCE AND SELF-RELIANCE

Implemented by the MGLSD, MoES, MTIC, MAAIF

Pledge: Uganda pledges to create a minimum of 300,000 viable economic opportunities for refugees and host communities by 2027. This shall be realized by including refugees in agricultural value chains, increasing agricultural production and productivity, enabling private sector investments, promoting graduation and market systems development approaches, increasing access to formal and non-formal vocational skills training, promoting the development of market relevant skills and employment creation.

Key Achievements: The National Self-Reliance Index has been launched to guide a uniform measurement approach to be adopted by all programmes aimed at fostering self-reliance. 223,463 viable economic opportunities for refugees and host communities have been created through different measures by partners, demonstrating significant progress toward economic inclusion and empowerment.



3.2. ADDRESSING ENERGY, ENVIRONMENT, AND CLIMATE CHANGE CHALLENGES

Implemented by the MWE, and MEMD

Pledge: The Government of Uganda commits to include refugees and their specific situations in its nationally determined contributions and adaptation plans to effectively reduce the carbon emissions from deforestation and to enhance access to safe, clean, and affordable energy in refugee hosting districts by 2027.

Key Achievements: Refugees' specific needs are being integrated into the Nationally Determined Contribution (NDC) 3.0 and the National Adaptation Plans, ensuring climate action and sustainable energy access consider refugee-hosting areas. Over 34,000 households were supported to access user-friendly clean cooking solutions and over 4,100 hectares of ecosystems were restored.



3.3. LOCALIZING THE REFUGEE RESPONSE

Implemented by MoLG

Pledge: The Government of Uganda pledges to include localisation provisions in strategies and frameworks for the refugee response to strengthen the role of national and local responders and gradually achieve the Grand Bargain commitments by 2027.

Key Achievements: The National Localization Strategy is close to finalisation. Survey results on the GRF pledge review conducted by the CRRF Secretariat and UNHCR, indicate that US\$73.3 million 30.5% of the US\$240.7 million in partner financial pledges tracked under the GRF process has been channelled to national or local actors, reinforcing local ownership and capacity-building.



3.4. SECURING DURABLE SOLUTIONS FOR REFUGEES

Implemented by OPM/DoR

Pledge: The Government of Uganda pledges to support peace-building processes and negotiations that will lead to voluntary repatriation of refugees back home. The Government of Uganda pledges to provide opportunities to all refugees to access electronic Conventional Travel Documents and birth certificates by 2027 to foster socio-economic rights and the rights of the child.

Key Achievements: In order to facilitate access to rights and socio-economic inclusion of refugees, the pledge has been focusing on the critical area of civil registration and documentation. Since the last Global Refugee Forum, the Government of Uganda has issued over 250,000 birth certificates and 147,000 Conventional Travel Documents. Voluntary repatriation remains the most desirable yet challenging durable solution. Since December 2023, 3,810 Burundian refugees have returned. 7,222 individuals have benefited from resettlement programmes since December 2023, although the resettlement quotas have sharply declined. On a positive note, Complementary Pathways have increased, with 14,208 individuals benefiting from third-country education, employment programs or family reunification.



3.5. TRANSITION MANAGEMENT

Integrating Services in Health, Education, and Water (MoFPED, MoH, MoES, MWE)

Pledge: The Government pledges to continue managing and integrating the infrastructure and services specifically in health, education and water aligned with the government requirements in a phased approach. This will call for alignment of partner investments with the NDP and DDPs. The Government commits to put in place a transitional strategy and guidelines to facilitate coordinated transition planning and management.

Key Achievements: The National Transition Strategy has been developed, along with sectoral roadmaps for water, health, and education. Additionally, a Memorandum of Understanding (MoU) between OPM, MWE, UNHCR, and UWS has been signed to support transition in the water sector, laying the foundation for sustainable, government-led service delivery.

3.6. PARTICIPATION IN THE GRF PROGRESS REVIEW MEETING IN DECEMBER 2025 IN GENEVA

The Ugandan delegation to Geneva was led by the PS MGLSD, accompanied by the Director of CRRF, the Deputy Commissioner of DoR, and the Uganda Mission in Geneva. The Uganda national statement focused on the progress made in implementing the pledges, while also highlighting that the sudden sharp funding cuts are negatively impacting their implementation. Uganda participated in following Side Events: HDP Multistakeholder Pledge, Making Localisation work, Faith, Displacement and Localisation, as well as the GRF Progress Review Strategic Dialogue. Key takeaways of the GRF progress review were that parallel humanitarian systems are not sustainable and

that refugee responses must be embedded in national & local systems. It was also highlighted that good approaches are already being implemented, but that implementation at scale is the main gap. Additionally, there was a strong focus on refugee engagement. Uganda is leading on many of these points, through its Transition and Localisation Agenda, the focus on Self-Reliance and the SRI Index, as well as its model of Refugee Engagement through the REF. However, the current context risks reversing these initiatives and Uganda's leadership role in implementing the Global Compact on Refugees

3.7. HUMANITARIAN-DEVELOPMENT-PEACE (HDP) NEXUS FORUM 2025

The Humanitarian-Development-Peace Nexus (HDP Nexus) promotes strengthened coordination and collaboration among diverse stakeholders, enabling more effective, coherent, and efficient responses. By fostering complementarity between actors and aligning interventions with longer-term development and peace objectives, the Nexus advances a Whole-of-Society Approach, bringing together government institutions, humanitarian and development partners, donors, civil society, and affected communities.

The promotion of such an approach is also embedded in the framework of the Comprehensive Refugee Response Framework (CRRF), which calls for inclusive, multi-stakeholder engagement to enhance refugee protection and support host communities while strengthening national systems. In Uganda, therefore, the HDP Nexus has been actively advanced by the CRRF Secretariat, relevant government counterparts and various partners.

To showcase these initiatives and further revitalize Uganda's engagement in the HDP Nexus, the HDP Nexus Forum was convened in November 2025. At the Global Refugee Forum (GRF) in 2023, the Government of Japan and UNDP announced a pledge to promote the HDP Nexus, of which the Government of Uganda is also a member. In this context, the Forum was organized as part of the GRF stocktaking meeting hosted by OPM, UNHCR, JICA and UNDP. It aimed to showcase HDP Nexus initiatives undertaken since 2024 and to formulate recommendations toward the next GRF in 2027. These outcomes were subsequently reflected in the reporting to the GRF Progress Review held in Geneva in December 2025.

This global commitment has translated into measurable progress, with field-level initiatives and strengthened coordination mechanisms demonstrating increasingly integrated, innovative, and transformative approaches to refugee response.

KEY FINDINGS FROM THE HDP NEXUS FORUM INCLUDED:

- Uganda's progressive and inclusive refugee policies are complemented by robust implementation through the CRRF, multi-level coordination mechanisms, and locally driven initiatives. Strong local-central coordination has strengthened the effectiveness and sustainability of refugee programs.
- Development partners, UN agencies, NGOs, and community-based organizations have shifted from aid-centered approaches to transformative partnerships. This collaboration enhances refugee inclusion, self-reliance, resilience, social cohesion, and reduces pressures on host communities and national systems.
- There is growing engagement from the private sector, while building on the experience of NGOs, RLOs, WLOs, and CBOs. Strengthening horizontal linkages between international, regional, and local actors is critical to sustain inclusive and locally owned development responses.
- Uganda's HDP-N initiatives are increasingly linked to global frameworks and accountability processes through the GRF stocktaking and Progress Review mechanisms, this strengthens Uganda's leadership role, promotes mutual accountability, and positions the country as a model for operationalizing the HDP Nexus in forced displacement settings.

Alongside the GRF National Stocktaking event, The Country Director World Food Programme Uganda received a contribution of DKK 15 million (approximately USD 2.3 million) from the Government of Denmark to support emergency food assistance for about 80,000 newly arrived refugees⁴.



4 [Uganda Receives Shs8bn Danish Boost to Support 80k New Refugee Arrivals - UG Diplomat](#)

4. INCLUSIVE SERVICE DELIVERY THROUGH THE WHOLE OF GOVERNMENT APPROACH



The Rt. Hon Prime Minister Robina Nabanja with the WASH stakeholders during the Launch of WESRRP II

The implementation of the Comprehensive Refugee Response Framework (CRRF) in Uganda follows a multi-faceted, whole-of-government approach that integrates strategic planning, sectoral coordination, and international commitments. At the core of this effort are the Refugee Response Plans (SRPs), which provide detailed, sector-specific strategies to address critical areas such as education, health, livelihoods, energy, water, and the environment.

The Response Plans for Refugees and Host Communities serve as key frameworks for guiding interventions that promote sustainable development and strengthen the Humanitarian-Development Nexus. Five Line Ministries (Ministry of Education and Sports (MoES), Ministry of Gender, Labour and Social Development (MoGLSD), Ministry of Water and

Environment (MWE), Ministry of Health (MoH) and Ministry of Energy and Mineral Development (MEMD) have developed and are currently implementing Refugee Response Plans (RRPs).

The year was marked by a high-level stakeholder engagement on the Refugee Response Plans. The engagement aimed to assess progress and impact across the five Refugee Response Plans, discuss strategies to sustain and strengthen service delivery amid persistent funding constraints, and explore resource mobilization options while agreeing on a clear way forward. A key outcome of the meeting was the collective conclusion that the Refugee Response Plans have delivered critical services across the water, health, education, livelihoods, and energy sectors, and therefore warrant renewal.



The PS MoES interacting with Learners at Maratatu Primary School in Kyangwali Refugee Settlement during a Monitoring Visit

4.1. THE EDUCATION RESPONSE PLAN (ERP II)

The US\$450 million Education Response Plan II (ERP II) was designed to reach an average of 674,895 refugee and host-community learners annually, while strengthening the delivery of inclusive, equitable and quality education in refugee-hosting districts. As a follow-up to ERP I, the Plan was developed as an annex to the Education Sector Plan and aligned to

the National Development Plan. ERP II has demonstrated the value of a government-led, systems-based approach and reaffirmed the central role of education in advancing the transition from parallel humanitarian service delivery arrangements to a more integrated and sustainable national system, supported by continued global donor commitment.

ACHIEVEMENTS

- **Policy improvements:** ERP II strengthened the integration of refugee education into national and district systems. Policy frameworks, including the revised Early Childhood Care and Education Policy, contributed to this progress, alongside strengthened coordination through the ERP Steering Committee and Education in Emergencies structures. In addition, the Education Management Information

System now captures refugee learners in both grant-aided and private or community schools, particularly at primary and secondary levels. This systems-oriented approach was further reinforced through the REF and DEF interface, which highlighted the importance of integrating refugee priorities into District Development Plans and Sector Response Plans, strengthening refugee participation

in local planning processes, and improving alignment between district budgeting and service delivery needs.

- **Increased enrolment in formal and alternative education** Education services for refugee and host-community learners across refugee-hosting districts are delivered through 331 schools, comprising 135 government-aided schools (41 per cent) enrolling 284,830 learners, 92 community schools (28 per cent) funded by humanitarian partners and enrolling 126,961 learners, and 104 private schools (31 per cent). Humanitarian actors continue to provide direct support to government grant-aided and community schools, with teacher financing remaining one of the most heavily supported areas. In total, at least 717,000 learners were enrolled across all levels of education, including pre-primary, primary, secondary, tertiary, non-formal and skills-training institutions, covering both refugees and nationals.
- ERP II contributed to changes in key education indicators. The gross enrolment rate of refugees in primary school declined from 88 per cent in 2024 to 80 per cent in 2025. The pupil-teacher ratio for refugees in primary school worsened from 1:78 to 1:117, while in secondary school it increased from 1:34 to 1:45. Efficiency ratios recorded mixed performance, with the pupil-classroom ratio in primary improving slightly from 125 in 2024 to 123 in 2025, while at secondary level it changed from 77 in 2024 to 92 in 2025.
- The Plan also supported at least 29,000 vulnerable learners, many of whom are often excluded from formal education pathways, to access learning opportunities and remain in school. A total of 13,663

over-age and out-of-school learners, including 6,935 females (51 per cent) and 6,728 males, were supported through the Accelerated Education Programme. In addition, alternative learning pathways and skills training for adolescents whose education had been disrupted by interrupted schooling, age-grade mismatch, language barriers, and lack of documentation of prior learning enabled 2,261 learners to enrol in vocational skills training, including 535 in informal training and 1,726 in non-formal programmes. In this regard, ERP II helped to preserve access to education while expanding opportunities for second-chance learning and transition into livelihoods-oriented pathways.

- **Transition from humanitarian to development approach:** A major achievement of ERP II has been the continued shift from parallel, partner-driven education support towards integration within the Ministry of Education and Sports system. Through the Uganda Intergovernmental Fiscal Transfers Project, the Government of Uganda grant-aided 51 primary schools, increasing the total number of government-supported primary schools in refugee-hosting sub-counties to 135.
- The Refugee Engagement Forum and District Engagement Forum processes further advanced this transition through a phased approach that emphasized systems integration, joint planning, common standards and accountability. This shift is particularly significant in the context of reduced humanitarian financing and the urgent need for more sustainable approaches to service delivery.

CHALLENGES

Inadequate and unpredictable financing remains the most significant constraint to the implementation and sustainability of ERP II. An estimated 42 per cent of the ERP II budget remained unfunded, with direct

implications for the quality of education and training. Funding gaps affected critical inputs such as school supplies, examination support, infrastructure expansion, staffing, special needs provision, and co-curricular and

psychosocial programming. Early childhood education, one of the most vulnerable subsectors, was particularly affected.

Education resourcing for 2026 indicates a budget shortfall of US\$13,830,585, leaving only 2,154 teachers, including 1,364 government-supported and 790 supported through humanitarian actors, committed for the school year. Without sustaining 2025 levels of support, the education of more than 435,413 learners will be affected. A total of 92 schools, comprising 68 primary and 24 secondary schools, risk operating with no or limited teachers, affecting more than 126,962 learners. In addition, the withdrawal of 1,992 teachers currently supported by humanitarian actors in government-aided schools will further worsen already high learner-teacher ratios, directly affecting 273,301 learners.

In many locations, schools continue to operate under congested conditions, with inadequate classrooms, desks and sanitation facilities. These concerns were also raised through the

DEF process, where district leaders pointed to overcrowded classrooms, teacher shortages and declining quality of public services in refugee-hosting districts. Without urgent investment in teacher recruitment, retention and school infrastructure, these pressures will continue to erode the gains made under ERP II

Overall, ERP II has strengthened the foundation for a more inclusive and government-led education response in Uganda's refugee-hosting areas. It has expanded access, supported alternative education pathways, improved infrastructure, and advanced the integration of refugee education into national and district systems. However, implementation experience makes clear that these gains remain highly vulnerable to financing shortfalls and increasing pressure on local service systems. The key lesson from ERP II is that continued provision of education for refugees requires predictable, multi-year investment, in line with the aspirations of the Global Compact on Refugees.

4.2. THE HEALTH SECTOR INTEGRATED REFUGEE RESPONSE PLAN (HSIRRP)

The year 2025 marked the conclusion of the first Health Sector Integrated Refugee Response Plan (HSIRRP) led by the Ministry of Health. The Plan was designed to promote a coordinated, integrated and district-led provision of health services for refugees and host communities. Its core objectives were to increase equitable access to and utilization of quality health services, mobilize and manage health resources to strengthen health systems in line with growing demand, and enhance governance, coordination, leadership and management for integrated health service delivery in refugee-hosting areas. The health sector transition agenda was further reinforced during 2025 through the development of sector-specific roadmaps under the National Transition Strategy, which define a phased transfer of infrastructure, human resources, consumables and service management from partner-supported arrangements to systems sustainably managed by Government and

aligned to national quality standards.

During the implementation period, the HSIRRP registered important progress in strengthening the integration of refugee health services into national systems. The refugee population was integrated into the Primary Health Care allocation formula, helping to improve equity in public resource distribution. Health infrastructure valued at UGX 9.84 billion was constructed and improved under the Development Response to Displacement Impacts Project, including the establishment of a blood bank at Arua Regional Hospital through the Uganda Support to Municipal Infrastructure Development project. In addition, 15 health facilities were transitioned from partner support to full Government management, staffing levels in health facilities improved from 78 per cent to at least 95 per cent of required norms, and over 3,000 health workers, including both facility-based and community health

workers, were trained to strengthen disease surveillance and emergency response. The Plan also supported the distribution of medicines and essential health supplies through both national and UNHCR-supported supply chains, constructed and equipped over 30 Health Centre III facilities in refugee-hosting sub-counties that previously lacked them, upgraded 29 Health Centre II facilities to Health Centre III status, and supported the upgrading of Yumbe Hospital to regional referral level. Coordination was further strengthened through the establishment of the HSIRRP Steering Group, which improved multi-stakeholder engagement and policy oversight.

The broader transition and integration agenda also advanced during 2025. Uganda's Global Refugee Forum commitments on transition management continued to guide efforts to integrate infrastructure and services in health, education and water through a phased approach, supported by the development of the National Transition Strategy and sector roadmaps. Within the wider humanitarian-development-peace nexus, progress during the year also pointed to strengthened disease surveillance and response, including management of Ebola, Mpox and other outbreaks, as well as training of frontline health and border teams. Additional gains were registered in sexual and reproductive health and rights, gender-based violence response, and local health system strengthening through mentoring of health workers and improved local service delivery arrangements.

Notwithstanding these gains, the health response faced increasing pressure during 2025 due to severe funding constraints. Reduced financing had serious implications for the continuity and quality of health services in refugee-hosting districts. The effects were particularly visible in major refugee-hosting areas, where vulnerable groups, including new arrivals, persons with disabilities, at-risk children and persons with mental

health needs, faced worsening conditions. At community level, structured engagement processes also highlighted recurring challenges such as drug stock-outs, rising malnutrition, increased gender-based violence and mental health risks, alongside growing strain on already overstretched public systems. These challenges underscored the extent to which reduced financing is directly affecting the continuity, quality and sustainability of health service delivery in refugee-hosting districts.

A further challenge has been the unpredictability of funding streams, which has contributed to continued reliance on temporary service arrangements in some locations, thereby affecting sustainability and long-term service quality. Sector discussions also highlighted the importance of retaining health workers recruited under transition arrangements in refugee health facilities in order to avoid understaffing and service disruption. More broadly, the health sector experience in 2025 confirms that while important progress has been made in integrating refugee health services into national systems, the transition will only be sustained if it is matched by predictable financing, continued investment in human resources, and stronger government-led coordination across national and district levels.

Overall, the first HSIRRP laid an important foundation for a more integrated, government-led and district-based health response for refugees and host communities. It demonstrated that progress is possible in infrastructure development, systems integration, staffing, coordination and public health preparedness. At the same time, the experience of 2025 highlighted the fragility of these gains in the face of shrinking humanitarian resources and rising service demand. Going forward, the health sector transition agenda will require sustained political commitment, stronger alignment of partner support to national systems, and predictable multi-year financing if the gains registered are to be protected and carried forward into the next phase of implementation.



UNHCR, OPM and MWE Sign MoU on the transition in the Water Sector

4.3. THE WATER AND ENVIRONMENT SECTOR REFUGEE RESPONSE PLAN (WESRRP II)

The Water and Environment Sector remained central to Uganda's transition from parallel humanitarian service delivery towards nationally led and sustainable systems under the Comprehensive Refugee Response Framework (CRRF) and the Humanitarian-Development-Peace nexus. In 2025, this transition gained stronger policy footing with the launch of the Second Water and Environment Sector Refugee Response Plan (WESRRP II)⁵, a five-year framework aligned

to Uganda's Fourth National Development Plan (NDP IV), the Water and Environment Sector Development Plan, and the country's commitments under the Global Compact on Refugees. This direction is consistent with the Ministry of Water and Environment's Strategic Development Plan 2025/26–2029/30, which places climate resilience and socio-economic transformation at the centre of the Ministry's mandate.

STRATEGIC ACHIEVEMENT OF 2025

The WESRRP continues to provide the strategic platform through which refugee and host community needs are integrated into government planning, budgeting, and service delivery systems. Its significance extends beyond sector coordination: it is a key instrument for strengthening national ownership, improving service sustainability, and advancing Uganda's broader shift from emergency response to systems-based

inclusion. In this regard, the Plan reinforces the CRRF objective of ensuring that refugee response investments contribute directly to stronger public systems in refugee-hosting districts.

- A major institutional milestone during the reporting period was the formalization of the transition from emergency water service delivery to utility-based

5 PM launches the New Water and Environment Sector Response Plan (WESRRP).

management. The Ministry of Water and Environment signed an MoU on water and sanitation services in refugee settlements and host communities that establishes a collaborative framework for transitioning selected water supply systems from humanitarian management to sustainable utility-based operation, with the explicit aim of ensuring reliable and equitable services for both refugees and host communities. This marks an important shift from short-term operational support towards a more durable public service model.

- Service delivery performance registered progress, for the second quarter of 2025, UNHCR reported average water access of 18 liters per person per day, still below the sector standard of 20 liters, with significantly lower access in some new-arrival settings. There was recurring breakdowns of aging pumps, generators, and inverters; flood-related damage; and budget constraints as key risks to continuity, efficiency, and long-term sustainability of water services. These pressures underscore the continued importance of rehabilitating and optimizing water systems, strengthening sanitation infrastructure, and accelerating utility management arrangements in refugee-hosting areas.

- Beyond water supply and sanitation, the sector has increasingly positioned water and environment interventions within Uganda's climate and resilience agenda. Refugee issues are being planned and reported and progressively linked to national climate policy processes, while the Ministry's current Strategic Development Plan includes explicit outcome targets for improving access to safe water and increasing the functionality of refugee and host-community water facilities over the 2025/26–2029/30 period. This gives the WESRRP added strategic relevance as both a service delivery framework and a climate resilience instrument.

Challenges:

- At the same time, the sector continues to face a serious sustainability challenge. Reduced financing for operation and maintenance, coupled with growing demand and aging infrastructure, risks undermining gains already made in the transition agenda. For the CRRF Secretariat, this means that the water and environment portfolio must now be treated not only as a humanitarian support area, but as a strategic pillar of transition management, climate resilience, and public systems strengthening.

STRATEGIC PRIORITIES FOR 2026

- In 2026, sector efforts should focus on four priorities. First, operationalize and scale the implementation of the signed transition MoU, including clear performance benchmarks, phased handover plans, and strengthened support to utility operators.
- Second, prioritize rehabilitation, preventive maintenance, and optimization of water systems in below-standard locations to move service levels closer to national and sector benchmarks.
- Third, deepen integration of refugee-hosting districts into climate planning processes, including NDC 3.0, National Adaptation Plan implementation, catchment restoration, and climate-resilient WASH investments.
- Fourth, strengthen joint monitoring, reporting, and resource mobilization across OPM, MWE, UNHCR, utilities, and partners to ensure that transition is matched by predictable financing and measurable results.

4.4. SUSTAINABLE ENERGY RESPONSE PLAN FOR REFUGEES AND HOST COMMUNITIES

The Ministry of Energy and Mineral Development (MEMD) continued to lead implementation of the Sustainable Energy Response Plan for Refugees and Host Communities (SERP) as part of Uganda's whole-of-government approach to refugee response. The Plan remains aligned to the objectives of the Comprehensive Refugee Response Framework (CRRF) and contributes to the broader national commitment to enhance access to safe, clean, affordable and

reliable energy in refugee-hosting districts, while reducing environmental degradation and strengthening community resilience. In 2025, implementation of the energy agenda was further reinforced through Uganda's Global Refugee Forum (GRF) pledge on Environment, Climate Change and Energy, and through closer integration with the Water and Environment Sector Refugee Response Plan II (WESRRP II).

KEY ACHIEVEMENTS

- During the year, progress was registered in expanding access to clean and energy-efficient technologies for cooking, lighting and productive use across refugee-hosting districts. Through joint efforts by Government, development partners, private sector actors and civil society organizations, 29,001 households were supported with clean energy solutions, while 89 businesses benefited from productive-use energy support. Key partners contributing to these results included African Clean Energy, AYAN, Caritas, CECI, DanChurchAid, FAO, IOM, Mercy Corps, UN Women, UNDP, Uganda Biodiversity Fund, WANA Energy Solutions and Germany, among others. These interventions contributed to increased uptake of clean cooking technologies, improved household energy access, and growing use of energy solutions that support livelihoods and small enterprise development.
- Progress was also made in strengthening the policy and coordination environment for sustainable energy programming. Refugee-specific considerations continued to be incorporated into the ongoing development of Uganda's Nationally Determined Contributions (NDC 3.0) and the National Adaptation Plan (NAP), helping to position refugee-hosting areas within national climate and energy planning frameworks. At implementation level, promising approaches included strong collaboration between MEMD, MWE, OPM, UNDP, UNEP and other partners; piloting of solar-powered water and clean cooking solutions; and increased use of market-based delivery models through initiatives such as SOLCO, SUSTAINED, ESDS/EnDev, and the Electricity Access Scale-Up Project (EASP). These efforts have helped advance a gradual transition from biomass dependence towards cleaner household and productive energy use.

CHALLENGES:

Notwithstanding this progress, the sector continued to face important constraints. These included limited affordability of clean energy technologies, short-term and inadequate financing, fragmented coordination among actors, and continued pressure on natural resources due to dependence on biomass and ongoing deforestation. Lessons from implementation also showed that uptake of clean cooking technologies depends not only on product availability, but also on consumer financing, local supply chains, product quality assurance, community awareness, and targeted behaviour change interventions, including stronger engagement from women in household energy decisions.

KEY PRIORITIES FOR 2026

- **Expanding access to sustainable energy services:** This includes increasing access to solar energy, solar mini-grids, solar water pumping, and other clean energy solutions for households, institutions and productive use. The sector also prioritizes safe, clean and energy-efficient technologies for cooking, lighting and livelihoods in all refugee-hosting districts.
- **Promoting clean cooking and reducing dependence on biomass:** A major strategic priority is the transition from unsustainable biomass-based cooking to clean cooking solutions, including solar electric and hybrid electric cooking. This is intended to reduce deforestation, lower emissions, improve household health, and ease pressure on natural resources.
- **Integrating refugee concerns into national climate and energy frameworks:** The sector is prioritizing the inclusion of refugees and refugee-hosting areas in Uganda's NDC 3.0 and National Adaptation Plan (NAP) processes so that displacement contexts are fully reflected in national climate planning and financing frameworks.
- **Strengthening ecosystem restoration and environmental protection:** Energy interventions are being linked to reforestation, watershed restoration, sustainable forestry and broader ecosystem protection to address environmental degradation caused by energy demand and land pressure in refugee-hosting areas.
- **Strengthening coordination and multi-stakeholder partnerships;** The materials emphasize improved coordination between MWE, MEMD, OPM and partners, stronger joint monitoring and data collection, and greater alignment under CRRF structures to avoid fragmentation and improve implementation.



The Permanent Secretaries for MoES and MoGLSD and presides over the Launch of the National Self Resilience Measurement Index

4.5. JOBS AND LIVELIHOODS INTEGRATED RESPONSE PLAN FOR REFUGEES AND HOST COMMUNITIES (JLIRP)

The Jobs and Livelihoods Integrated Response Plan for Refugees and Host Communities (JLIRP) remained a central pillar of Uganda’s efforts to advance refugee self-reliance, resilience, and socio-economic inclusion in 2025. The Plan is guided by the vision of ensuring that refugees and host communities are secure, self-reliant, and resilient, and seeks to strengthen peaceful coexistence, expand economic opportunities in refugee-hosting districts, improve food, nutrition, and income security, enhance employability through skills

development, and promote active participation of refugees and host communities in local development processes.

Implementation of the JLIRP is led by the Ministry of Gender, Labour and Social Development (MGLSD), in collaboration with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), the Ministry of Trade, Industry and Cooperatives (MTIC), and the Ministry of Education and Sports, particularly through UBTEB, reflecting the multi-sectoral nature of the livelihoods and resilience agenda.

STRATEGIC ACHIEVEMENTS IN 2025

In 2025, implementation of the JLIRP focused on strengthening institutional integration, sustaining strategic oversight, and reinforcing the evidence base for livelihoods programming in refugee-hosting districts.

A major achievement during the year was the

continued integration of the JLIRP into District Development Plans and district budgeting processes across refugee-hosting districts. Through workshops led by MGLSD with support from UNHCR, ILO, NPA, and district stakeholders, integration matrices were finalised and aligned to National Development

Plan IV in districts that had initiated the process earlier, while additional districts were supported to begin integrating refugee and host community livelihood priorities into their district planning frameworks. This process was significant in strengthening local government ownership of the livelihoods agenda and embedding refugee inclusion more firmly within district development systems.

The JLIRP also maintained strategic oversight through the convening of two National Steering Committee meetings in 2025. These meetings provided an important platform for reviewing implementation progress, addressing emerging priorities, and guiding the future direction of the response plan. Notably, the Steering Committee agreed to extend the JLIRP beyond its initial expiry in June 2025, pending development of the second generation of the Plan. This decision ensured continuity in coordination and implementation, while creating space for a more informed and evidence-based transition into the next planning cycle.

Progress was also made in strengthening joint oversight, coordination, and accountability through a multi-stakeholder monitoring and support supervision mission conducted in refugee-hosting districts in South-Western Uganda. The exercise brought together key Ministries, Departments and Agencies, district local governments, development partners, and civil society actors, and served to deepen shared understanding of implementation realities on the ground, strengthen inter-agency coordination, and identify practical actions for improving delivery of livelihoods and resilience interventions.

An important milestone in 2025 was the completion of the end-term evaluation of the JLIRP. The evaluation process, which ran from September to December, generated a stronger evidence base on the achievements, challenges, and lessons emerging from implementation of the first Plan. Its completion provided a timely opportunity to inform the design of the next phase of livelihoods

programming and to support more strategic targeting, prioritisation, and results-oriented planning going forward.

The year also saw greater emphasis on capturing and consolidating emerging good practices, innovations, and lessons learned in self-reliance and resilience programming. Through a national workshop convened by MGLSD, UNHCR, and the Livelihoods and Resilience Sector Working Group, stakeholders reviewed evidence from ongoing interventions and identified scalable approaches in areas such as youth employment, agricultural livelihoods, financial inclusion, and digital solutions. This contributed to stronger cross-learning and provided practical insights for improving programme quality and policy direction under constrained resources.

In addition, significant progress was made in rolling out the Self-Reliance Index (SRI) as a common tool for measuring and tracking self-reliance outcomes. Following the government's launch of the SRI, capacity-building efforts were initiated to support local governments, UN agencies, development partners, and implementing partners to apply the tool more effectively. Training conducted for stakeholders in West Nile marked an important step towards institutionalising self-reliance measurement at district level, including the integration of SRI indicators into partner programmes and MEAL frameworks. This is expected to strengthen reporting consistency, improve evidence-based decision-making, and support a more coherent approach to livelihoods programming across refugee-hosting areas.

The JLIRP continued in 2025 to provide a strategic framework for advancing livelihoods, resilience, and economic inclusion for refugees and host communities. Its implementation during the year helped deepen integration into local government systems, strengthen coordination and oversight, and build the evidence and tools necessary to support more sustainable and accountable self-reliance programming.



5. CHALLENGES ON CRRF IMPLEMENTATION IN UGANDA

Continued refugee influx amid shrinking response capacity: Uganda's refugee population continued to grow in 2025, driven by persistent regional instability, economic distress, and climate-related shocks in neighbouring countries. This continued influx has increased pressure on land, social services, infrastructure, and local governance systems in refugee-hosting districts. The challenge is no longer only humanitarian absorption, but the growing mismatch between the scale of new arrivals and the capacity of national and local systems to respond in a sustainable and development-oriented manner.

Declining and unpredictable financing for the refugee response⁶: The most significant strategic challenge in 2025 was the sharp contraction in humanitarian⁷ and development financing. Funding cuts affected core sectors such as food security, health, education, WASH, livelihoods, and protection, while also constraining coordination functions and the implementation capacity of response structures. The increasingly volatile financing environment has made it difficult to sustain hard-won gains, plan beyond the short term, and advance Uganda's transition agenda. This has reinforced the need for more predictable, diversified, and multi-year financing aligned to national priorities.

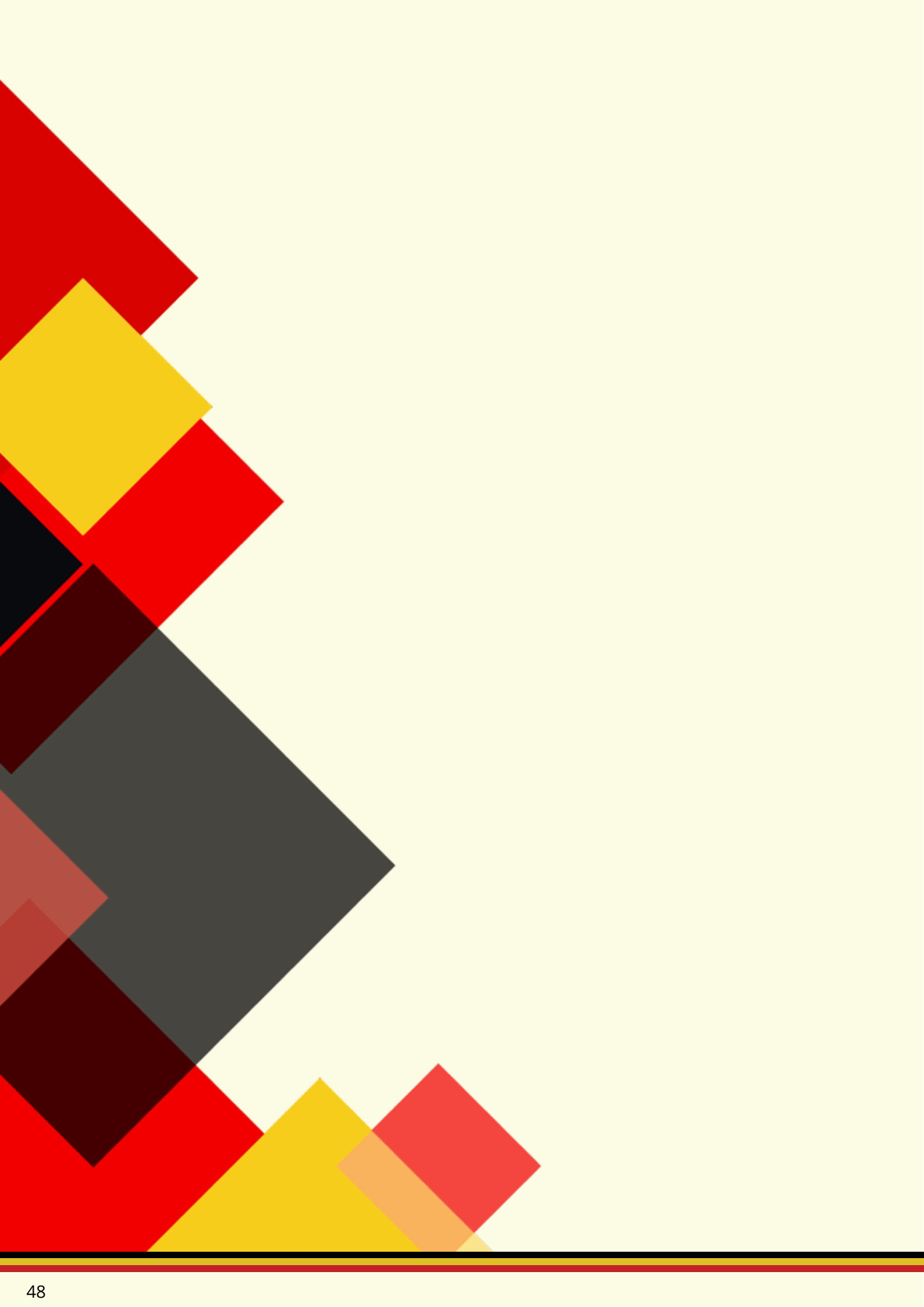
Slow transition from humanitarian delivery to government-led systems: Although Uganda has made notable progress in promoting integrated and government-led service delivery, the transition from parallel humanitarian systems remains uneven across sectors. Fiscal pressures, limited domestic resources, wage bill constraints, recruitment

restrictions, and uneven institutional readiness have slowed the absorption of refugee services into national systems. Without stronger transition financing, clearer implementation roadmaps, and sustained investment in public systems, the risk remains that transition commitments may outpace actual delivery capacity.

Limited institutional and coordination capacity across the response architecture: The CRRF coordination framework remained functional in 2025, but its effectiveness was increasingly tested by resource constraints. Reduced financing affected the regularity, depth, and follow-through of coordination processes at both national and sub-national levels. In addition, some sector secretariats and coordination platforms continued to face technical and staffing limitations, affecting oversight, implementation monitoring, and collective problem-solving. This challenge is particularly important as the response becomes more system-based and requires stronger government stewardship across multiple sectors and levels of administration.

6 [DoR Annual Report 2025](#)

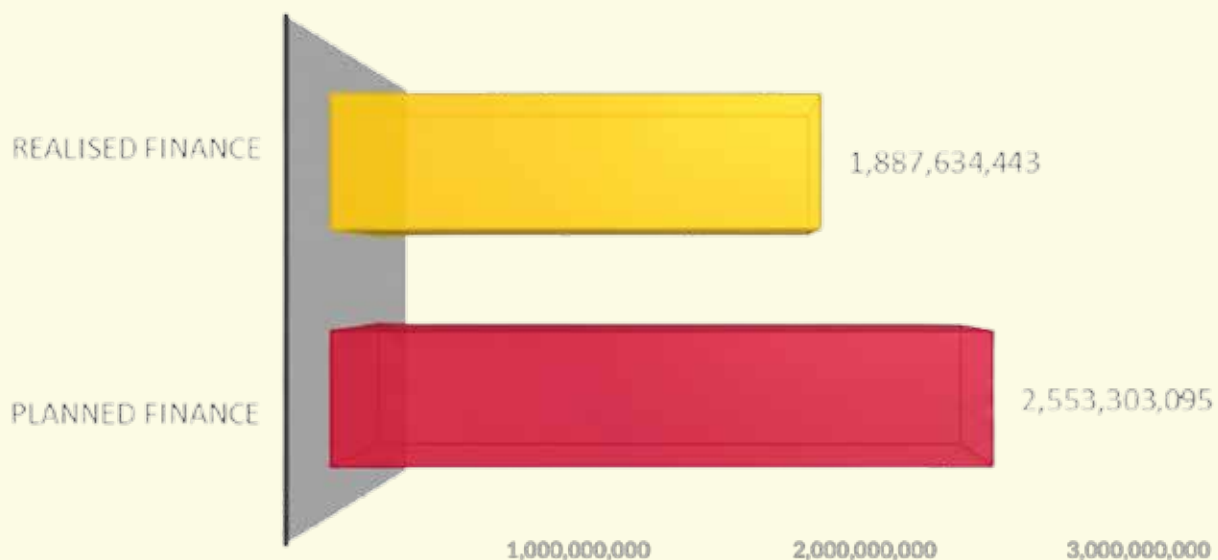
7 <https://www.unhcr.org/media/uganda-funding-update-2026>



6. FINANCIAL PERFORMANCE AT A GLANCE

In 2025, the CRRF Secretariat Planned for approximately 2.55 billion shillings and managed to solicit 1.89 billion shillings (74.1% achievement). These funds were majorly directed towards the functionality of the CRRF Secretariat and Coordination of partners in the Refugee Response inclusive but not limited to the following activities; CRRF Steering group engagements, Host Community and Refugee Engagement Forums and interface, CRRF Partner Resourcing

Engagements, Engagements with Ministries, Departments and Agencies supporting the Refugee Response, Localisation strategy development, MDAs, transition management, development of the Self Resilience Index and review of the coordination structures in the refugee response for effective functionality in the current operating environment. Below is the graphical representation of the 74.1% Achievement in Fundraising.



2025 Fundraising for CRRF's Functioning (UGX)

6.1. THE FINANCING LANDSCAPE OF THE CRRF SECRETARIAT

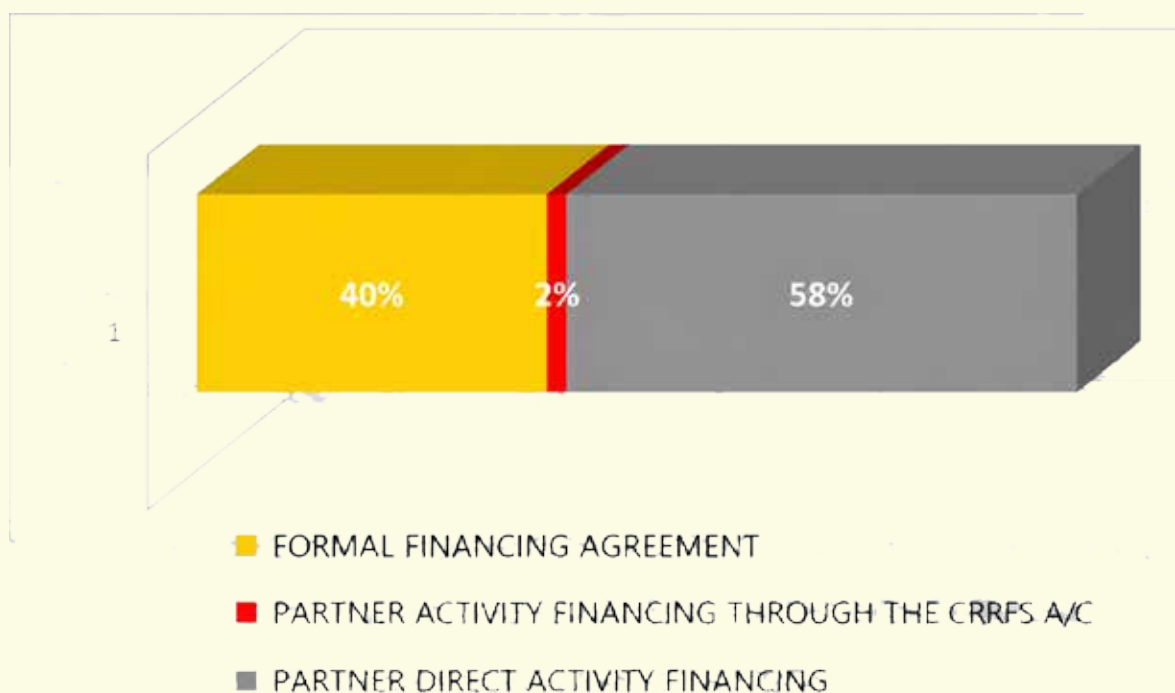
Staffing: Under Financing we have;

- Direct Institution secondments including the government of Uganda.
- Government of Uganda staff under the UNHCR Partnership Agreement known as on-budget in this regard.

Activity Financing: Here we have;

- The UNHCR On Budget Financing through the Partnership Framework Agreement
- Activity tagged Funds transfers to the CRRF Account from other partners
- Direct activity partner financing

Below is a graphical representation of the 2025 financing Landscape of the CRRFS.



2025 CRRF's Financing Landscape

This flexible financing model allowed the Secretariat to maintain momentum in priority areas during the turbulent waves of reduced funding faced by the response in 2025. It has been noted that there is need for a more

predictable financing framework for coordinating the CRRF and achievement of the Global Refugee Uganda pledges under the CRRF Secretariat.

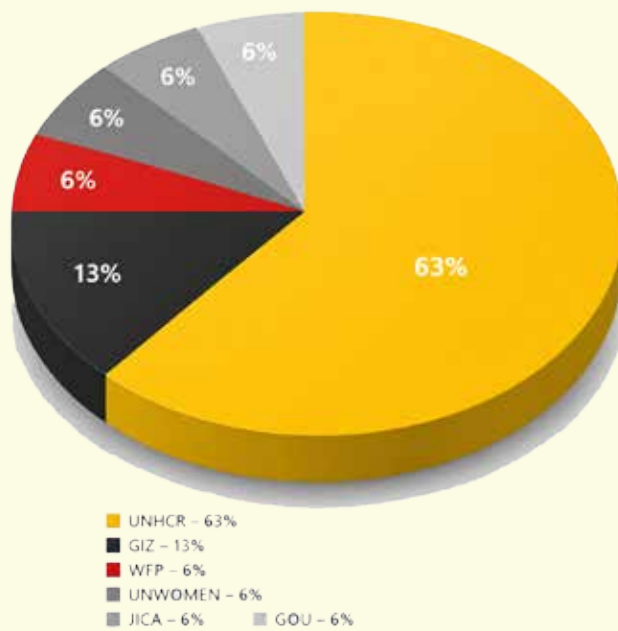
6.2. STAFFING OF THE CRRF SECRETARIAT

In 2025, the CRRF had 16 staff; One direct support staff from Government of Uganda, 10 staff (05 technical staff, 02 Minister liaisons, 03 support staff) supported under the UNHCR Funding to Government of Uganda on 100% presence and 5 technical secondments from partner organisation (02 from GIZ, 01 from UNHCR, 01 from UNWOMEN, 01 from WFP,

01 from JICA). On average the secondments support between 1 – 3 working days in a week. By year end, the staffing had reduced to 14 people rising from reduced funding from the UNHCR that saw 01 technical staff step back to Department of Refugees and one support staff being laid off.

CRRF 2025 STAFFING						
Funding Agency	UNHCR	GIZ	WFP	UNWOMEN	JICA	GOU
Proportion of Staff	63%	13%	6%	6%	6%	6%

CRRF 2025 STAFFING
Proportion of Staff



Support towards CRRF Secretariat 2025 Staffing

Below is a tabular and graphical representation of the staffing support.

6.3. PARTNER FINANCIAL CONTRIBUTION TO THE CRRF SECRETARIAT FUNCTIONALITY IN 2025

A total of **UGX1,887,634,443** (One billion Eight Hundred Eighty-Seven Million Six Hundred Thirty-Four Thousand Four Hundred Forty-Three Shillings Only) was directed towards the actualisation of the 2025 CRRFS work plan. We extend our sincere gratitude to Government of Uganda, the UNHCR, GIZ, U-Learn, JICA, IGAD, VNG, WFP, CRS, OXFAM, CARE International in Uganda, RELON, Save

the Children International, Woord en Daad, FH Association and War Child Netherlands that are the face to the 2025 CRRF Secretariat functionality and achievements. We hail all partners for upholding the burden sharing principle of the Refugee management in the World today. Below is a tabular representation of your great support.

PARTNER	% FINANCIAL CONTRIBUTION
UNHCR	45.10%
GIZ	15.00%
GOU	7.50%
ULEARN	6.80%
JICA	6.80%
IGAD	5.20%
VNG	4.30%
WFP	3.50%
CRS	1.40%
OXFAM	0.90%

PARTNER	% FINANCIAL CONTRIBUTION
CARE INTERNATIONAL UGANDA	0.90%
RELON	0.90%
SAVE THE CHILDREN	0.90%
WOORD EN DAAD	0.60%
FH ASSOCIATION	0.40%
WAR CHILD NETHERLANDS	0.40%

We are because you are!

Busses take newly arrived refugees to a refugee settlement



7. THE STRATEGIC OUTLOOK FOR 2026

The strategic outlook for 2026 builds on the institutional, policy, and coordination gains made in 2025, while responding to a more constrained financing environment and continued pressure on Uganda's refugee response system. The coming year will require a sharper focus on sustainability, stronger government leadership, and more disciplined prioritisation across the response. In this context, the CRRF agenda will continue to shift from parallel humanitarian delivery towards integrated, government-led systems that advance refugee inclusion, strengthen host community resilience, and align more closely with national development priorities.

A central priority for 2026 will be the operationalisation of the **National Transition Strategy**. Following the completion of the draft strategy during the reporting period by the Ministry of Finance, Planning and Economic Development, with support from the CRRF Secretariat and German Development Cooperation, the next phase will focus on translating the strategy into implementation. This will include establishing the proposed governance arrangements, developing sector-specific operational plans, particularly in health, water and environment, and education and advancing the proposed financing mechanisms needed to support a gradual and realistic transition from humanitarian assistance to nationally anchored service delivery systems. The success of this agenda will depend on stronger inter-ministerial coordination, alignment with district realities, and practical sequencing of transition priorities within available fiscal space.

Another major strategic priority will be **the finalisation and rollout of the localization agenda**. As refugee response financing tightens, the need to shift greater leadership, responsibility, and resources to local governments, national actors, community-based organisations, and

refugee-led structures becomes more urgent. In 2026, emphasis should be placed on validating and launching the localization strategy, strengthening systems for tracking localization commitments and investments, and building the institutional capacity of local and national responders to take on a greater implementation role. This agenda will be critical not only for improving ownership and context responsiveness, but also for strengthening sustainability and accountability across the refugee response architecture.

The CRRF Secretariat will also **focus on streamlining coordination arrangements** to improve effectiveness under constrained resources. Experience from 2025 demonstrated that while Uganda's coordination architecture remains relevant, it must become leaner, more results-oriented, and better linked across national and sub-national levels. In 2026, strategic attention should therefore be given to rationalising coordination structures, strengthening the interface between the Steering Group, REF, DEF and sector platforms, and improving follow-through on decisions and action points. This will be particularly important in ensuring that coordination remains functional not as an end, but as a driver of prioritisation, problem-solving, and accountability.

Linked to this will be the need to **renew and strengthen the Refugee Response Plans**. The continuation and refinement of the sector response plans will be essential for sustaining Uganda's whole-of-government approach. Building on the 2025 reviews and renewal discussions, 2026 should focus on aligning the plans more firmly with National Development Plan IV priorities, embedding sustainability and transition pathways, and ensuring that the plans are realistic considering current funding constraints. Greater emphasis will also be required on harmonised monitoring, reporting, and results tracking across the

plans so that stakeholders can better measure progress, identify gaps, and guide investment decisions.

A further strategic priority will be the **implementation of Uganda's Global Refugee Forum pledges and the strengthening of accountability around them**. The progress made in developing thematic roadmaps and conducting the national stocktake in 2025 provides a strong foundation for more structured implementation in 2026. Going forward, the focus should shift to deeper bilateral follow-up with pledging entities, stronger tracking of delivery against commitments, and clearer accountability mechanisms to distinguish between ongoing efforts and genuinely

additional commitments. This will be important both for sustaining credibility and for positioning Uganda more strongly in global responsibility-sharing discussions.

The **operationalisation of the Uganda Self-Reliance Index** should also be a major focus in 2026. Its rollout provides an important opportunity to establish a common evidence base for programming, targeting, and policy dialogue on refugee self-reliance and resilience. Used effectively, the Index can help shift the response towards more measurable and outcome-oriented investments, while also supporting better alignment between livelihoods programming, social inclusion, and broader transition efforts.

Ambassador of Japan to Uganda H.E. Sasayama Takuya speaks during the HDP Nexus stakeholder during the 2025 Forum





The Hon. Minister for Agriculture, Animal Industry and Fisheries (MAAIF) delivering a statement on self-reliance and resilience for refugees and host communities during the 24th CRRF Steering Group Meeting.



The District Engagement Forum (DEF) Representative delivering a presentation during the 24th CRRF Steering Group Meeting.



The Refugee Engagement Forum (REF) Representative delivering a presentation during the 24th CRRF Steering Group Meeting.



Mr. Peter Primus, Deputy Ambassador of Germany to Uganda, and the GIZ Country Director alongside senior government officials during the launch of the Water and Environment Sector Refugee Response Plan (WESRRP).



The MWE, CRRF and DoR staff during a benchmarking visit to Ethiopia on CRRF implementation



The Director CRRF Secretariat Helen Bugaari



The Ambassador of Japan posing for a group photograph with HDP Nexus stakeholders during the 2025 HDP Nexus Forum.





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