



AN INFORMATION CENTRIC APPROACH TO COHERENCE:

AN ANALYSIS OF UGANDA'S COHERENCE POLICIES

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1. EXECUTIVE SUMMARY

Coherence among humanitarian and development actors simultaneously improves the conditions of refugees in protracted situations and enables continued progress on a host-country's economic and social development agenda¹ Despite these potential benefits, to date, the level of coherence achieved is unclear. Metrics for coherence can not only highlight levels achieved, but also generate knowledge necessary for scalable and effective coherence implementation. As a first step to defining metrics, an analysis of coherence policies can inform development of both strategic and operational coherence metrics. Strategic metrics can help identify where and when coherence might best be achieved. Operational metrics are derived from best practices, answering questions of how and via what processes coherence is most likely to succeed. In this report we analyze Uganda's policies on national and sectoral levels, being guided by the question: What evidence of best practices for collaboration among development and humanitarian actors are reflected in these policies and how can existing data be used to inform collaboration potential among actors?

With a long history of hosting refugees and asylum seekers and extensive development programs, Uganda's governance structure for coordination with international actors and donors is well developed. Through an analysis of its policies, including Uganda's international and national coherence strategies, general migration policies, and sector-specific coordination plans, we identify five themes:

(1) General coordination structure; (2) Refugee recognition, rights, and duties; (3) Sectoral coordination, community-based protection, and community mobilization; (4) Monitoring and evaluation; and (5) Data management and tools

These themes inform development of metrics for measuring coherence at both strategic and operational levels. Additionally, we consider the implications for gender, evaluating the effects of gender biases and the role of refugee women in coherence practices. In the following, we present results of the policy analysis, followed by the gender analysis.

2. PROBLEM STATEMENT

In the past, coordination between humanitarian and development efforts was hindered by institutional structures. Protracted refugee crises had put UNHCR and other humanitarian organizations in the primary role of refugee service provision, as well as coordination for long-term development planning (UNHCR Evaluation Service, 2018). Within Uganda, the role of the

¹ U.S Department of State, Bureau of Populations, Refugees, and Migration, Coherence for Relief and Development <https://www.state.gov/other-policy-issues/relief-and-development-coherence/>, Accessed June 2020

government was limited to admissions and recognition of refugees, including registration and protection (Office of the Prime Minister of Uganda, 2006). However, recently, with the New York Declaration for Refugees and Migrants- an outcome of the 2016 General Assembly- the role of refugee-hosting governments has been elevated, emphasizing greater institutionalization of the government's leadership in refugee management to achieve sustainable development goals (SDGs).

The Comprehensive Refugee Response Framework (CRRF), in Annex 1 of the New York Declaration (UN General Assembly, 2016), provides guidelines for governments and humanitarian organizations to share responsibilities and improve coordination mechanisms for achieving SDGs. The core of the CRRF is integrating refugees within the socio-economic structure of host countries and, therefore, within national development policies. This goal requires coherence and coordination among all stakeholders.² Thereby, the CRRF is the foundational framework towards creating policy coherence among coordination bodies and social cohesion among refugees and host country populations.³

In 2016, the Ugandan government was the first country to adopt the CRRF and has, as of 2018, the most developed coordination structure in line with CRRF goals (UNHCR Evaluation Service, 2018). Therefore, we aim to understand how coherence is reflected in Ugandan policy documents, how coordination is reportedly practiced among all stakeholders, and more importantly, whether information embedded in the policy documents suggests metrics to measure the country's level of coherence.

3. BACKGROUND: Coherence Coordination Mechanisms in Uganda

Uganda, as a progressive country in refugee management, published its first Refugee Act in 2006. The Refugee Act was a very significant step towards establishing the Ugandan Office of Refugees and detailing refugee rights and documentation procedures. While the office's name may suggest full responsibility for refugee affairs, our review of the 26-page document suggests the government's role primarily was to determine refugee eligibility and to ensure refugee rights, registration, documentation, and protection; leaving UNHCR as the primary actor in providing services to all refugees. With the adoption of CRRF, the government is put in the leadership position to strengthen development programs and reduce the prolonged refugee emergency phase, enabling more cost effective and sustainable solutions. Early integration of refugees within development programs would directly reduce the costs of service during emergency phase and would reduce the burden on UNHCR when addressing emergency refugee influx. With CRRF, the Ugandan government has revised its coordination structure to enhance its efficiency in working with international partners such as UNHCR, financial donors (currently the World Bank Group), and NGOs along with national sectors, local governments, and local communities.

² UNHCR CRRF Group, <https://www.unhcr.org/en-us/comprehensive-refugee-response-framework-crrf.html>, Accessed June 2020

³ United Nations Country Team and The World Bank Group, Refugee and Host Population Empowerment (ReHoPE): Strategic Framework for Uganda, 2017.

To better understand coherence practices among these actors, we have conducted a general policy document analysis. The analysis aims to better understand the potentially measurable coherence activities that address CRRF goals. The policy analysis includes Uganda's overall coordination structure, existing policies and strategic frameworks towards achieving CRRF goals, sectoral and operational coordination mechanisms, community level practices, information and data practices, and existing evaluation tools. The policy analysis also includes the gender analyses.

4. METHODS

The policy document analysis includes three major steps: Operationalizing coherence, developing a sampling frame and then the sample of documents, and finally document analyses. Each is discussed in turn below.

4.1. Operationalizing Coherence:

We operationalized coherence by identifying two major themes. The themes then served as the basis of generating a sampling frame, from which the final sample of documents was drawn.

The operationalization process started by referencing definitions of “Coherence” across different disciplines including humanitarian relief, refugee management, development, and policy making. From this literature review we distinguished between general notions of coherence and those specific to the refugee and development contexts. General notions of coherence include policy and strategic coherence. Policy coherence defines the functions and delivery channels that would lead to a collectively agreed outcome among organizations, policy makers, and governing partners (OECD, 2017). And strategic coherence aims to evaluate the consistency of strategic choices across business and functional levels (Nath & Sudharshan, 1994). Coherence, often also referred to as ‘nexus,’ is associated with both coordination coherence (OECD, 2017), often referred to in refugee-related policies, and social cohesion (Nath & Sudharshan, 1994), which emerges as a long-term goal in development practice. Social Cohesion-referring to integrating refugee and host populations for sustainable development and empowering societies as a whole⁴ - has implications for developing metrics for coordination coherence on policy and strategic levels. For example, the Refugee and Host Population Strategic Framework in Uganda⁵ provides general strategic guidelines for coordination coherence among all stakeholders to create better social cohesion among refugees and host communities. Similarly, we use these concepts to prioritize policy documents that are directly relevant to coordination coherence. A key word search method helped us create our sampling frame to draw out relevant documents. Some of these keywords are:

⁴ United Nations Country Team and The World Bank Group, Refugee and Host Population Empowerment (ReHoPE): Strategic Framework for Uganda, 2017.

⁵ United Nations Country Team and The World Bank Group, Refugee and Host Population Empowerment (ReHoPE): Strategic Framework for Uganda, 2017.

“coordination”, “humanitarian and development”, “coherent” directly refer to coordination coherence. Meanwhile *“resilience”, “engagement”, “integration”, “host”, “refugee”, “community”* mostly relate to social cohesion.

4.2. The Sampling Frame of Policy Documents

Understanding Uganda’s coordination structure across humanitarian and development programs was the first step towards sampling relevant documents. Based on the keywords above, we identified relevant data portals and organizational websites that provided information on humanitarian and development activities within Uganda in addition to providing access to documents. UNHCR, IOM, The World Bank, OECD, USAID, and the Office of the Prime Minister (OPM) in Uganda were major leads in our document search. From these resources and their linked data portals we drew out a selection of relevant documents to create a corpus of coherence policy documents. During our selection process we accounted for documents’ age, their relevance to coherence themes, and their significance based on inter-document references using certain keywords that directly referred to coordination structures within Uganda. Some of these keywords are:

“coherence”, “coordination”, “cohesion”, “refugees”, “host community”, “sustainable development”, “refugee response plan”, “CRRF”, “Comprehensive Refugee Response Framework”, “RRP”, Refugee Response Plan”, “CRRF Working Group”, “OPM”, “Office of Prime Minister”, “WASH”, “Protection”, “Education”, “Health”, “Uganda”, “Refugee Act”, “Declaration”, “UNHCR”, “ReHoPE”, “UNDP”, etc.

From the finalized sampling frame of approximately 100 relevant coherence policy documents, 24 documents were selected for the sample. Selections were made primarily on recency and relevance. Examples of documents excluded for relevance include those simply summarizing the CRRF and hence are repetitious, and the Ugandan strategy for SDGs, because it was never integrated into the CRRF. A table of the sampling frame and the corpus of sampled documents, including comments providing insight into the selection process, can be found in the Appendix. In the end, the 24 documents in the sample included: 4 evaluation and progress reports by UNHCR, 1 national development plan, 1 national CRRF road map, 3 strategic policy frameworks by UNHCR, 3 meeting minutes of working groups and sectoral terms of reference, 5 sectoral policies and response plans, 4 sectoral reports or draft documents, 1 ministerial policy statement, 2 UNDP documents, 1 survey progress report by the World Bank Group, and 1 survey progress report by REACH.

The variety of documents used in the analysis provided insights into not only the policies, but also their implementation processes among working groups and across sectors. Our themes are extracted from roughly 1200 pages of these various forms of documents, which are broken down as:

- 344 pages National Development plan (Outdated - 2015)
- 200 pages of Survey Evaluations
- 178 pages of Health Sector integrated Refugee Response Plan and action plan

- 140 Pages of CRRF roadmap and progress report
- 120 pages of strategic frameworks
- 65 pages of Education Response plan for Refugees and Host Communities
- 54 pages of UNHCR implementation report
- 26 pages of Uganda Refugee Act
- 24 pages of the New York Declaration
- 7 pages of WASH coordination planning
- 5 pages of a draft for WASH sector response plan to refugees and host communities
- 4 pages of Protection Meeting Minutes
- 3 pages of Protection Terms of Reference

The Terms of Reference and meeting minutes documents were included as a proxy for policy documents when sectoral response plans were unavailable. Meeting minutes and implementation reports not only provide insight into operational level practices and decision-making actions, but also reflect on the synchronies between national policies such as CRRF or ReHoPE and operation level actions.

4.3. Policy Document Analysis:

The policy analysis involved three steps. In the first, through comparative analyses of documents we inductively identified five main coherence themes, as articulated in section 6. Second, we took the findings of a critical review document of the global CRRF program by UNHCR, in which Uganda received a dedicated chapter, and verified their results concerning coordination against our reading of the policy documents in our sample. These findings, articulated as elements hindering coherence, are found in section 7. The third step involved an analysis of public availability of documents and data. This analysis derived from recommendations for sharing data and documents regarding CRRF progress as specified in the policy documents. Our analysis cannot assess whether data and documents were privately shared, but does suggest limitations to widespread sharing where they were found not to be publicly available. The upcoming section will outline Uganda's coordination structure and will expand on the coherence themes in accordance with Ugandan governance structure in order to identify metrics for coherence and offer guidance on possible paths for improving coherence in general.

5. ANALYSES: CRRF Uganda Coordination Structure

Under the leadership of the Ugandan Government (GOU), the Ugandan Office of the Prime Minister (OPM) is responsible for carrying out CRRF objectives. The country's 2006 Refugee Act established the foundations for adopting the CRRF due to institutionalized refugee protection and documentation rights. As a result, the OPM published the CRRF roadmap in 2018 which provides strategic guidance on achieving CRRF objectives. Facilitated and co-led by UNHCR and the World Bank Group, the CRRF supports the government in addressing refugee protection and management in its National Development Plan, with the goal to broaden the range of actors

engaged in the refugee response plan. Uganda's latest National Development Plan (NDP II, 2015-2020) is part of a 6-year cycle and has yet to be updated for 2021 to address CRRF and coordination among development and humanitarian efforts. So far, NDP II merely specifies GOU's intentions for enhancing national response capacity for refugee emergency management and providing humanitarian assistance through the public and sub-national sectors.

Regardless of the lag in national development plan cycles, our collective document analysis indicates that essential steps have been taken towards creating CRRF coordination structures including, but not limited to, identifying stakeholders and priority interventions, supporting government policy, supporting the protection of asylum space, and foremost, supporting the self-reliance and resilience of refugees and host communities. The CRRF roadmap clearly identifies active stakeholders and the CRRF coordination structure between UNHCR, financial donors, OPM, sectoral ministries, district governments, and local communities (see Figure 1).

In October 2017, the CRRF Steering Group was established as a multi-stakeholder coordination group co-chaired by OPM and UNHCR to bring humanitarian and development actors, local governments and authorities, refugees, and private sectors together to facilitate coordination, identify common interests, and provide advice in refugee affairs (GOU, 2018). The CRRF Steering Group has set up a role for the CRRF Secretariat which provides technical support to the Steering Group. Coordination between actors is monitored and led by the CRRF Steering Group and deployed by the Secretariat (Office of the Prime Minister of Uganda, 2018b). At the national level, the CRRF Steering Group brings all other donors, NGOs, UN representatives, Sector Working groups, and Local Development Partner Groups (LDPG) to the annual National Partnership Forum (NPF), chaired by the Prime Minister. The CRRF steering group reports to the NPF to ensure coordination between government and other sectors. The LDPG is responsible to coordinate with sector level working groups, financial donors, and humanitarian partners. On the sectoral level, working groups bring together development partners with the government to monitor and evaluate the implementation of the National Development Program and CRRF within Education, WASH, Health, Land, Housing and Urban Development, Social Development, Agriculture, and Justice Law and Order (GOU, 2018).

To further understand the work of the CRRF Working Group, we accessed reports and documents from the Uganda-specific CRRF page, which is linked to the global CRRF Working Group online portal. Together with documents from other sites as well, we collected documents reflecting the coordination measures as well as elements contributing to effective coherence among actors.⁶ Our analysis of the 24 documents in our sample identified five major coherence themes: (1) coordination structure, (2) refugee recognition, rights, and duties, (3) sectoral

⁶ Nasim fill in here

coordination, community-based protection, and community mobilization, (4) monitoring and evaluation and, (5) data management and tools. Each is discussed below.

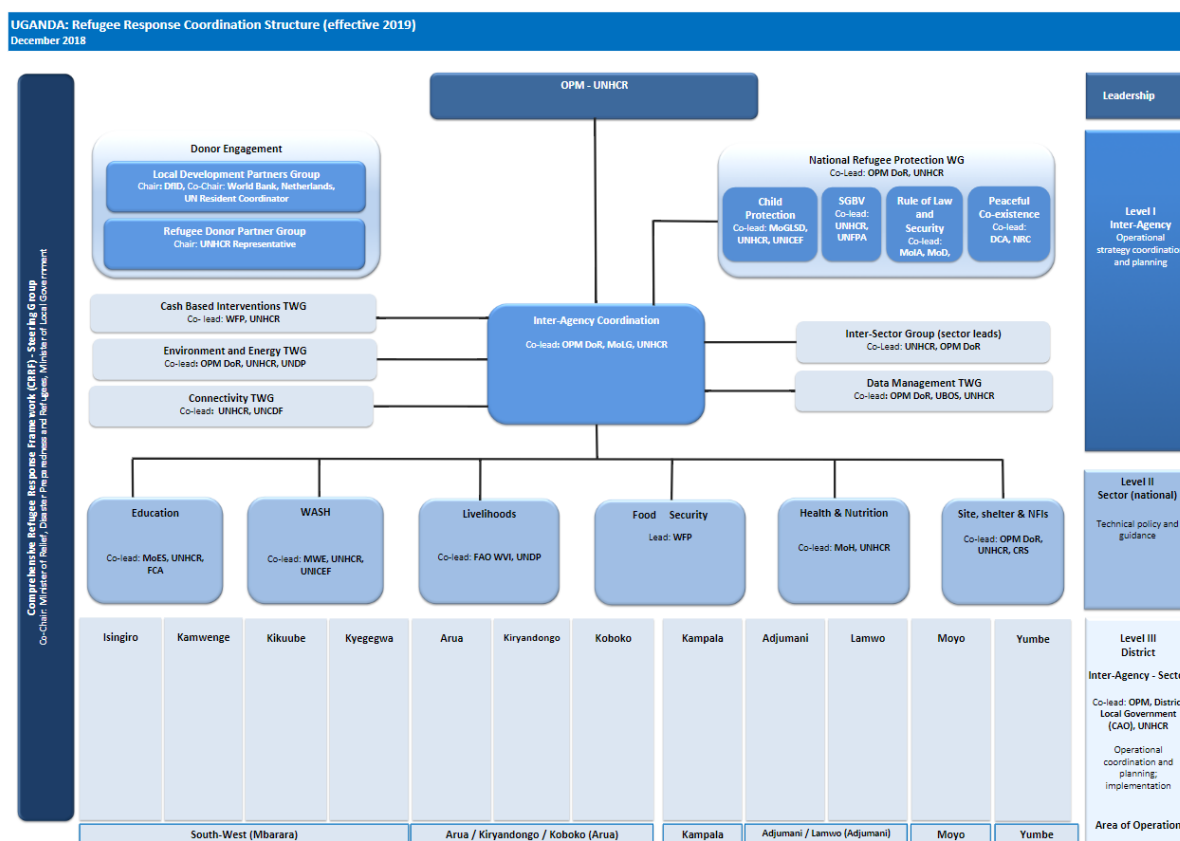


Figure 1 CRRF Uganda Coordination Structure (UNHCR, 2018b)

6. COHERENCE THEMES

The Ugandan CRRF coordination structure follows both centralized and decentralized patterns of coherence. The CRRF Steering Group deploys a model of vertical coherence as it represents a centralized governance structure put in place by the GOU and other leading entities. Meanwhile, it benefits from a decentralized and horizontal coherence between sectors and community representatives (Migration4Development, n.d.). The combination of the two models lays the groundwork for effective policy; however, a more thorough evaluation is needed to understand its implications in practice. Throughout our document analysis, we studied practices across the Ugandan CRRF coordination structure to find elements that might have direct implications for effective coherence. These elements are organized within selected themes and

presented as lists of activities favoring coherence. It is needless to say that these themes overlap and create a complex web of challenges which should be addressed as a whole.

6.1. General Coordination Structure

A comprehensive response to forced migration is facilitated by inclusion of refugees within district development (UNHCR, 2017b) and annual development work plans (GOU, 2015). The milestones and deliverables within Uganda's CRRF roadmap specify that a centralized coordination structure would create a national coordination mechanism for standardized action among all stakeholders (GOU, 2018). However, a sustainable centralized system is informed by decentralized governance needs. Decentralized coordination is necessary for emergency response among operational actors and creating a culture of collaboration from the bottom-up. Decentralization also allows stakeholders to act on immediate needs, make informed decisions based on standardized guidelines, and create contingency plans (Kocks et al., 2018). National level policies commonly represent centralized coordination mechanisms which are informed by sectoral governance and decentralized actions. District level development plans are examples of decentralized mechanisms that inform national policies based on operational procedures and local needs. These formal District level Development Plans (DDP) are published within the same National Development Plan (NDP) cycles which implies coordination among decentralized and centralized government units within Uganda. These coordination mechanisms are reinforced by international and national support from UNHCR and the OPM Uganda as they redefine coordination bodies and their responsibilities for the country's SDGs. Among the documents analyzed, the CRRF Roadmap, ReHoPE, Uganda RRP, the Education Refugee Response Plan, and the Health Refugee Response Plan, all discuss the essential elements favoring coordination coherence in all levels- both centralized and decentralized leadership- to achieve the country's sustainable development goals (OECD, n.d.). Some of these essential elements are summarized as follows:

1. Inclusion of refugees within host communities and targeting the livelihood of both groups.
2. Centralized coordination among the national leadership of government entities such as the OPM, The CRRF Steering Group, and The CRRF Secretariat, is a major component of coherence coordination.
3. The OPM at the top of the coordination structure assigns responsibilities to and aligns other working groups.
4. The CRRF steering Group and the CRRF Secretariat are at the forefront of leadership and operationalization of CRRF goals, ensuring effective implementation of CRRF among all sectoral ministries and working groups. As the policy and decision-making body for implementing CRRF, The Steering Group brings members of all stakeholders together; members from local communities (both refugees and host communities) to district level leaders, NGOs, UNHCR actors, and financial donors (currently only the World Bank).

The CRRF Secretariat, on the other hand, is the technical support team for the Steering Group and promotes a coherent refugee response in the country.

5. Recommendations for courses of action by the Secretariat are based on coordinated programming, evidence-based decision making, and resourcing. The Secretariat will also recommend courses of action to the Steering Group which runs and leads the Secretariat.
6. The top-down leadership of the CRRF steering group is informed by a bottom-up approach in monitoring and evaluating community priorities and needs.
7. Streamlining and coordinating a comprehensive response to refugee crises across CRRF pillars such that it includes bottom-up local planning based on refugee and host communities' needs assessment and priorities.
8. Preparedness for future influxes is achieved by developing standardized masterplans and periodic reviews and progress evaluation.
9. Refugee issues are integrated into district level development plans, and consequently National Development plans.
10. Full refugee rights are accounted for based on the Refugee Act 2006.
11. Including insights from UNHCR staff as a resource for extracting coherence coordination lessons in driving national ownership and leadership.

6.2. Refugee Recognition, rights, and duties

The Ugandan Refugee Act of 2006 is the foundation to the country's adoption of CRRF and ReHoPE in 2017. The Refugee Act specifies refugee rights and the government's administrative procedures to provide protection and refugee status to persons of interest. As an outcome of the 2006 Ugandan Refugee Act, the Ugandan government established an Office of Refugees (Office of the Prime Minister of Uganda, 2006). The 2006 Refugee Act improved the country's capacity to adopt the CRRF later in 2017 (GOU, 2018). Some of the enacted elements that clarify refugee rights also favor coherence, as summarized below:

1. The 2006 Uganda Refugee Act suggests recognizing refugee rights, including freedom of movement, right to education, right to work, ownership of assets, and free access to courts of law, can be a stepping stone towards creating coherence among refugees and host communities and providing equal service to both.
2. Establishing a centralized coordination structure through the Office of Refugees can also help. The office is responsible for all administrative matters concerning refugees, in order to promote Uganda's regional and international cooperation with other countries and international organizations. Moreover, it coordinates inter-ministerial and non-governmental activities and programs relating to refugees.
3. The Office of Refugees is directed by the Commissioner who is responsible to report to and advise the Minister and the Permanent Secretary of the Ministry related to refugee matters.
4. The Commissioner oversees the work of the Eligibility Committee, which consists of multiple stakeholders and manages refugee status issues. The Eligibility Committee

consists of 10 government officers and secretaries, and a UNHCR representative who merely has an advisory role.

6.3. Sectoral Coordination, Community-based Protection, and Community Mobilization

Evaluation and sectoral reports, such as UNHCR's Management Response Matrix to the South Sudan Refugee Crisis in Uganda (UNHCR, 2017b), provide recommendations for making progress towards integrating refugees with host communities on granular level. In the report, inter-sectoral coherence is discussed from a community-based protection and community mobilization perspective as it has implications for strategic and operational coherence within ReHoPE. The recommendations favor protection as a priority, especially persons with special needs and children. The recommendations suggest documentation and protection for all at the onset of emergencies as a key factor in creating early coordination and engagement between humanitarian and development actors. Health, education, and water sanitation are also addressed in this respect. However, in these documents coherence is mostly reflected between the three sectors of health, education, and protection. For instance, UNHCR has assigned multi-functional teams to work with communities through participatory assessment and to report to sectoral managers (UNHCR, 2017b). UNHCR's evaluation report on humanitarian response in Uganda informs practices that favor inter-sectoral coherence. Such coherence is also backed up by other strategic frameworks such as ReHoPE, as well as sectoral response plans such as the Ugandan Health Response Plan and Education Response Plan. In summary, bottom-up coordination from the community is clearly prioritized over centralized national level coordination in the UNHCR Evaluation of Responses to Refugee Crisis in 2017. The overall theme of their evaluation, which addresses protection and community integration is summarized as follows:

1. UN operational team should request delivering protection and assistance during the emergency phase of operations in order to incite early coordination between humanitarian and development actors. Documentation, including birth registration, should be a protection priority, given existing national laws that facilitate protection for all. These steps will provide the basis for long lasting solutions for integrating refugees with host communities, in line with ReHoPE goals. To this end, registration, verification, and documentation coordination structures exist between the OPM Uganda and UNHCR. As a result, coherence among sectors and partners may occur by linking case management procedures to national systems and harmonizing policies and procedures for identification, referral, and follow-ups for persons with special needs.
2. UN operational teams, in coordination with sectoral representatives in communities, have been emphasizing an integrated community-based protection and mobilization strategy. Consistent coordination for community-based needs assessment and service delivery among partners creates coherence and consistency across sectors. Community-based action not only develops social cohesion (ReHoPE) between refugees and host communities, but also creates vertical coherence between community actors and sectoral managers, as well as horizontal coherence between sectors. For example, UNHCR has

assigned Multi-Functional Teams (MFT), comprising of protection and community services, to monitor activities implemented by all partners as they consult with refugees on a daily basis (UNHCR, 2017b). The community-based monitoring structure creates bottom-up coherence in which refugees are involved in planning of the annual program, assessment, and midyear evaluations. The MFT is a coordinating actor between communities and sectoral actors and across sectors. Similarly, Ugandan Ministry of health has built training capacities among refugees to join Village Health Teams (VHT) and new VHTs are trained as new arrivals come in (UNHCR, 2017b). The community-based health assistants significantly reduce the burden on the healthcare system, lower mortality rates, and are expected to have positive consequences on the overall health and nutritional status of refugees. This is an example of decentralized coherence.

6.4. Monitoring and Evaluation

All policy documents developed in line with the Ugandan CRRF, refer to the role of the CRRF Secretariat, at the core of the CRRF Steering Group, to oversee all working groups and create coordination among them. To do so, the Secretariat is responsible for developing monitoring and evaluation indicators along the CRRF results chain and to ensure regular reporting on the Uganda results framework and agreed global indicators. The monitoring and evaluation function includes both financial stewardship as well as assessing progress toward operational goals (GOU, 2018; Office of the Prime Minister of Uganda, 2018b, 2019; UNHCR, 2018c; UNHCR Evaluation Service, 2018; United Nations Country Team and World Bank, 2017).

The CRRF Secretariat must report to the CRRF Steering Group on country's overall progress towards CRRF; assisting with evidence-based decision making and planning by the Steering Group. The Steering Group evaluates the financial situation in regard to refugee response as well as resource requirements expressed through governmental and other mechanisms (district and national plans, sector strategies, inter-agency refugee-response plans). The CRRF Steering Group would then help to monitor the use of funds within the established mechanism for financial tracking, which is under the leadership of GOU, and in relation to the open/multi-donor solidarity basket account of the Office of the Prime Minister (GOU, 2018).

Based on the requirements laid out in the CRRF, the CRRF Steering Group and the Secretariat are responsible for providing open access to evaluation methods and results. At the time of writing of this report, such information, if available, is not publicly accessible. Therefore, we are unable to include them as part of the analysis.

6.5. Data Management and Tools

The stated goal for the 'knowledge management team' within the Secretariat group is to be at the forefront of data collection, analysis, and developing evidence-based recommendations (Office of the Prime Minister of Uganda, 2018b). All sectoral and district level data will be handed to the secretariat to inform progress towards CRRF for evaluation. Based on the latest strategic

plans, the Secretariat is responsible to develop an online repository or database for collecting assessment, reports, and any other documentation to be used in programming in refugee hosting districts (GoU, 2018; Office of the Prime Minister of Uganda, 2018). As the leading coordination mechanism, the work of the secretariat is supposed to be at the forefront in creating information-centric coherence between the Office of the Prime Minister and other sectoral groups. However, our analysis suggests the Secretariat has yet to fully complete this goal.

For example, according to our searches and review of the CRRF Steering Group website, there is no practical reference to an existing online repository of the Secretariat working group; therefore, we conclude that such data portal has either not been developed or not yet accessible to the public. Screenshots of these platforms are available in Appendix III.

Establishing an online presence for the Secretariat knowledge management team will help assess whether district and sectoral level activities are in line with country's national goals. Sectoral Response Plans have already specified their responsibility to streamline data with district level management systems to the Secretariat (Office of the Prime Minister of Uganda, 2018a, 2019). A critical role of the knowledge management team will be to address issues of inconsistency in data collection, coding, documentation, and sharing practices. These issues are mainly caused by uneven distribution of resources and differing data aggregation between governing actors and aid services.

For example, the Health Information System (HIS) used by refugee health services collects same sets of data on disease conditions and services offered compared to the Health Management Information System (HMIS) used by district level governments. However, the HIS is further disaggregated to reflect host and refugee numbers. The existence of two differing systems, with inappropriate coding of some refugee health facilities and inadequate support for HMIS negatively effects the performance of information systems (Office of the Prime Minister of Uganda, 2019). Also, community-based information systems are weak and do not facilitate research on data-management practices.

Such insufficiencies in information management systems hinder their implications for timely decision-making and planning towards CRRF goals. Therefore the role of the Secretariat in creating a knowledge management team is reinforced and is explicitly laid out in the CRRF Roadmap; to analyze existing information sharing channels, data and statistics, and developing recommendations for improved coherent systems for collection and management of inter-operational data across various platforms (GOU, 2018). More information on the Secretariat's progress should be researched through onsite interviews in Uganda.

7. ELEMENTS HINDERING COHERENCE

Operationalizing coherence goals within humanitarian organizations is subject to various elements, such as dedicated resources, availability of updated policies and processes, and data management practices. While previous research has identified numerous general challenges for coherence, here we identify those resulting from our analysis of documents related specifically

to the Ugandan context, and which may influence coherence metrics. Our analysis highlights challenges across four themes: General Coordination Mechanisms, Competing Priorities, Data Visibility, Outdated Policies, and Refugee Rights. [challenges reflected in the documents, those authors identify these as challenges; OR we perceive to be challenges]

7.1. General Coordination Mechanisms

A general coordination challenge, expressed in the reports by UNHCR operational teams, is the general misalignment of expectations with practical resolutions, particularly as concerns the speed at which coordination can be achieved. Coordinating humanitarian action with development programs, particularly linking to the government's health and education facilities, requires more time and investment by humanitarian actors for longer term impact. As noted in one report, "It is not realistic for operations to comply with development recommendations within a year; meanwhile, National Development Planning takes 3-5 years" (UNHCR, 2017b). These pre-established government cycles and formal mechanisms for consultations, approval, and planning slows down performance of humanitarian actors. Consequently, certain capacities and resources are necessary to support humanitarian services in delivering development goals within the mandated timeframe.

7.2. Competing Priorities

CRRF emphasizes the visibility of host communities with refugee response operations. As a result, development plans are at the core of UNHCR's assistance, bringing together refugee management with development structures (UNHCR, 2018c; United Nations Country Team and World Bank, 2017). However, our research suggests that emergency planning at the onset of events has yet to be incorporated into development activities. Initial steps for identifying emergency needs and gaps were outlined in CRRF supporting documents (UNHCR, 2017a), which were published per Uganda's adoption of CRRF and has been revised in CRRF 2018-2020 roadmap⁷.

In line with CRRF goals, integrated sectoral response plans focus on development programs during protracted refugee crises. The sectoral response plans acknowledge the need for careful strategies, as well as the lack of resources to speed up emergency refugee response and humanitarian service. However, there clearly remains a lack of strategic planning for emergency action reflected in our document search. We believe better resolutions for emergency action must be developed independently to bypass the effects of fluctuating levels of funding at times of influx.

Currently, the CRRF has been focused on the country's development progress as a solution to reduce the burden on humanitarian groups. Yet, humanitarian aid needs and

⁷ The initial report on emergency needs and gaps was published on CRRF operational portal at <https://data2.unhcr.org/en/working-group/166> in 2018 and the CRRF 2018-2020 has been updated in March 2020.

management strategies should be directly discussed within CRRF. The lack of knowledge on emergency operations within CRRF makes development plans impractical in reality. For example, not all resources are rapidly allocated to humanitarian aid workers due to a phased manner of resource allocation processes. Therefore, it is difficult for operations to effectively plan in a holistic manner and pursue long lasting solutions for cost effective delivery. As a result, at the time of emergency, competing priorities to meet life-saving needs with limited resources hinders humanitarian organizations' efforts to address development needs (UNHCR, 2017b).

7.3. Refugee Rights

Government structures, inter-agency relationships, and the governing country's culture, vary significantly across national contexts, and may impact coherence between humanitarian and governmental actors in implementing sustainable development plans (UNHCR Evaluation Service, 2018). For example, refugee rights have been the core of Sustainable Development Goals, but those rights are not practically attainable at all times. The survey reports by the World Bank Group and REACH reflect on subtle cultural, social, and economic barriers between refugee and host populations in Uganda. These barriers suggest the impracticality of top-down policies being implemented on the ground. In reality, the gap between policy and refugee inclusion and self-reliance is sometimes due to ground level obstacles such as discriminating between refugee rights and citizenship (Group, 2019). [add sentence] While these are ultimately high-level policy issues, changes at the national level must be accompanied by changes in practice at local levels.

8.0 Data Visibility

We have defined data visibility in terms of measures through which partners' activities are traceable for both accountability and better coherence among actors. This measure is applicable across coordinating activities, including monitoring and evaluation efforts, financial reporting processes, refugee status determination and registration, and service requests.

1.1.1. The CRRF Secretariat

As the front runner in providing technical support to the Steering group (GOU, 2018), the CRRF Secretariat has no online data portal through which information on activities can be reflected and shared. Therefore, we were unable to access any of the monitoring and evaluation indicators developed by the Secretariat.

1.1.2. The Refugee Eligibility Committee

The Refugee Eligibility Committee is established to make decisions on refugee eligibility and communicate outcomes to UNHCR and other actors for verification and documentation (Office of the Prime Minister of Uganda, 2006). However, through reports and web searches,

their communication process and information sharing procedures with other committees responsible for development planning is unclear.

1.1.3. Refugee Applications

UNHCR is assigned by the OPM to forward refugee status determination applications to the commissioner of the Eligibility Committee and take actions per government orders (Office of the Prime Minister of Uganda, 2006). Better verification methods are necessary to ensure non-abusive practices regarding refugee documentation and budgeting. Coordination between UNHCR and the commissioner is essential in verifying the number of processed applications. More data visibility on the number of registered or retracted refugees is necessary to observe the actual effects of implementing CRRF. For example, a mismatch between the number of retracted refugees and the actual number of refugees who have left Uganda can lead to ineffective development planning.

1.1.4. Financial Donors

Differing donor windows and delivery mechanisms hinder coherent review of donor commitments and disbursements in CRRF countries. Currently, the absence of a centralized mechanism to globally track financial contributions to development or humanitarian efforts obstructs detailed analyses (UNHCR Evaluation Service, 2018). Therefore, there should be better tracking systems to understand what contributions are directly and indirectly effecting which populations. More importantly, such tracking mechanisms would allow an understanding of how CRRF has influenced donor activities. For example, the grants and financing that fall under the CRRF are not visible. Donor timeliness and reporting cycles vary and the different funding and dispersal mechanisms make it challenging for all funding to refugee hosting areas to be recorded and analyzed. It is likely that significant funding that benefits refugees indirectly is also not visible.

1.1.5. Service

When approaching a community-based protection and mobilization strategy, coordination mechanisms should make sure that there are no major procurement delays as requests are made by community representatives. With enhanced coherence coordination, timely community-level service is expected. However, currently there are delays in procurement when it comes to international supplies for medicine (UNHCR, 2017b). Such delays could be traced in other sector groups such as Water and Sanitation. This somewhat reflects on the lack of coherence in bottom-up mechanisms and community level service.

8. OBSERVATIONS ON IMPLEMENTATION

The observations presented here derive from our overarching review of 24 documents, constituting roughly 1200 pages of text, and reflect upon the elements that have implications for coordination coherence and social cohesion practices. These observations are derived from two major approaches: 1) pointing out existing coherence practices currently in place across organizational, national, sectoral, and operational stakeholders, as well opportunities for furthering these implementations; 2) identifying capacities for improving coherence practices based on existing coordination gaps identified above. Our observations are categorized in four major themes, namely National and Sectoral Coordination Mechanisms, Revising Policies and Policy Documents, Data Visibility, and Refugee Rights. These themes subsequently will be used to generate coherence metrics.

8.1. National and Sectoral Coordination Mechanisms

8.1.1. Build trust and align interests across various stakeholders

Building trust and positive relationships is a necessary quality to sustain coherence at all levels of governance and operations. Complex negotiations between international organizations and governments requires mutual respect and recognition of authority. Similar trust practices should be accounted for in relation to operational actors.

8.1.2. Centralized Support

A centralized policy and a unified goal for all stakeholders drives a greater momentum and coherence for CRRF among all partners and stakeholders. Standardized policies can reduce friction by creating mutual agreement by adopting a policy umbrella. This is also directly relevant to building trust by clarifying priorities and responsibilities through evidence-based decision making.

8.1.3. Effective communication

Providing an official space for communication between UN agencies, government officials, CRRF working groups, operational representatives, and communities is essential to deliver feedback and findings to policy makers. Our analysis of reports and documents identified periodic meeting minutes as the only codified and publicly available evidence of communication between stakeholders. We failed to identify any explicit channels of communication (e.g., regular meeting reports, web-based discussion forum) outside the scheduled meetings. While private voice and email exchanges no doubt occur, the availability of data reflecting communication patterns is necessary for assessing the relationship between communication and effective

coherence. For example, inter-sectoral communication is likely to support decentralized coordination coherence. Sharing of information and knowledge between sectoral groups, such as reflected in links across websites, could be an indicator of successful communication. Establishing inter-sectoral working groups for coordination is too costly and time consuming as it adds to the formal decision-making procedures. Therefore, accessibility to sectoral meeting minutes by all sector groups could serve as a less costly approach. Further, sector-specific working groups might read-out meeting minutes from other relevant working groups as part of the formal agenda. This would result in a public record of information sharing and hopefully enhance coordinated decision-making and action. Such actions would enable the Secretariat to track these occurrences and assess impact, if any.

8.1.4. Assuring Commitment and Accountability

To the extent possible, the roles and responsibilities of all stakeholders should be explicitly clarified through publishable and accessible documents. This will help to develop measures to ensure the visibility of coherence practices and accountability of working groups in reporting progress.

8.1.5. Accounting for government cycles

National budgetary and policy cycles could slow down reform and implementation of development plans. The difference in donor fiscal years should be taken into account when making financial decisions. The diversity of fiscal calendars requires explicit discussion among donors, NGOs, and host governments and its impact on development goals, national policies, and humanitarian operations assessed.

8.1.6. Early Coordination

Development actors, humanitarian organizations, and national governments should have a clear picture of organizational presence within the country and make the information on all partners and NGOs available and accessible. An annual map with links to organizations and their locations of operation could provide this information. This would lower one bar to an early integration of humanitarian actors in the national development planning cycle.

8.1.7. Bottom-up Coherence

Community mobilization programs are a bottom-up source of coherence. Therefore, communicating information about community-based activities to sectoral managers would enable assessments for alignment with national plans. Increased coordination among communities and sectoral managers will lead to faster response to health and medical needs.

8.2. Inter-sectoral Response Plans

8.2.1. Transparency

Measures of which organizations provide services during the emergency phase should be visible to all partners for effective and evidence-based decision making. This would also benefit the timeliness of data use and action plans. For example, sharing data on refugee placement

among local settlements with all humanitarian and development actors would support early action. This would assist development efforts in building capacity where it is needed.

8.2.2. Inter-sectoral coordination reports and documents

Each sector may have achieved certain goals within broader development targets. However, joint goals and expenditures, collaboration efforts, and priority assessment strategies between sectoral levels could be better emphasized by publishing inter-sectoral response plans. Creating inter-sectoral or multi-sectoral response plans requires an assessment of each sector's goals and achievements independently and compared to other sectors. Moreover, sector working groups should assess progress against publicly available Terms of Reference and through periodic reviews of their publicly available meeting minutes. Such publicly available documents and internal assessments can facilitate coordinated decision making and action.

8.3. Data Visibility

8.3.1. Refugee Registration

Information concerning sharing of refugee registration data between UNHCR and GOU, particularly strategies for privacy and security, should be made publicly available. Currently UNHCR has initiated the use of biometrics for 1 million refugees using finger prints and iris scans to ensure refugee registrations and delivery of protection and aid services (UNHCR, 2018a). Such registration practices favor coherence between the UN and Ugandan government. But clearly the use of biometrics enhances the risk of surveillance and abuse. Therefore, data practices regarding electronic identification should be studied in detail.

8.3.2. National Data Links

Better data collection and sharing of information among sectors is necessary to link with national systems. There is a need for standardized data collection and sharing methods for effective evaluation.

8.3.3. Accessibility

The policy document chart (available in Appendix II) reflects the mismatch between the documents' access points and their publisher, suggesting the lack of a centralized data portal for policy documents and reports. For example, the CRRF roadmap, Sectoral response plans, and the secretariat meeting minutes, are some of Uganda's major national policy documents which should be accessible through the OPM website, as stipulated in OPM's responsibility for information sharing (Office of the Prime Minister of Uganda, 2018b). However, these and other documents were mostly accessed through UNHCR's comprehensive refugee response data portal. For better coherence practices, Ugandan OPM should explicitly provide links to the CRRF data portal for better visibility and make the work of the secretariat's knowledge management team publicly available.

8.3.4. Communication Channels

The Secretariat should have an independent website and portal for information sharing. Although it is formally part of the Secretariat's role to publish coordination mechanisms, monitoring and evaluation indicators, and evaluation reports, such information is not accessible. Such documents could serve as a major source for measuring coherence and the visibility of coherent action.

8.3.5. Decision Making Assistance Tools

Predicting influxes of new refugees would not only assist emergency actors to be prepared at the time of influx, but also would facilitate long-term planning in protracted crises (Singh et al., 2019). Therefore, investing in data-based predication tools can positively reduce costs associated with refugee management. The efficacy of prediction tools are acknowledged by UNHCR's Innovation Service as they support project Jetson, a displacement prediction tool which uses forced migration data from Somalia to discover, understand, and measure the specific factors that cause, indicate, or exacerbate forced displacement in Somalia (Service, n.d.). Displacement prediction tools could significantly improve on-the-ground relief services and more importantly the lives of those who are forcibly displaced. Further research must be done to understand the implications of these tools in different contexts such as Uganda; Questions, such as 'what would it take for decision makers to integrate such forecasts into their planning practices?' should be considered. Forecast tools have the potential to optimize aid and development investments in the long run.

8.3.6. Financial Streams

Transparent financial data provided by ODA donors can help track develop program priorities and actions. This information can assist in planning coordinated humanitarian and development programs.

8.4. Refugee Rights to the Freedom of Movement

Refugees' rights to freedom of movement have implications for coherence as locale of registration may not equate to residence. Analyses of the impacts of refugee mobility on coherence are needed .

9. GENDER ANALYSIS: No Refuge for Refugee Women

In addition to careful reading of policies, our analysis considers the role gender plays in coherence. We begin with an evaluation of gender equality data through which a baseline understanding of the state and status of women in Uganda can be understood. We then turn to the unique challenges facing refugee women, including their relationships with host communities. Finally, we conclude this part of the analysis by assessing gender's implications for coherence.

States, international agencies, and other humanitarian actors have increased their focus on the rights and needs of displaced women and girls since the 1990's. They include multiple frameworks and policy recommendations for host countries and international organizations, resulting in hundreds of local interventions designed to address women's specific safety needs in both humanitarian and early development assistance efforts⁸. However, refugee women remain more affected by violence than any other population of women in the world, and at dire risk of physical and sexual violence both inside camps and in host communities⁹. Rape remains a constant threat and an underreported one, although noted global trauma expert Richard Mollica found that 95 percent of the Cambodian women in refugee camps had experiences of unwanted sexual encounters, abuse, or rape¹⁰. In "The Irony of Refuge: Gender-Based Violence against Female Refugees in Africa," Miller drives the point that there is no refuge for women who are forced into lives in refugee settings that make them increasingly susceptible to violence for all the well-documented reasons¹¹ - rampant domestic partner abuse, food and sanitation dynamics, abusive security and humanitarian professional staff, and little chance of recourse. It is due to this lack of recourse that so many instances of gender-based violence (GBV) remain underreported and under-prioritized, and at the core of all other gender inequities faced by women and girls. To create gender recommendations for an information-centric approach to coherence, we can extrapolate indicators and approximate baselines from both national gender statistics and specific camp studies in Uganda.

9.1. Uganda's women – middle of the road empowerment

There are dozens of respected international gender equality indices, with various methodological approaches. Most concentrate on economic empowerment and political participation, indicators that are not directly germane to refugees who are not citizens of the host country. As we know from systemic urban-rural and socioeconomic divides within countries, many developing countries with women in positions of State power do not enjoy the same level of women's representation among poor communities such as the host communities surrounding

⁸ <https://undocs.org/A/HRC/23/44>

⁹ Vulnerable Women's Project. 2009. "The Vulnerable Women's Project: Refugee and Asylum Seeking Women Affected by Rape or Sexual Violence - Literature Review." London: Refugee Council.

¹⁰ Mollica R. Cambodian refugee women at risk. Washington, DC: American Psychological Association; 1986.

¹¹ <https://www.du.edu/korbel/hrhw/researchdigest/minority/Africa.pdf>

most Ugandan refugee camps. Some generally representative indicators for the host countries include the following reports.

General Uganda and gender data: The UN Women Database on Gender Based violence lists GBV prevalence in Uganda at 50%¹². The UN Gender Data Portal lists 47% of Ugandan girls attend some secondary school; women make up 76% of Uganda’s agricultural workforce and have a life expectancy of 65 years¹³. UNHCR lists the refugee number in Uganda at 1.4 million¹⁴; women and children make up 82% of the refugee population¹⁵. Uganda’s refugee policy framework is one of the most inclusive globally, guaranteeing refugees freedom of movement and access to public services.

The World Economic Forum’s Global Gender Gap Report 2020 comprises statistics from other international organizations across four key dimensions: Economic Participation and Opportunity, Educational Attainment, Health and Survival, and Political Empowerment. Uganda ranks 65th across 153 countries, down 22 places from the 2018 report¹⁶. It is unclear if refugee women are part of the 2020 sampling or if the decline in Uganda’s ranking has to do in some part to the large influx of refugees into Uganda.

Social Progress Index: The Social Progress Index (SPI) includes fifty-four indicators that assess a country’s efforts to provide for the social and environmental needs of their citizens and is based on work by such Nobel laureates as Sen and Stiglitz. Uganda ranks 111 out of 128 countries in the 2017 Social Progress Index (SPI), and did not report in 2019. SPI indicators are listed in Appendix IV. It is unclear if refugee communities were part of the sample.

HDR reports: In 2020, the theme of the UNDP Human Development Report (HDR) was “Tackling Social Norms: a game changer for gender inequalities.” This report issued the first Gender Social Norms Index (GSNI), which measures how social norms affect gender equality. Overall, this index demonstrated that bias against gender equality is increasing, and that 91 percent of men and 86 percent of women hold a clear bias against gender equality. Uganda was not one of the countries represented; this will be a metric to follow in coming years. The HDR also contains other important gender indices. The Gender Inequality Index (GII) measures gender gaps across health, empowerments as defined by education level and parliamentary representation, and economic status, expressed by labor force participation rates. Uganda is ranked 127 out of 162 countries¹⁷. The Global Multidimensional Poverty Index (MPI) is another HDR index that specifically measures standards of living and vulnerability contexts and measures progress towards the UN Sustainable Development Goals. Uganda has a Global MPI score of

¹² <https://evaw-global-database.unwomen.org/en/countries/africa/uganda>

¹³ <http://datatopics.worldbank.org/gender/country/uganda>

¹⁴ <https://data2.unhcr.org/en/country/uga>

¹⁵ <https://data2.unhcr.org/en/documents/download/76150>

¹⁶ http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

¹⁷ <http://hdr.undp.org/en/content/gender-inequality-index-gii>

0.279 – right in middle of other sub-Saharan African countries¹⁸ (Appendix V). By sub-national region, the disparities are fairly remarkable, especially in the northwest where most of the refugee camps are located (Appendix VI), with the exception of Karamoja region¹⁹.

9.2. Women Refugees

There are multiple declarations and policies that explicitly call for the protection of women and other vulnerable populations in refugee and IDP camps – the IOM/UNHCR Standard Operating Procedure for Prevention of and Response to Sexual and Gender-Based Violence²⁰; Inter-Agency Standing Committee (IASC) Guidelines for Gender-Based Violence Interventions in Humanitarian Settings: Focusing on Prevention of and Response to Sexual Violence in Emergencies²¹ ; UNHCR’s Sexual and Gender-Based Violence against Refugees, Returnees and Internally Displaced Persons: Guidelines for Prevention and Response²² ; Sexual and Gender-Based Violence against Refugees, Returnees and Internally Displaced Persons (UNICEF)²³ , and many more. However, these international decrees have little bearing on the lives of female refugees who face myriad gender-based challenges. First, they often suffer extreme SGBV (Sexual and Gender Based Violence) in their home countries prior to making the migration to refugee camps; rapes and sexual extortion are common along the route, especially for unaccompanied young women. Once in camps, rape, forced prostitution, and forced marriage are common worldwide. Trafficking occurs regularly in camps, as does SGBV instigated by camp officials, security staff, and humanitarian workers. Women’s chores increase their probability of SGBV; women and girls often leave the relative safety of camps to collect firewood and water because they are seen as risking “only rape,” whereas men and boys might be killed performing such duties²⁴.

In Uganda, these widespread challenges are complicated by tribal and ethnic conflict, as well as the poverty in host and neighboring communities that lends itself to additional friction and competition for resources. The Government of Uganda and UN Country Team in Uganda authored the Interagency Assessment of Measures, Services and Safeguards for the Protection of Women and Children Against Sexual and Gender Based Violence Among Refugees in Uganda,

¹⁸ *Global Multidimensional Poverty Index Report: The Most Detailed Picture to Date of the World’s Poorest People* . <https://ophi.org.uk/multidimensional-poverty-index/global-mpi-2018/>

¹⁹ Global MPI Country Briefing 2019: Uganda (Sub-Saharan Africa) https://ophi.org.uk/wp-content/uploads/CB_UGA_2019_2.pdf

²⁰ <https://www.unhcr.org/sgbv-toolkit/policy-and-standards/>

²¹ IASC. 2005. Inter-Agency Standing Committee (IASC) Guidelines for Gender-Based Violence Interventions in Humanitarian Settings: Focusing on Prevention of and Response to Sexual Violence in Emergencies. <http://www.unhcr.org/refworld/docid/439474c74.html>.

²² UNHCR. 2003. Sexual and Gender-Based Violence against Refugees, Returnees and Internally Displaced Persons: Guidelines for Prevention and Response. At: <http://www.unhcr.org/47cfae612.html>.

²³ Sexual and Gender-Based Violence against Refugees, Returnees and Internally Displaced Persons (UNICEF 2003)

²⁴ Marsh M, Purdin S, Navani S. Addressing sexual violence in humanitarian emergencies. *Glob Public Health*. 2006;1(2):133-146. doi:10.1080/17441690600652787

which provides a thorough and comprehensive qualitative assessment of SGBV realities²⁵. The report demonstrates that the social norms that support SGBV run deep in both refugee and host communities and cannot be changed by laws and policies but is a scourge that all stakeholders must commit to excise. Deep-seeded ethnic and tribal rifts, as well as an unwillingness to report due a variety of reasons, including difficult legal processes, perpetuate SGBV cycles. The report calls out SGBV “hotspots” in Kyaka II due to tribal differences that are acted out upon women; there is a high level of forced prostitution of rape victims. However, the SGBV instances across Rhino Camp in Arua, Olua in Adjumani, Rwamwanja, and BidiBidi are decreasing, attributed to UNHCR and implementing partners’ efforts. In all camps, many efforts are underway for both refugee and host communities to address root causes of SGBV.

Uganda used the inter-agency GBV Information Management System to track SGBV incidents across 13 refugee camps and regions. GBVIMS allows agencies to collect and secure standardized incident data in order to inform programming, allocate resources, and develop advocacy and intervention efforts. It is being used in 25 countries²⁶. It is the only reliable source of quantitative data on SGBV. UNCHR is the coordinating reporting entity for the GBVIMS monthly situational reports, some of which are posted to ReliefWeb. In October 2018, there were 425 new SGBV incidents²⁷, bringing the number of calendar-year incidents to 4,822. There were 303 new incidents in November 2018, bringing the annual count to 5,195²⁸. There is a gap in the data on ReliefWeb until September 2019, which lists 3643 annual incidents between January and September 2019, and 469 incidents specific to September²⁹. Each of these monthly reports are accompanied with details on all anti-GBV activities in camps and host communities.

9.3. Recommendations

In order to better understand and support humanitarian and development efforts intended to increase women’s safety and agency, Uganda-specific gender data should specifically note if refugee populations are included in national surveys such as the GII and MPI; Uganda should also provide data to emerging standards like the HDR Global Social Norms Index. These data sources will be able to identify specific empowerment and service gaps between refugee communities and host communities. Women in Uganda have, on average, a much higher level of literacy and agency than women from South Sudan and DRC; at the same time, Uganda’s GBV rate overall is high. These data will demonstrate not only gaps but common issues that could be the basis for joint programming in both female communities, minimizing perceived competition for resources and attention, and better bridging coherence efforts.

The GBVIMS data should be made available by month to track trends in refugee camps. As the lead agency, UNHCR would enable advocacy organizations to conduct more research and

²⁵ <https://reliefweb.int/report/uganda/interagency-assessment-measures-services-and-safeguards-protection-women-and-children>

²⁶ <http://www.gbvims.com/>

²⁷ <https://reliefweb.int/report/uganda/unhcr-uganda-sexual-and-gender-based-violence-sgbv-thematic-report-october-2018>

²⁸ <https://reliefweb.int/report/uganda/unhcr-uganda-sexual-and-gender-based-violence-sgbv-thematic-report-november-2018>

²⁹ <https://reliefweb.int/report/uganda/unhcr-uganda-sexual-and-gender-based-violence-sgbv-thematic-report-september-2019>

resource mobilization. Given that instances of SBGV are grossly underreported, research should determine conditions under which women (and other vulnerable groups) would be willing to report cases. Additional proxy indicators for SBGV activities might include prostitution rates in camps and host communities, which would further illustrate the complex relationship between SBGV and economic activity and a potential reason to not report cases. Prosecution rates and the outcomes of verdicts on those involved should also be studied to better understand rationale behind choosing to report or not. SGBV and gender inequalities are mired in situational ethics and social norms, and do not provide much insight if the quantitative data isn't matched with a systems approach to decoding it.

10. IMPLICATIONS FOR METRICS

The observations derived from the policy analysis together with our gender analysis have implications for establishing coherence metrics. Drawing on these insights, we offer the following approach to translating our analyses into coherence metrics. While in the initial stage these metrics will be developed with eye toward the specificities of the Ugandan context, the ultimate goal is a set of metrics that are globally scalable. Scalability will be informed by our subsequent comparative analysis of policies and gender between Uganda and Ecuador.

In order to create consistency in the approach to developing coherence metrics and clarity for other researchers in the field, our analysis is informed by the structure of indicators proposed Indicator Framework presented by UNHCR for Global Compact on Refugees (UNHCR, 2019).³⁰ We have created a model to present four major objectives parallel to the Ugandan policy analysis themes.

Each objective is comprised of expected outcomes. The final metrics will propose evaluation measures reflecting each of the corresponding outcomes. These metrics are captured either through direct measurement or proxy measures. However, some metrics will be less measurable or would require collecting new data sets for measurements. Following the UNHCR framework, we distinguish between these metrics as Tier 1 and Tier 2. Tier 1 refers to metrics with clear conceptual definitions and measurable variables. Tier 2 refers to metrics with clear conceptual definitions but are complicated to quantitatively measure and would require more research. A diagram of the model extracted from the GCR Indicator Framework better explains the structure of the model [Figure 2]. An example of a metric 'translated' from our policy analysis recommendations can be found below. This policy analysis intends to suggest strategic metrics for assessing coherence across countries. In future work we will translate our policy themes and recommendations into metrics through the following process.

In our policy translation report, we will propose methods and data sources to measure each of the metrics extracted from recommendations. For Tier 1 metrics we will lay out existing methods and resources. For Tier 2 metrics, we will propose methods for data collection and analysis. Table 1 below provides examples of the types of metrics that might be generated for

³⁰ The Indicator Framework proposes indicators by which a nation's progress on the four goals specified in Global Compact for Refugees: 1. Ease pressures on host countries; 2. Enhance refugee self-reliance; 3. Expand access to third country solutions, and 4. Support conditions of origin for return in safety and dignity.

evaluating the objective of ‘Creating National and Sectoral Coordination Coherence’ and the associated outcome of ‘Centralized governance exists for integrating refugees with host communities.’

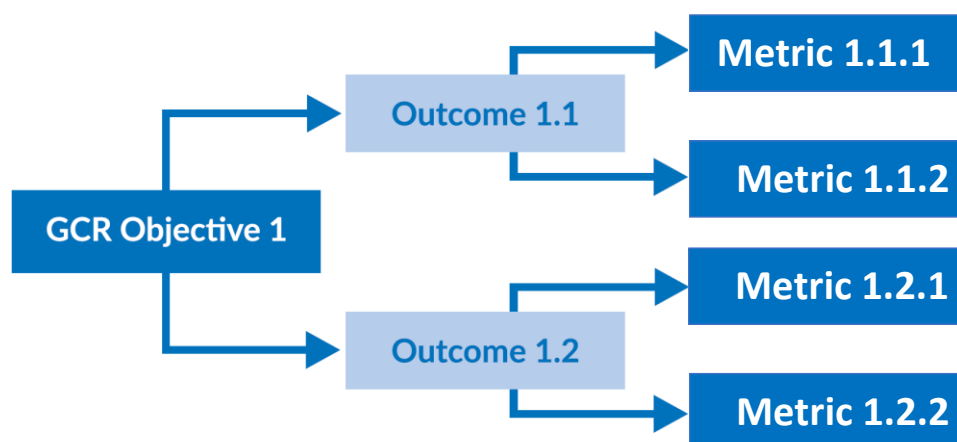


Figure 2 Global Compact of Refugee Indicator Framework by UNHCR (UNHCR, 2019)

Objective 1: Creating National and Sectoral Coordination Coherence		Outcome 1.1: Centralized governance exists for integrating refugees with host communities.
Metrics		Percentage
1.1.1. There is an established unit within a national governmental body (ministry) for refugee management.		x/1
1.1.2. National commitment and accountability is assured through published and accessible policy documents for all working groups.		(x# documents) / (x# of working groups)
1.1.3. There are integrated sectoral response plans for all working groups such as Education, Health, WASH, Protection, etc.		(x# sectoral documents)/ (x# sectors)
1.1.4. There is a leading entity to facilitate coordination among sectoral working (e.g. the CRRF Steering Group).		x/1
1.1.5. Sectoral meetings address meeting minutes and outcomes from other working groups to create inter-sectoral coordination.		(x# inter-sectoral references in meeting minutes)/ (x# meeting minutes)
1.1.6. National development plans explicitly incorporate sectoral response plans and reports.		(x# sectoral programs addressed in NDP)/ (x# sectors)
1.1.7. National actors meet with all stakeholders and representatives (e.g. sectoral representatives, NGO's, UN representative, district governments, etc.)		(x# representatives in national meetings) / (x# stakeholders)

1.1.8. Refugee and host community integrated response plans are informed by prior national and district level development plans.	x/1
1.1.9. International organizations (e.g. UN, the W.B.G, etc.) are supporting entities in creating strategic and operational solutions to the government in responding to refugee and development crisis.	Whether there are published strategic and operational frameworks in support of the host government – x/1
1.1.10. International organizations oversee government actions by accessing all data on activities such as protection, aid delivery, and financial activities.	Whether monitoring and evaluation mechanisms exist from the UN to oversee the government activities – x/1

Table 1 An example of policy translation into metrics for national and sectoral coherence by author

11. CONCLUSIONS

In this report we analyzed Uganda’s policies on national and sectoral levels as well as the implications of gender for coherence in the country. The policy analysis was guided by one major question: What are the best practices for collaboration among development and humanitarian actors and how existing data can be used to inform collaboration potential among actors? Our case study of Uganda identified the Comprehensive Refugee Response Framework at the core of developing coherence coordination for social cohesion between refugees and host communities. We have also conducted gender analyses, identifying indices that would help in identifying problematic areas where gender biases and SGBV hinder coherence between humanitarian and development efforts.

We have used the CRRF and other supporting documents to align the elements that are in favor of or are hindering coherence practices. Our evaluation is informed by a desk study of survey documents, progress reports, and meeting minutes that reflect on the achievements and obstacles facing both humanitarian and development actors in all scales of Uganda’s national governance. Through an analysis of policies, including Uganda’s international and national coherence strategies, general migration policies, and sector-specific coordination plans we identified four thematic observations which are the building blocks for policy translation into coherence metrics. These observations can generate either context-specific or globally scalable coherence activities. Our subsequent comparative analyses of Uganda and Ecuador, for which this report provides a foundation, will provide insight into metrics which are context specific and those with potential for global scalability.

Moving forward, our future reports will address two major studies: 1. Ecuador policy analysis; and 2. Comparing Ugandan and Ecuadorian coherence policies. These reports will underpin future development of coherence metrics at both the strategic and operational levels. Through a multi-level measurement approach, our efforts aim to create insight into the status of coherence and promote more systematic analyses of the factors that can promote greater coherence. Ultimately, these efforts aim to improve the efficiency of both humanitarian and development programs, providing relief for a larger number of the world’s most vulnerable people.

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APPENDIX I: The Sample of Policy Documents

1. CRRF Case Study of Uganda (2018), <https://www.unhcr.org/en-us/evaluation-and-research.html>
2. Data Bulletin 3: Measuring Migration Governance <https://gmdac.iom.int/data-bulletin-3-measuring-migration-governance>
3. Education Response Plan for Refugees and Host Communities in Uganda (2018), 0-65 https://planipolis.iiep.unesco.org/sites/planipolis/files/ressources/uganda_education-response-plan-for-refugees-and-host-communities-in-uganda.pdf
4. Evaluation of UNHCR's Response to the L3 South Sudan Refugee Crisis in Uganda and Ethiopia (2017), 0-53 <https://www.unhcr.org/56b1d8df9.pdf>
5. Government of Uganda CRRF Implementation Plan (2018), 0-42 <https://data2.unhcr.org/en/documents/download/64290>
6. ICT Sector Strategic and Investment Plan (2015-2020) http://npa.go.ug/wp-content/uploads/2018/01/ICT_SIP-2015-16-to-2019-20.pdf
7. Ministerial Policy Statement- Financial Year (2017), 0-366 https://www.mia.go.ug/sites/default/files/download/MPS_2017-18_Final.pdf
8. Ministry of Water and Environment Draft Sector Response Framework for Refugees and Host Communities in Uganda, 0-5 <https://data2.unhcr.org/en/documents/details/64523>
9. New York Declaration for Refugees and Migrants (2016), 0-24 <https://refugeesmigrants.un.org/declaration>
10. Protection Working Group Meeting minutes (2019), 0-4 <https://data2.unhcr.org/en/documents/details/66270>
11. REACH Report: Refugee Access to Livelihoods and Housing, Land, and Property in Uganda (2019), 0-52 https://www.impact-repository.org/document/reach/a969ed76/REACH_UGA_Report_Refugee-Access-to-Livelihoods-and-Housing-Land-Property_September-2019-1.pdf
12. The World Bank Group Informing the Refugee Policy Response in Uganda (2018), 0-55 <http://documents.worldbank.org/curated/en/571081569598919068/pdf/Informing-the-Refugee-Policy-Response-in-Uganda-Results-from-the-Uganda-Refugee-and-Host-Communities-2018-Household-Survey.pdf>

13. Uganda CRRF Secretariat profiles (2017), 0-4
<https://data2.unhcr.org/en/documents/details/64519>
14. Uganda National Integrated Health Sector Response Plan for Refugees and Host Communities for Circulation (2019), 1-77
<http://health.go.ug/sites/default/files/Final%20HSIRRP%2031%20Jan%202019%20MASTER.pdf>
15. Uganda Overview: Water, Sanitation, and Hygiene (2020), 0-5
http://sanitationandwaterforall.org/wp-content/uploads/download-manager-files/2017%20Uganda%20Overview_final.pdf
16. Uganda Revised 2019-2020 Country Refugee Response Plan (2019), 0-72
<http://reporting.unhcr.org/sites/default/files/Uganda%20Country%20RRP%202019-20%20%28January%202019%29.pdf>
17. UGANDA UNDP'S Contribution to the Comprehensive Refugee Response Framework (CRRF), 0-2
[https://www.undp.org/content/dam/uganda/docs/UNDPUG17%20-UNDP%20and%20the%20CRRF%20in%20Uganda%20-%202-pager%20\(002\).pdf](https://www.undp.org/content/dam/uganda/docs/UNDPUG17%20-UNDP%20and%20the%20CRRF%20in%20Uganda%20-%202-pager%20(002).pdf)
18. Ugandan Communication and Outreach Strategy (2018), 0-33
<https://data2.unhcr.org/en/documents/details/67770>
19. Ugandan National Development Plan II (2015), 0-344
<http://npa.go.ug/wp-content/uploads/NDPII-Final.pdf>
20. UNDP Uganda's Contribution to Refugee Protection and Management (2017), 0-20
<https://data2.unhcr.org/en/documents/download/64687>
21. UNHCR National Protection Working Group Terms of Reference of Uganda, (2018), 3 pages
<https://data2.unhcr.org/en/documents/download/66270>
22. UNHCR Refugee and Host Population Empowerment Strategic Framework (ReHoPE, 2018), 0-48
<https://data2.unhcr.org/en/documents/download/64166>
23. UNHCR Two-year Progress Assessment of the CRRF Approach (2018), 0-70
<https://www.unhcr.org/en-us/research/evalreports/5c63ff144/year-progress-assessment-crrf-approach.html>
24. UNICEF and UNHCR Ugandan National Humanitarian Wash Sector Coordination Meeting/ Forum (2017), 0-7
<https://data2.unhcr.org/en/documents/details/63307>

APPENDIX II: Policy Documents

Data Portal	Key words and Filters	Available Documents	Selected Documents	Inclusion / Exclusion Criteria					
				Inclusion / Exclusion	Date of the report	Relevance: Coherence Policy Metric	Full/ draft	Sections: General Policy, Migration, Sectorial	Notes
UNHCR https://www.unhcr.org/en-us/evaluation-and-research.html	About us > Research and Evaluation > Reports and Papers > CRRF	Two-year Progress Assessment of the CRRF Approach (2018)	1. Two-year Progress Assessment of the CRRF Approach (2018)	Included	Latest Update	Directly Relevant: All case studies of CRRF including Uganda.	Full	International General Policy	Complementary Evaluation to CRRF roadmap
		CRRF Case Studies, Uganda, Ethiopia, MIRPS (2018)	2. CRRF Case Study of Uganda	Included	Latest Update	Directly Relevant	Full	Uganda National General Policy	Complementary Evaluation to Uganda's CRRF roadmap
		All Evaluation Reports (Centralized, Decentralized, Inter-agency, joint, evaluation reports as early as 2009)	3. Evaluation of UNHCR's Response to the L3 South Sudan Refugee Crisis in Uganda and Ethiopia (2017)	Included	Latest Update	Elements hindering coherence could be extracted	Full	Implementation Report: UNHCR Management Response Matrix	Not a repeat of policy. Action report.
UNHCR http://reporting.unhcr.org/uganda	Operations > East and Horn of Africa > Uganda > Latest Updates and Related Links	Uganda Operation Funding Update		Excluded		No application to coherence/ a one-page numeric report on donor countries			
		UNHCR Uganda Operational Update		Included		Could help with indicating actors for coherence indicators		Sectoral Performance report	
		Uganda 2019-2020 Country RRP		Excluded	Not the latest Update				

		Uganda Revised 2019-2020 Country RRP	4. Uganda Revised 2019-2020 Country RRP	Included		Directly Relevant to CRRF Uganda	Full	International Framework/ Uganda General Policy	Strategic Framework for CRRF
		UNHCR Uganda Fact Sheet		Excluded		Not relevant			
		Uganda 2019-2020 Revised RRP Executive Summary	5. Uganda 2019-2020 Revised RRP Executive Summary	Included		A direct Summary of RRP goals	Full	Int. Framework on Uganda General Policy	Strategic Framework
CRRF Working Group: UNHCR Operational Portal / Uganda Comprehensive Refugee Response Portal (OPM)	Operational Portal Refugee Situations > Countries > Uganda > Uganda Comprehensive Refugee Response Portal > Management and Coordination > CRRF	50 documents Tagged as CRRF.	6. CRRF Communications Strategy	Included	Latest Report	Relevant to Coherence Coordination	Draft	Sectoral Communication Strategy	
			7. MWE Draft Sector Response Framework for refugees and host communities in Uganda	Included	Latest Report	Relevant to Sectoral Coherence Coordination	Draft	WASH Sectoral Policy	
			8. Draft Uganda National Integrated Health Sector Response Plan for Refugees and Host Communities for circulation	Included		Relevant to Sectoral Coherence Coordination	full report draft	Health Sectoral Response Plan	
			9. Uganda CRRF Roadmap	Included	Latest Report	Major lead to Uganda's Coordination Structure	Full	General Policy	
			10. ReHoPE Strategy Report	Included		Major lead to Uganda's Coordination Structure		General Policy / Strategic Framework	
			11. CRRF Steering Group Agenda	Excluded					

			12. Uganda CRRF Secretariat profiles	Included	Latest Report	Coordination Structure to the CRRF Secretariat Group	Full	Sectoral CRRF Working Group	
			13. New York Declaration for Refugees and Migrants 2016	Included	Latest Report	Major lead to CRRF	Full	General International Policy	
			14. Uganda's Contribution to Refugee Protection and Management (UNDP)	Included	Latest Report	Coordination with OPM and UNDP	Full	Operational and Strategic Report	
		22 documents tagged as maps and geodata		Excluded		Too Granular for policy analysis			
		1 document tagged as regional RRP Document	ReHoPE Energy and Environment Response Plan	Excluded					Original ReHoPE would cover this
		5 documents tagged as reports and policy papers	Uganda's Contribution to Refugee Protection and Management (UNDP)	Included (Duplicate)					
			Comprehensive Refugee Response Framework UGANDA	Excluded					Duplicate to CRRF roadmap
			Towards a Global Compact on Refugees: A roadmap	Excluded					Duplicate to CRRF roadmap and ReHoPE
			Comprehensive Refugee Response Framework: from the New York Declaration to a global compact on refugees	Excluded					Duplicate to CRRF roadmap
			New York Declaration for Refugees and Migrant FAQ	Excluded					

			New York Declaration for Refugees and Migrants (2016)	Included (Duplicate)					
		1 document tagged as statistics		Excluded		Too Granular FOR Policy Analysis			
		2 documents tagged as strategic documents	ReHoPE Strategy Report (2017)	Included (Duplicate)					
		3 documents tagged as updates		Included (Duplicate)					
		2 documents tagged as not categorized	15. Education Response Plan for Refugees and Host Communities in Uganda – Sept 2018 DOCUMENT	Included	Latest Report	Relevant to Sectoral Coherence Coordination	Full	Education Sectoral Response Plan	
			16. Protection Working Group Meeting Minute (2019)	Included	Latest Report	Relevant to Sectoral Coherence Coordination		Protection Working Group Meeting Report	
			17. UNHCR National Protection Working Group Terms of Reference of Uganda (2018)	Included		Relevant to Sectoral Coherence Coordination		Protection Working Group Meeting Report	
Uganda's Office of the Prime Minister (OPM)	OPM Uganda > Refugee Department > Refugee Management > Resource Center	CRRF Overview		Excluded					Repetitive summary of the CRRF roadmap. The CRRF roadmap was not found on the OPM website. Nor was there any links to the

https://opm.go.ug/resource-center/									CRRF working group data portal.
		Coordination Framework for the SDGs (Sustainable Development Goals)		Excluded					Even though SDGs are in line with CRRF and ReHoPE, there is not record of linking CRRF Uganda to the country's SDG
Uganda's National Planning Authority (NPA)	Publications	NDP II (2015-2020)	18. NDP II (2015-2020)	Included	Latest updated: including the Refugee rights. But not CRRF			General National Policy	Was found through NDP documents. Links to website were not provided through OPM)
		Education and Sports Sector Strategic Plan (2015-2020)		Excluded	Not updated since CRRF				
		Health Section Development Plan (2015-2020)		Excluded	Not updated since CRRF				
		ICT Sector Strategic and Investment Plan (2015-2020)	19. ICT Sector Strategic and Investment Plan (2015-2020)	Included		Would help with coherence strategic or operational metrics within ICT		Sectoral Strategic Framework	
		Water and Environment Sector Development Plan (2015-2020)		Excluded	Not updated since CRRF				
IOM Data Portal https://migrationdata.portal.org/data-bulletin-gcm	IOM Data Portal > Sustainable Development	18 Issues on Migration and Migration Data	20. Issue 3: Measuring Migration Governance	Included		Relevant to Strategic coherence metrics		Migration governance	Based on IOM, refugees are categorized as a subcategory to Migration. They

	Goals > Data Bulletin series								are not distinguished by IOM. KNOMAD was found here.
The World Bank Group https://www.worldbank.org/en/country/uganda/publication/uganda-supporting-refugees-and-host-communities-to-become-secure-and-self-reliant .	The World Bank Group > Where We Work > Africa > Uganda > Understanding Refugees, Hosts	Informing the Refugee Policy Response in Uganda (2018)	21. Informing the Refugee Policy Response in Uganda (2018)	Included	Latest Update	Directly relevant to understanding the elements in favor or against coordination coherence	Full	Evaluation of general policy and strategies within CRRF and ReHoPE	The World Banks report lead to the major findings on RRP and ReHoPE and provides granular survey data on the performance of CRRF.
USAID https://www.usaid.gov/uganda	USAID UGANDA > Key Documents	Uganda Country Development Cooperation Strategy 2016-2021		Excluded					Does not mention CRRF or and refugee related coordination
		Gender and Social Inclusion Analysis: Uganda		Excluded					Could be used for Gender Analysis
REACH https://www.reach-initiative.org/where-we-work/uganda/	REACH > Uganda > Publications	A set of granular survey reports and data in CSV format.	22. REACH Report: Refugee Access to Livelihoods and Housing, Land, and Property in Uganda (2019)	Included	Latest Update	Directly relevant to assessing coherence indicators for the livelihood of refugees and host population	Full	Survey Evaluation of General Policies and performance in Uganda	
General Google Search using keywords			23. UGANDA UNDP'S Contribution to the Comprehensive Refugee Response	Included	Latest Update	Directly refers to CRRF			

			Framework (CRRF)						
			24. Ministerial Policy Statement- Financial Year 2018/19	Included	Latest Update	No mention of CRRF.			But important for coherence strategic metrics

APPENDIX III: CRRF Uganda Steering Group Data Portal

UGANDA COMPREHENSIVE REFUGEE RESPONSE PORTAL

COUNTRIES SITUATIONS PARTNERS / 3W MAPS [GLOBAL SEARCH](#) [About](#) [Contact](#) [Map portal](#) [IM Toolkit](#) [API](#) [English](#)

Uganda CRRF - Uganda

CRRF - Uganda

Working Group Documents

- All Documents (64)
- CRRF (50)**
- Maps and geodata (22)
- Regional RRP Documents (1)
- Reports and Assessments (1)
- Reports and Policy Papers (5)
- Situation Reports / Updates (1)
- Situation Updates (1)
- Statistics (1)
- Strategy Documents (2)
- Updates (4)
- Not categorized (2)

CRRF Flyer
DOCUMENT [Download](#) [View details](#) | 904.90 KB | Download Count: 253
comprehensive refugee response framework Uganda (CRRF-U)
Published: 5 September 2019 (4 months ago)
Uploaded: 5 September 2019 (4 months ago)
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FINAL DRAFT-CRRF COMMUNICATIONS STRATEGY
DOCUMENT [Download](#) [View details](#) | 176.60 KB | Download Count: 449
CRRF COMMUNICATIONS STRATEGY
Published: 30 January 2019 (1 year ago)
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Third draft-Global-Compact-for-Refugees_for circulation
DOCUMENT [Download](#) [View details](#) | 874.43 KB | Download Count: 610
Third draft-Global-Compact-for-Refugees_for circulation
Published: 6 July 2018 (1 year ago)
Uploaded: 29 June 2018 (1 year ago)
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MWE Draft Sector Response Framework for refugees & host communities in Uganda_for circulation
DOCUMENT [Download](#) [View details](#) | 104.66 KB | Download Count: 207
MWE Draft Sector Response Framework for refugees & host communities in Uganda_for circulation to CRRF Steering Group
Published: 13 June 2018 (1 year ago)
Uploaded: 29 June 2018 (1 year ago)
Share this document: [Link](#)

The New York Declaration for Refugees and Migrants

The New York Declaration for Refugees and Migrants is a milestone for global solidarity and refugee protection at a time of unprecedented displacement across the world. Adopted by all 193 Member States of the United Nations in September 2016, it contains historic and wide-ranging commitments that reaffirm the commitment by Member States to respect the human rights of refugees and migrants and to support the countries that welcome them.


New York Declaration for Refugees and Migrants
[Download](#) [View details](#) | 385.68 KB | Download Count: 249
Resolution adopted by the General Assembly on 19 September 2016
Published: 3 October 2016
Share this document: [Link](#)

Links

- UNHCR - Comprehensive Refugee Response Framework**
Delivering more comprehensive and predictable responses for refugees
- UNHCR - New York Declaration for Refugees and Migrants**
On September 19, 2016, the United Nations General Assembly adopted a set of commitments to enhance the protection of refugees and migrants.


[View all](#)

Figure 3 UGANDA CRRF Working Group Data Portal accessed through <https://data2.unhcr.org/en/working-group/166?sv=0&geo=220>



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Vision: A Coordinated, Responsive and Accountable Government for Socio-Economic Transformation



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[Finance & Administration](#)
[Resource Center](#)
[News and Events](#)
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Resource Center

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REFUGEES



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Updated Resettlement Policy Framework-RPF June 2018

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Department of Refugees, Office of

NUSAF 3



THE NUSAF3 E-NEWSLETTERS


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NUSAF3 MIDTERM REVIEW REPORT MARCH 2019


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DRDIP Overview


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DIRDIP NEWSLETTERS


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OPM



NATIONAL ACTION PLAN FOR HEALTH SECURITY 2019/2023

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OPM STRATEGIC PLAN 2015/16-2019/20

2.10 MB 98 downloads

Figure 4 Uganda Office of the Prime Minister Resource Center accessed through <https://opm.go.ug/>

APPENDIX IV: SPI Indicators

Basic Human Needs	Foundations of Wellbeing	Opportunity
Nutrition and Basic Medical Care Undernourishment Depth of food deficit Maternal mortality rate Child mortality rate Deaths from infectious diseases	Access to Basic Knowledge Adult literacy rate Primary school enrollment Secondary school enrollment Gender parity in secondary enrollment Access to Information and Communications Mobile telephone subscriptions Internet users Press Freedom Index Health and Wellness Life expectancy at 60 Premature deaths from non-communicable diseases Suicide rate Environmental Quality Outdoor air pollution attributable deaths Wastewater treatment Biodiversity and habitat Greenhouse gas emissions	Personal Rights Political rights Freedom of expression Freedom of assembly Private property rights Personal Freedom and Choice Freedom over life choices Freedom of religion Early marriage Satisfied demand for contraception Corruption Tolerance and Inclusion Tolerance for immigrants Tolerance for homosexuals Discrimination and violence against minorities Religious tolerance Community safety net Access to Advanced Education Years of tertiary schooling Women's average years in school Inequality in the attainment of education Globally ranked universities Percentage of tertiary students enrolled in globally ranked universities

Figure 5 SOCIAL PROGRESS INDEX 2017

APPENDIX V: MPI Scores

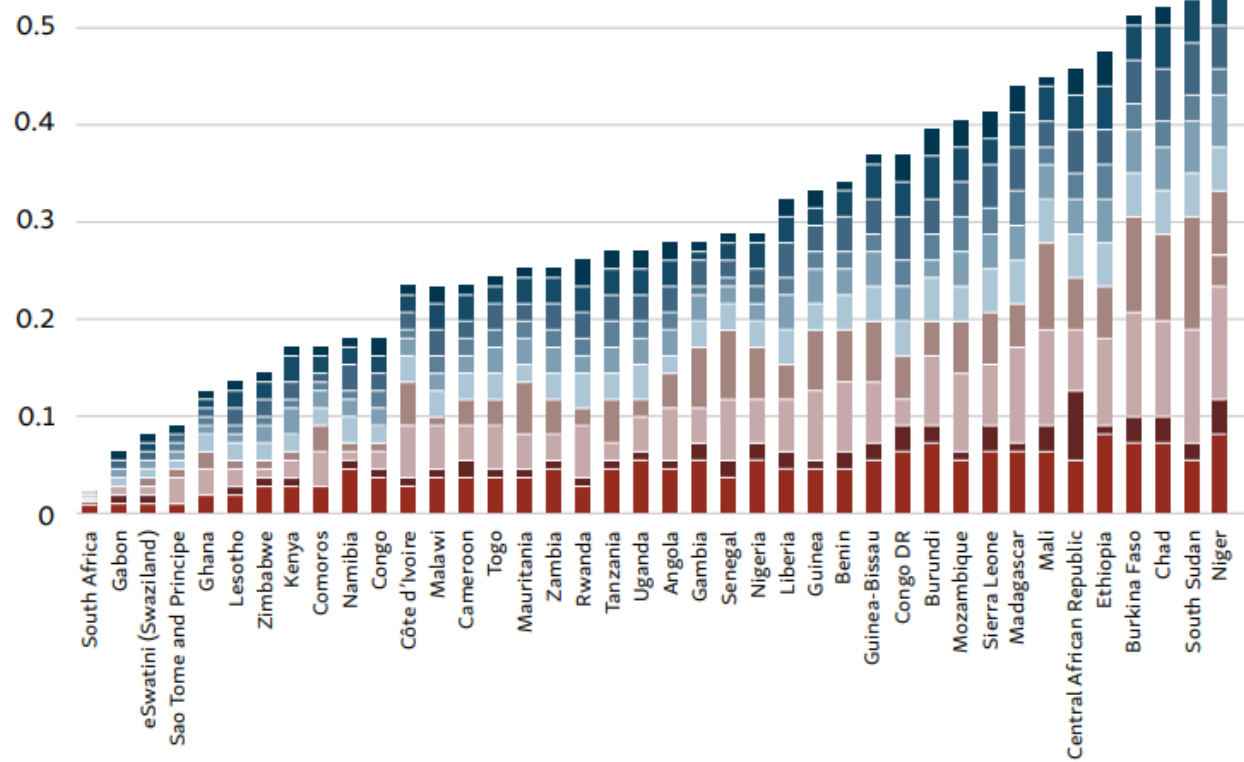


Figure 6 from https://ophi.org.uk/wp-content/uploads/G-MPI_2018_2ed_web.pdf

APPENDIX VI: Sub-National Region MPI

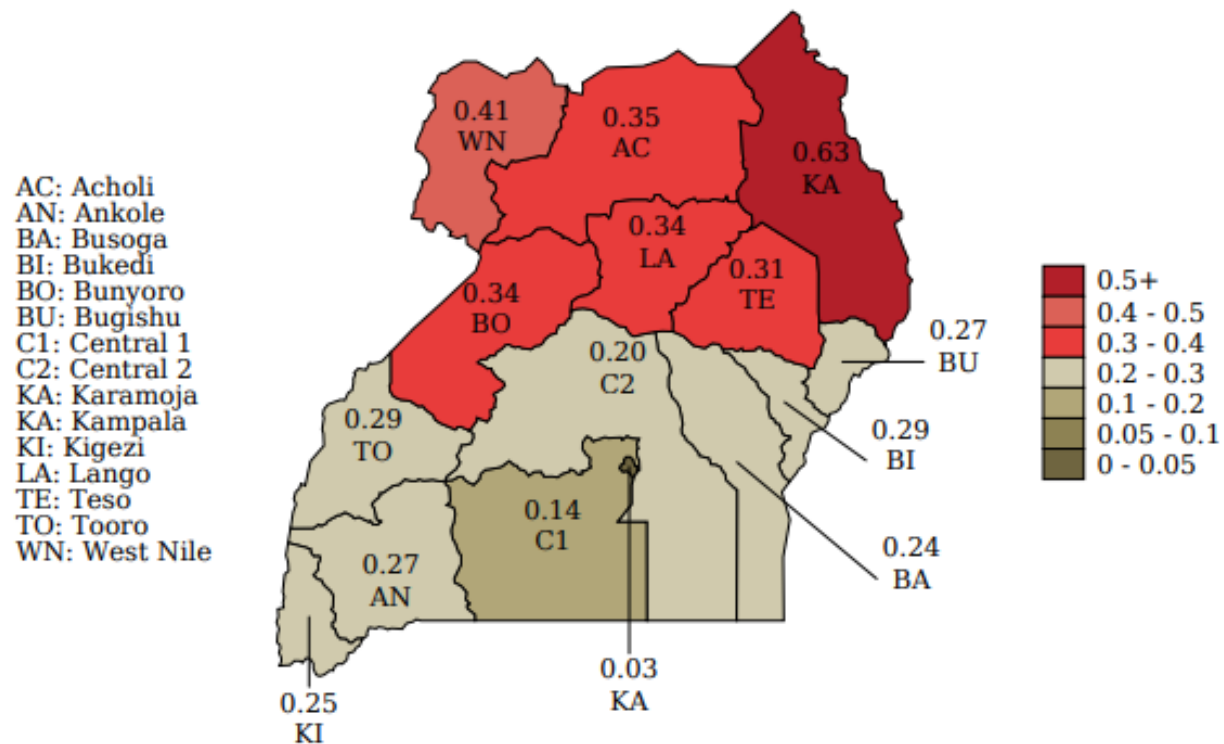


Figure 7 Global MPI Country Briefing 2019: Uganda (Sub-Saharan Africa) https://ophi.org.uk/wp-content/uploads/CB_UGA_2019_2.pdf