

REPORT OF RAPID CAPACITY ASSESSMENT

OF REFUGEE-HOSTING DISTRICT LOCAL GOVERNMENTS IN THE IMPLEMENTATION OF JOBS AND LIVELIHOOD INTEGRATED RESPONSE PLAN

Submitted To:

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ACRONYMS

CC	=	Camp Combatant
CDO	=	Community Development Officer
CSO	=	Civil Society Organization
DAO	=	District Agricultural Officer
DCDO	=	District Community Development Officer
DCED	=	Donor Committee for Enterprise Development
DCO	=	District Commercial Officer
DEC	=	District Executive Committee
DLG	=	District Local Government
Dr.DIP	=	Development Response for Displacement Impact Project
DTPC	=	District Technical Planning Committee
JLIRP	=	Jobs and Livelihood Integrated Response Plan
ICT	=	Information, Communication and Technology
KII	=	Key Informant Interview
KOICA	=	Korea International Cooperation Agency
OPM	=	Office of the Prime Minister
M+E	=	Monitoring and Evaluation
MoFPED	=	Ministry of Finance, Planning and Economic Development
MoGLSD	=	Ministry of Gender Labour and Social Development
MoLG	=	Ministry of Local Government
NGO	=	Non-Governmental Organization
PDCC	=	Partnership for Development Capacity Consult
RIMA	=	Resilience Index Measurement & Analysis
RWC	=	Refugee Welfare Committee
SPSS	=	Statistical Package for Social Scientist
ToR	=	Terms of Reference
UBOS	=	Uganda Bureaus of Statistics
UGX	=	Uganda Shillings
UNHCR	=	United Nation High Commissioner for Refugees
USD	=	United States Dollars

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1 BACKGROUND

This section provides a brief highlight for the study as more details are contained in the Terms of Reference for the rapid assessment of local governments capacity to implement the Jobs and Livelihood Integrated Response Plan (JLIRP) that was launched by government of Uganda to further the attainment of the National Development Plan III, UN Sustainable Development Goals, Skilling Uganda Policy, Uganda Vision 2040, and National Youth Policy, among others.

1.1. Jobs and Livelihood Integrated Response Plan Overview

The Government of Uganda with support from her development partners developed the Jobs and Livelihoods Integrated Response Plan (JLIRP) with the goal of enhancing the capacity of refugee hosting districts to attain sustainable socio-economic development and other relevant actors to implement sustainable livelihoods programmes for the refugees and host communities in Uganda. The plan is designed to run for five years, from September 2020 – September 2025 in the 13 refugee hosting districts of Adjumani, Obongi, Koboko, Terego, Yumbe, Madi Okolo, Lamwo, Kiryandongo, Kikuube, Kyegegwa, Kamwenge, Isingiro and Kampala. The JLIRP will be implemented with the support from humanitarian agencies, development partners as government MDAs provides oversight roles. The goal of JLIRP is to have a refugee and host communities that are socially, economically and financially included in a sustainable manner in local development by 2025 with the following strategic objectives:

1. Peaceful coexistence extended and strengthened between 1,460,584 refugees and 5,760,437 host communities by June 2023
2. Sustainable economic opportunities created in 13 refugee hosting districts for improved competitiveness and inclusive growth of refugees and host communities by 2024
3. Food, nutrition and income security of 486,861 refugee and 1,152,087 host community households improved by 2024
4. A skilled refugees and host communities that harnesses employment potentials in the country in existence by 2025
5. Five (5) per cent of refugee and host communities' vulnerable populations are fully included and actively participating in local development initiatives of the country by 2025

To realize the objectives of JLIRP, refugee hosting district local governments need to have the right capabilities, competencies and resources that can enable them meet the desired outcomes and impacts of the plan for the effective satisfaction of donors, development partners and refugee and host community needs.

1.2 Purpose and Objectives of the Rapid Assessment

1.2.1 Purpose of the Rapid Assessment

The main purpose of this rapid assessment was to establish the capacities of the thirteen (13) refugee hosting District Local Governments (DLGs) to effectively implement and monitor JLIRP activities in order to align their capabilities, competencies and resources to meet JLIRP implementation, monitoring and evaluation needs. The rapid assessment focused on the identification of the institutional capacity gaps including needs, human and financial resources of refugee hosting district local governments. The rapid assessment also sought to identify the relationship between the refugee hosting districts, private sector and other development agencies in the implementation of JLIRP and make recommendations for improvement.

1.2.2 Specific Objectives of the Rapid Assessment

The following were the specific objectives of the rapid assessment:

1. Identify the current economic, workforce and human, physical infrastructure and information and communication resources needed for the implementation of JLIRP;
2. Assess the quantity and quality of economic, workforce and human, physical infrastructure and information and communication resources;
3. Identify the economic, workforce and human, physical infrastructure and information

- and communication resources gaps;
4. Determine the economic, workforce and human, physical infrastructure and information and communication resources needs and requirements for the 5 years and;
 5. Based on the Capacity Assessment findings and recommendations, identify and develop realistic, feasible and time-bound Capacity Development Strategy(ies) that can be implemented over the life of JLIRP implementation period.

1.3 Specific Tasks of the Rapid Assessment

The following were the specific tasks of the rapid assessment:

- a) Carry-out a gaps analysis on the refugee hosting districts' structures, mandate, personnel and funding, relevant to the effective implementation of JLIRP with the view to develop their capacity.
- b) Carry out an analysis on the capacity of the refugee hosting districts to mainstream gender, human rights, and environment and fully apply result-based management principles.
- c) Assess institutional strategy, business processes, human resource management, information, equipment and communications technology in regard to JLIRP implementation;
- d) Assess training needs and requirement of the refugee hosting district's staff implementing JLIRP to access to training and education opportunities;
- e) Using the information gathered from the assessments and analysis, propose capacity development strategy and plan for effective JLIRP implementation.

1.4 Scope of the Rapid Assessment

The rapid capacity assessment was conducted in the 13-refugee hosting district local governments including: Adjumani, Obongi, Koboko, Terego, Yumbe, Madi Okolo, Lamwo, Kiryandongo, Kikuube, Kyegegwa, Kamwenge, Isingiro and Kampala. The key stakeholders were the local government directorates and departments, Civil Society Organizations and private sector actors that were envisaged to be involved in the implementation of the JLIRP.

1.5 Deliverables

The following were expected to be delivered:

- a) Inception report which details the consultant understanding of the assessment and how the assessment will be conducted. The inception report will include the assessment design, methodology, questions, data sources and collection analysis tool for each data source and the measure by which each question will be evaluated. The report will include the scope of work, work plan, time frame, analysis, 3-5 days after starting the assignment;
- b) Draft Assessment report- in the appropriate format agreed upon with MoLG and MoGLSD;
- c) Final Assessment report which includes the capacity gaps analysis, capacity development strategy and the action plan prioritizing areas of implementation;
- d) Capacity gaps analysis report;
- e) Capacity development strategy; and
- f) Action plan prioritizing capacity areas for development.

2 FOCUS, APPROACH AND METHODOLOGY

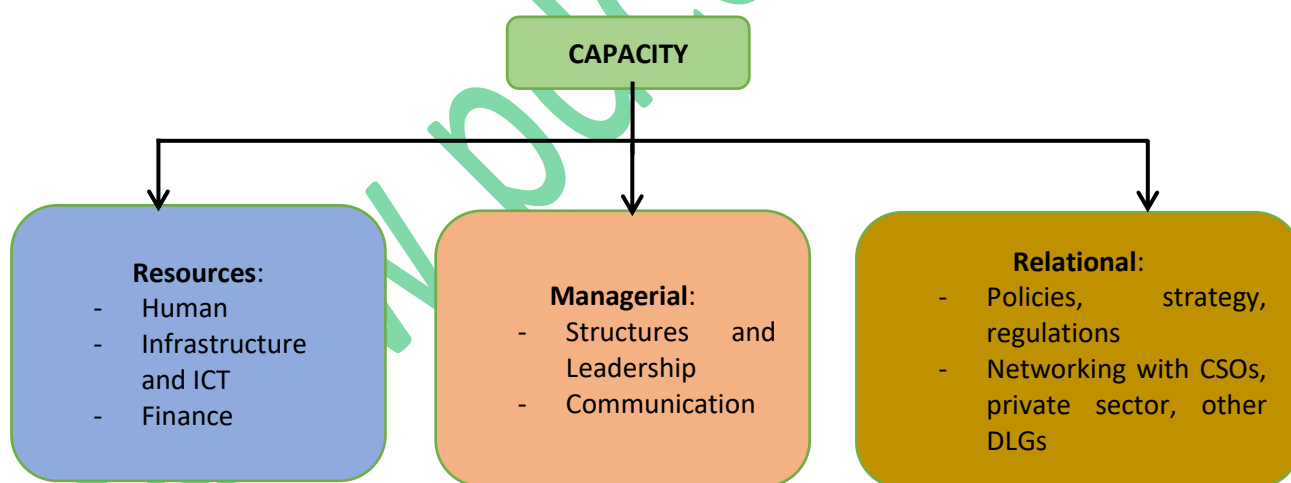
This section highlights the agreed upon study focus and the methodology that was employed in the conduct of rapid assessment. It spells out the 4-phases adopted to provide a robust coherence in the management of the rapid assessment process; the methods of data collection and analysis and ethics that was used as well as the dissemination plan.

2.1. Rapid Capacity Assessment focus

In order to meet institutional capacity assessment criteria with the rapid assessment scope of work, below were the critical questions that the consultants sought to answer in a consultative and participatory manner.

In line with the National Local Government Capacity Building Policy 2012, the consultant viewed Capacity to refer to “the ability to perform,” which in an organizational setting relates to individual, institutional, and relational competence necessary to identify the needs, plan solutions, implement actions for change, monitor/evaluate and provide feedback on performance, as well as learn to adapt to changing contexts. Put in perspective of the JLIRP, this rapid assessment therefore sought to identify the existing individual, institutional/managerial, and relational competence and gaps therein necessary to identify the needs, plan solutions, implement actions for change, monitor/evaluate performance, and learn to adapt to changing contexts i.e, operationalization of the JLIRP by refugee hosting district local governments. The core capacities are represented pictorially below.

Pictorial presentation of the assessment focus



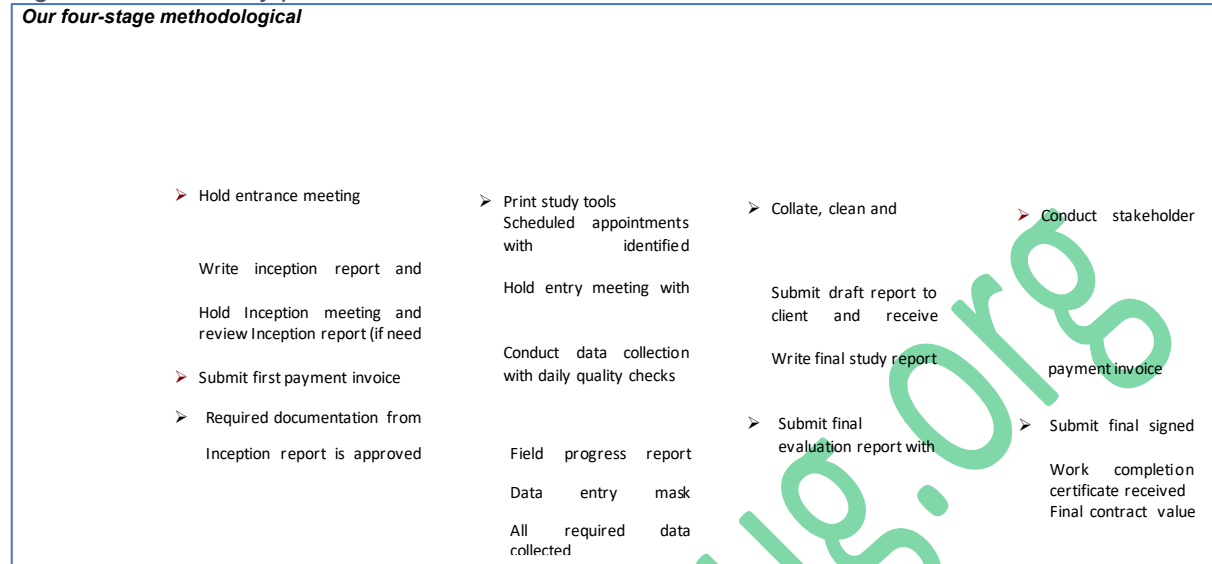
The study therefore revised the specific objectives of the rapid assessment to focus on the below critical questions:

1. What is the current level of awareness and alignment of JLIRP in the development plans of refugee hosting districts?
2. What core capacities – resources, managerial, and relational - exists in refugee hosting districts for the effective implementation of JLIRP activities?
3. What core resources, managerial, and relational capacity gaps and needs inhibits the refugee hosting districts from the implementation of JLIRP?
4. How can the capacity gaps and needs identified above be addressed?

2.2 Rapid Capacity Assessment phases

To deliver the rapid assessment report, the consultants conducted the study in a 4-phased manner, namely: inception, data collection, reporting, and dissemination. This is summarized in the chart and discussed below.

Figure 1: Study phases



2.2.1: Inception

This was a critical phase of the assignment. It involved a thorough conceptualization of the implementation process of JLIRP through:

- Holding entrance meeting once considered for the assignment to receive in-depth briefing of the task, roles management, and communication requirements. During this meeting MoLG, also provided a list of all the required documents necessary for understanding the JLIRP implementation and performance context over the five years of implementation.
- Literature review: On receipt of the documents -especially the JLIRP, local government department program design and implementation framework, local government act, guidelines, and sector performance standards the consultant develop an inception report with a revised actionable study focus and methodology suitable to the location, respondents, and JLIRP.
- Designing of study tools: To answer all the revised four core questions in 2.1 above detailed sector-based and respondent sensitive tools was developed. This process involved a close working collaboration with JLIRP Coordination Focal Person in the Ministry of Gender Labour and Social Development (MoGLSD), United Nations High Commissioner for Refugees (UNHCR) as well as consultations with some district sector lead persons.
- Designing detailed work plan: Aware of the time constraints presented by the festive seasons (Christmas and new year) a revised detailed daily work plan was developed with a location-respondent-time matrix with each activity assigned a responsible person. This plan effectively guided field operations – meetings, logistics, and supervision.
- Writing and submitting inception report: With a clear study context (from literature review), tools, and work plan, the team harmonized these different outputs into a unified Inception report that was shared with MoLG and JLIRP coordination unit team for review.
- Holding inception report review meeting: Basing on the feedback provided by MoLG and JLIRP focal person on the inception report, this meeting discussed the proposed best-fit approach for

the study. The end result was a “no objection” that necessitated phase 2 of the rapid assessment.

2.2.2 Sites, sampling methods and sample size

Although the study terms of reference had initially envisaged that the rapid assessment covers all the 34 sub counties of the thirteen (13) districts of Adjumani, Obongi, Yumbe, Koboko, Terego, Madi-Okolo, Lamwo, Kiryandongo, Kikuube, Kyegegwa, Kamwenge, Isingiro and Kampala where JLIRP will be implemented, the revised study focus and the need for cost/time-efficiency attention was drawn to the functional capacity at district levels in line with the exploratory nature of the rapid assessment. In the same vein, propose purposive sampling approach was agreed to be used to identify the most suitable respondents for the different units of analysis as is shown in table 1 below.

Table 1: Sample size distribution

Respondent categories	Number of respondents
Individual staff interviews	117
District senior staff	52
Line ministry focal persons	4
UNHCR staff	3
CRRF staff	1
For-profit private sector actors	65
Not-for-profit sector actors	39
Total	281

Table 2 shows that for local government officials, the purposive sampled respondents were targeted from the seven key departments with 15 departmental heads and their Committee Secretaries considered relevant for the implementation of JLIRP. In line with the Local Government Act 1995 Amended, it is within these sectoral committees that the various departments have their policies and plans formulated, executed, and accounted for. The various departmental technical heads are represented in the District Technical Planning Committees (DTPC) and finally at the District Executive Committee (DEC).

Table 2: Local government purposively sampled respondents

Relevant Departments	Target respondents	Relevant Committees Secretaries
1. Community-Based Services	1. Probation Officer 2. District Community Development Officer	1. Works and Technical Services 2. Social Services 3. Finance and Planning 4. Production and Marketing 5. Chair LC V 6. CAO
2. Production and Marketing	3. District Production &Marketing Officer 4. District Agricultural Officer 5. District Commercial Officer	
3. Works and Technical Services	6. District Engineer 7. District Water Officer	
4. Natural Resources	8. District Environment Officer	
5. Health Service	9. District Health Officer 10. District Nutrition Officer	
6. Education and Sports	11. District Education Officer	
7. Finance and Planning	12. Chief Finance Officer 13. District Information Officer 14. District Planner 15. District Personnel Officer	

2.3 Data collection methods

To elicit comprehensive information from the various stakeholders, the following data collection methods were used, namely:

Document review of the following documents – the JLIRP, local government department program design and implementation framework, local government act, local government planning and implementation guidelines, and sector performance standards, Local government capacity building policy, Inter-Agency Multi- year Self-reliance Strategy, Strengthening the Resilience of Refugee & Host Community livelihood systems, Settlement Transformation Agenda Framework, Development Response to Displacement Impacts Project (DRDIP), Resilience Index Measurement & Analysis (RIMA) tool, Emergency Response and Resilience Strategy for Refugees and Host Communities Programme, Uganda Host and Refugee Community Empowerment Project, Korea International Cooperation Agency (KOICA), Youth Entrepreneurship Venture Capital Fund, Youth Entrepreneurial Training Programme , UN Millennium/Sustainable Development Goals, Skilling Uganda Policy, Uganda National Development Plan III, Uganda Vision 2040; National Youth Policy, and strategic plans of the refugee hosting districts and sub counties local governments, among others.

Individual staff survey: To assess the technical and functional capacities of the 13 district local governments to implement JLIRP, a survey team used a structured questionnaire to collect data from the key line directorate and department staff. This team allocated to West Nile, Acholi, Kampala and Kiryandongo and Western Uganda underwent a 1-day training on digital data collection using Kobo Collect App. During the training that covered also ethics of research, quality controls, and telephone surveying, among others the team was able to review and sharpen the questions for the respective sector heads as well as probe questions for validation purposes. This survey asked key questions on awareness, knowledge, skills and competencies; project cycle management capacity, and coordination and partnering. Emphasis herein was paid on strategic leadership, organizational structure, human resources, finance, infrastructure including ICT, process management, and inter-organizational linkages.

Key Informant Interviews was conducted using a standard interview guide. The key respondents were staffs of the 13-refugee hosting district local governments including LC V, Committee Secretaries and CAOs.

Participant observations: The study team also observed the different refugee hosting districts and implementing agencies' structures, facilities, governance and leadership system and other resources in order to confirm the quantities and qualities of technical and functional capacities of the districts.

2.4 Data analysis

During the data collection phase, the statistician used the KoboCollect App to set up a Data Mask to guide data entry and analysis. Through daily supervision of the data collection process, he ensured quality adherence. Thus, quantitative data was extracted from the App into Excel and exported for analysis using SPSS (V26) software. Meanwhile qualitative data was transcribed using MS Office. Findings from these analyses were triangulated into this unified report.

2.5 Quality control

The main purpose of the proposed quality control system was to ensure that the consultancy services are provided in line with the agreed revised scope of work and at an appropriate professional level. To ensure adequate quality standards, measures were taken to enforce standards and quality control including the following:

- *Adherence to international and sector standards:* In the review of the inception report attention was paid on existing international and sector standards for performance measurement of refugee and host community jobs and livelihood indicator for improved economic empowerment.

- *Joint design of study instruments:* PDCC designed the data collection tools in collaboration with the MoLG, MoGLSD, UNHCR and its partners thereby strengthening the reliability, acceptability, question flow, and the duration of the interview.
- *Review and pre-testing of study instruments:* Study instruments were pre-tested prior to the main survey fieldwork to ensure reliability, acceptability, feasibility, question flow, and the duration of the interview. The pre-test results was used to modify the survey tools.
- *Involvement of MoLG and MoGLSD JLIRP unit at all stages:* As a quality control measure PDCC team maintained a close consultative relationship with MoLG and MoGLSD JLIRP unit to ensure that tools and procedures met the expectations of the client.
- *Social Mobilization for Data Collection:* To increase the response rate, the consultant requested the MoLG to undertake prior mobilization of the CAOs and LC Vs of the 13 refugee hosting districts. In so doing, the response ate was improved.
- *Data Management Procedures:* The data management plan (storage, handling, and the types of analyses) was discussed and agreed with MoLG and MoGLSD team before any data collection and analysis began. Besides, all data sets were shared with MoLG.

2.6 Ethical considerations

The team ensured that refugee protection policy was adhered to besides further ensuring that:

- Data collectors MUST seek and confirm consent from respondents for permission to participate in any survey before data collection.
- A statement of confidentiality and the purpose of the rapid assessment were explained to the respondents.
- The study team signed confidentiality agreements in an effort to protect a client's paid-up work and ensure that there are legal ramifications for breaking away from the code of conduct and policy by any enumerator or member of the team. Any sharing of information was only after receipt of written permission from the relevant people on the clients' team.
- MoLG and regional refugee desk officers availed the field teams with a letter of introduction to the respective district local governments.

2.7 Report Dissemination

Through the feedback workshop and working with MoLG team, the team will ensure that both the draft and final rapid assessment reports are shared with all JLIRP stakeholders including UNHCR, implementing partners, private sectors, lower local governments and district local governments in print and electronic copies. However, the actual distribution of the printed and electronic copies of the rapid assessment reports will be done by UNHCR, MoLG and MoGLSD.

2.8 COVID 19 control measures

To address the issue of safety of the consulting team and that of the study respondents, the following appropriate directives and capacities to promote and enable standard COVID-19 prevention measures in terms of physical distancing, hand washing, respiratory etiquette and, temperature monitoring were enforced during the study:

- a) Adopted a digital survey approach that reduced mass contacts with respondents
- b) Trained the research assistants on COVID 19 spread and control measures
- c) Provided face masks and hand sanitizers for all research assistants and ensured mandatory wearing of masks during all research field activities by the researcher, research assistants and study participants. This was complemented by ensuring safe distancing and avoidance of handshakes and hugs during every person-to-person interviews.

2.9 Limitation of the study

The study process experienced three major limitations, namely:

- The limited timeframe provided for field mission and especially during the festive season (Christmas and New year) coincided with when many technical and political leaders of the districts were out of offices. In nearly 9/13 districts the team found the leaders engaged in council meetings. Although many of these leaders promised availability after these meetings or even by phone calls, it turned out that festive breaks couldn't permit them to engage with the research teams. Similar experience was faced with line ministry, private sector, and CSO partners.
- Poor data management systems at district levels made is very difficult to draw comparative information. For instance, many leaders did not know how many refugees they were to target (or targeting) in their sectors.
- The launch of JLIRP was conducted before the new leadership system came to office. Likewise, with few districts technical officials involved in the launch, it became difficult to align capacity to the implementation requirements. Often, the assessment took an umbrella approach to elicit the required inputs, skills, and competence.

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3 STUDY FINDINGS

In this section we present the study findings using the information triangulated from the different 13 refugee hosting districts and respondents drawn from the various key departments pivotal in the implementation of the JLIRP. The data presentation focuses on the answer to the four central questions: 1) What is the current level of awareness and alignment of JLIRP in the development plans of refugee hosting districts? 2) What core capacities – resources, managerial, and relational - exists in refugee hosting districts for the effective implementation of JLIRP activities? 3) What core resources, managerial, and relational capacity gaps and needs inhibits the refugee hosting districts from the implementation of JLIRP? and 4) How can the capacity gaps and needs identified above be addressed?

3.1 Description of respondents

To elicit comprehensive information, the study team targeted seven key and 15 relevant departments as well as their Committee Secretaries (see table 2 above). Overall, a total of 132 respondents from the 13 JLIRP targeted districts participated in the study. While Kampala had no respondent at all (i.e., 92% response rate), it was only in Adjumani, Koboko and Terego districts that all targeted respondents participated in the study (thanks to the CAO and LC V chairperson for their effective mobilization). In Lamwo district the study coincided with the visit of the IGG team, which drew many district officials into meetings and scare.

Table 3: Number of respondents

Districts	Community-Based Services	Production and Marketing	Works and Technical Services	Natural Resources	Health Service	Education and Sports	Finance and Planning	Trade Industry and LED	Sector heads	Total
Adjumani	2	1	2	1	1	1	1	1	4	14
Obongi	1	0	1	1	1	1	1	0	4	10
Koboko	1	2	1	1	1	2	1	2	5	16
Terego	1	2	1	1	1	1	1	1	3	12
Yumbe	1	1	1	1	1	1	0	1	3	10
Madi Okolo	1	1	1	0	1	1	1	1	6	13
Lamwo	1	1	1	0	2	0	1	0	0	6
Kiryandongo	1	1	1	1	1	1	0	1	1	8
Kikuube	1	3	1	0	2	1	2	1	1	12
Kyegegwa	2	2	1	0	2	1	1	1	2	12
Kamwenge	2	2	0	1	1	1	1	0	4	12
Isingiro	2	0	1	1	0	1	1	1	1	7
Kampala	0	0	0	0	0	0	0	0	0	0
Total	16	16	12	8	14	12	11	10	34	132

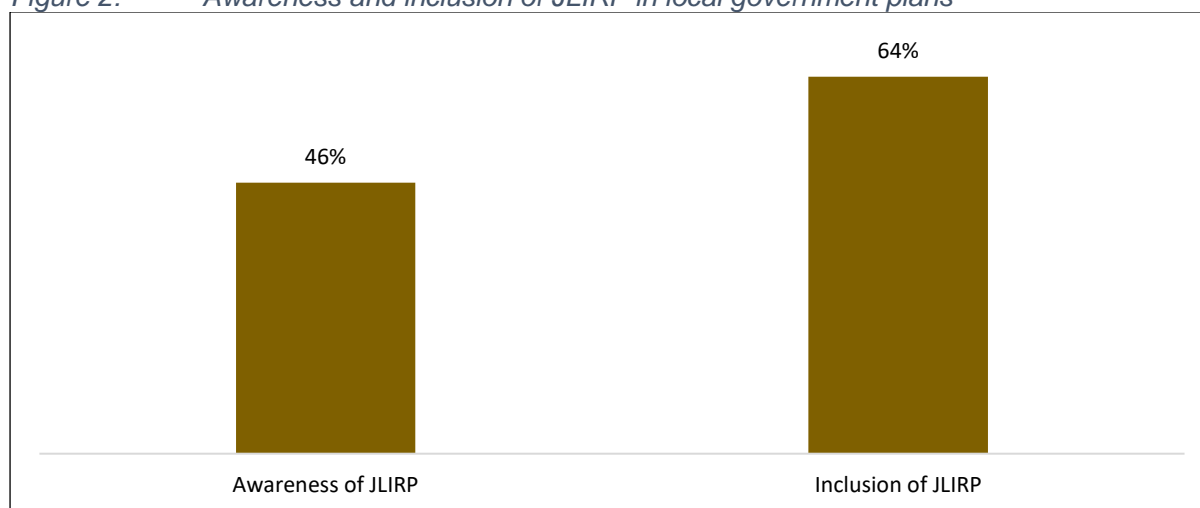
3.2 Awareness and Inclusion of JLIRP in refugee-hosting districts' development plans

Respondents were asked two leading questions: 1) The MoGLSD developed a 5-year JLIRP to be implemented in refugee hosting districts in Uganda. Are you aware of this plan? And 2) Does your current departmental plan and budget in the 3-year district development plan include JLIRP activities? As figure 2 shows, only 46% were aware of the JLIRP meanwhile 64% of the technical officials reported that JLIRP related activities were included in their district development plans (DDPs). It was found out in the KII that many of the newly elected local political leaders with the exception of the few who had been in the previous councils do not clearly understand the current policies and strategies on refugees and host communities as they have been recently sworn in office and also have not yet been given orientation on their roles and responsibilities in regards to refugees and host community issues.

However, the majority of the political leaders reiterated in the KIIs that they are willing and committed to serving both the refugees and host communities but the district local governments are constrained by the limited resources to adequately meet the priority needs of the refugees and host communities. This was evident in their current sharing of basic social services such as

schools, health facilities, and water sources as the refugees are now part of the community. In many cases they also want refugee issues to be integrated into the annual work plans and budgets. However, many political leaders noted that for them to rightly develop and sustain the desire to meet refugees and host community needs in their respective local governments, they require early, correct and adequate information from the technical personnel to enable them to make informed decisions. In Yumbe district, it was reported that in September 2021 the issue of host communities stealing food from refugees due to food shortage from the poor harvest in the previous season. The local political leadership together with the technical team had to intervene and address the case.

Figure 2: Awareness and inclusion of JLIRP in local government plans



Which component(s) of refugees and host community programme is your department directly responsible to implement?

The study found that all the heads of departments are aware and appreciate the need for inter-departmental collaboration, partnership and networking in line with the programme-based planning. They clearly indicated in the survey that to meet JLIRP strategic objectives, the line departments need to work together with other relevant departments as shown in table 4 below.

Table 4: Departmental Alignment to JLIRP

	Community-Based Services	Production and Marketing	Works and Technical Services	Natural Resources	Health Service	Education and Sports	Finance and Planning	Trade, Industry and Local Economic Development
Social order and social control management	√		√				√	
Creating sustainable economic opportunities	√	√	√				√	
Food, nutrition and income security enhancement		√		√	√	√		√
Skills development and employment			√			√	√	√
Social support	√		√	√			√	

How are refugee and host community development issues, problems and aspirations used to inform local government decisions and strategic priorities?

The rapid capacity assessment found that local government decisions and strategic priorities on refugees and host communities are informed mostly during the normal planning and budgeting cycle

and at the time of resolving community conflicts when Refugee Welfare Committee (RWC), implementing partners including UNHCR and local government technical and political leaders interact. With support from UNHCR, monthly, quarterly and annual review meetings are organized where issues affecting refugees and host communities as well as their needs and development priorities are shared with OPM and UNHCR through the refugee desk officers at parish, Sub-County and district local government levels. The issues arrived at in these meetings are integrated into the annual work plans and budgets of the district local governments.

To promote effective coordination among the refugee and host community stakeholders, a WhatsApp group and Development Response for Displacement Impact Project (Dr.DIP) platforms have been set-up under OPM. These are the platforms where stakeholders share information and other resources including the provision of technical advice to help improve the well-being of refugees and host communities in each sector and also encourage all sectors to integrate refugees and host community priorities in the annual work plan and budgets.

On the contrary, though the normal planning and budgeting cycle is the means for integrating refugee issues, challenges, problems, and aspirations in the district local government development plans and budgets, these key refugee development aspects have in design and practice been left to be handled largely OPM, UNHCR, and other implementing partners.

How are the refugees involved in the 3-year development planning process, budgeting and implementation of activities?

Generally, the implementing partners through OPM refugee desk develop their own plans and budgets for refugees that they also implement and only share the plan and budget with the district local governments. The political leadership (Sectoral heads) of the districts participate in the monitoring of the activities being implemented. The plans of the implementing agencies rarely reflect the wishes and aspirations of the district local governments. For example, in Luba SC, Yumbe district, water for refugees was provided through host community villages but the local community does not have the water (respondent). However, through invitation, the RWC that comprises Local Council I, III, III and the Camp Combatant (CC) and refugee focal point person (refugee desk officer) armed with a list of requirements for refugees in the districts, the development issues, challenges, problems and aspirations as well as the solutions of the refugees and host communities are identified during local government planning and budgeting process. In the KIIs it was reported that the participation of the refugee representatives is highest during the issue, challenge, and problem identification and solution suggestion and less during budget allocation. This situation was attributed by the LC Vs, Committee Secretaries and CAOs to “who is responsible for refugee affairs?” The KIIs also alluded that:

For refugees

OPM, UNHCR, and other implementing agencies are responsible for refugee needs, priorities, action plans, and budgets. This implies the district local council has limited influence on refugee issues as OPM, UNHCR and other implementing partners decide the fate of refugees. To improve service delivery the need to revisit refugee policies to give responsibilities of planning, budgeting, and implementation of refugee’s activities to local governments and the oversight role of supervision and monitoring to OPM and UNHCR is important. One of the district’s political leaders reiterated ‘*OPM erroneously places itself over final decisions of refugees at times usurping the powers of both UNHCR and the District Local Government. In terms of contributions to the annual work plans and budgets, nothing is seen from the district budget for FY 2021/2022. All agencies work directly with the refugees without incorporating their work plans into the district annual work plan and budget. It’s only UNICEF and UNFPA that were reported to be making direct transfers to the district but mainly for support to the local communities that is not an exception to the refugee hosting districts.*

For host-communities

The KII respondents reported that Local Council 5 with technical support from the district planner and refugee desk officer is responsible for the planning, budgeting and implementation of host-

community activities. This is because they approve the plans and budgets and monitor the progress of the plan implementation. For example, in Kikuube district local government, the refugee desk officer together with the planner coordinates all refugee and host-community meetings, facilitates the integration of refugee issues into the district plan and budget, collects, analyses and stores data on refugees, receives implementing partners that have activities in Kyangwali camp and ensures they the required service delivery levels in all the sectors.

Is there a “refugee and host community Champion” who effectively advocates for refugee and host community actions? Are they influential with local government and national government leaders?

Overall, there is no clear refugee and host-community champion at the sub-county and district local government levels to advocate for actions that addresses their development challenges. The KII respondents mentioned the RWCs, refugee desk officers, NGOs and implementing partners and the local council 5 chairpersons are trying to advocate for the plight of refugees and host-communities. For example, there is an association for the LC5 in refugee hosting districts that have lobbied for the construction of new building through Dr.DIP and BYLAR support in paying health staff in refugee hosting districts.

3.3 Current status of core capacities – resources, managerial, and relational – necessary for the effective implementation of JLIRP activities in refugee hosting districts

The study further explored the existing status of core capacities necessary for the effective implementation of JLIRP in the 13 refugee hosting districts. Focus was places, as shown in figure 1 above, on human, infrastructure, finance, managerial, and relational capacities. Below were the findings:

3.3.1 Human resource capacity

In assessing the human resource capacity, the study first explored the staffing levels in the various districts. Sadly, it was impossible to find from any district departmental heads a clearly approved staffing structure from which to assess the adequacy of the filled positions. Almost all responses were guessed works from which no fair conclusions can be made. Thus, for this study the team redirected its attention to the analysis of technical skills and competencies requisite to implement JLIRP. From table 4 below it is evident that the District Technical department heads considered that almost all of their technical staffs do not lack functional skills to design, execute, and account for JLIRP implementation. However, they noted that they were highly skilled (>50% score) in a few areas (marked in RED) – needs assessment, strategic planning, budgeting, gender budgeting, procurement, technical implementation, monitoring, communication and learning. The most notable areas central to JLIRP implementation in which district technical staff have capacity gaps are those related to mainstreaming human rights and the rights of children, youth, women, PWD, and refugee as well as environment, resource mobilization and use of ICT.

Table 4: Staff technical skills and competence to conduct (%)

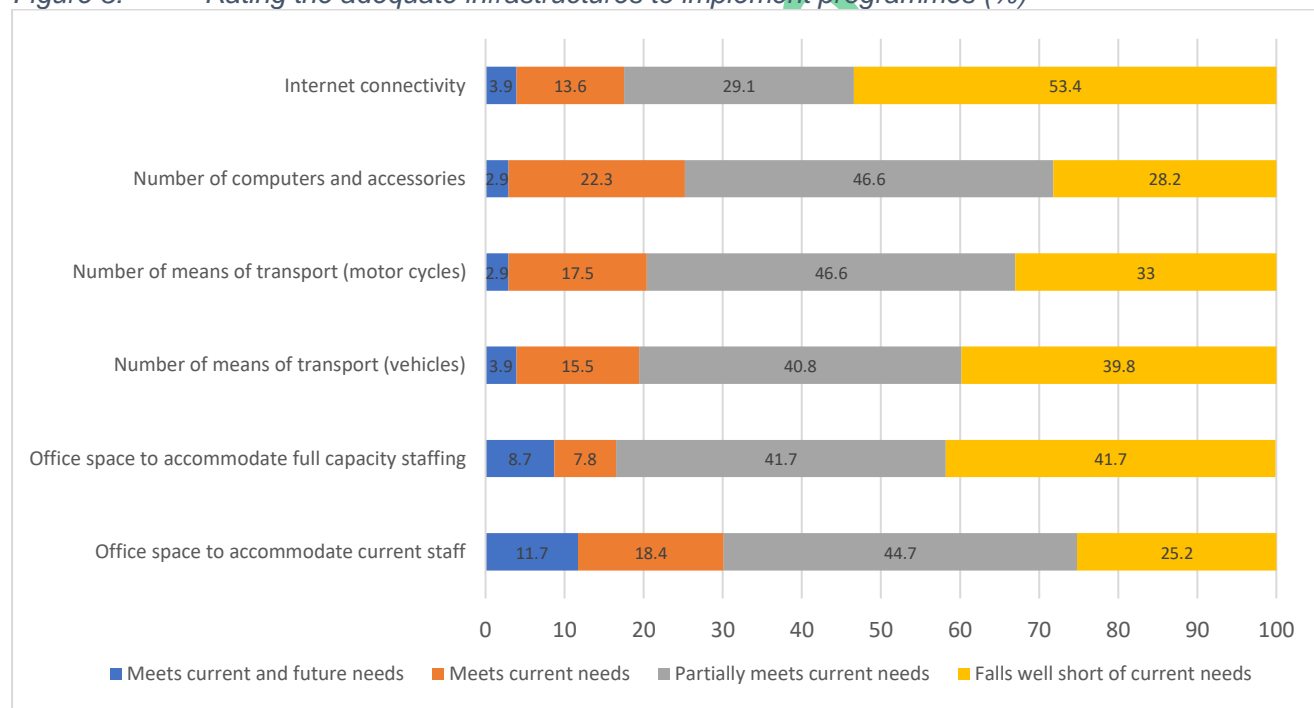
	1= Highly skilled	2= Moderately skilled	3= Lowly skilled	4= Lack skills
i. Needs (and market) assessment	60.2	34.0	4.9	1.0
ii. Strategic (development) planning	56.3	32.0	9.7	1.9
iii. Mainstreaming rights of children in sector plans	45.6	28.2	19.4	6.8
iv. Mainstreaming rights of youth in sector plans	37.9	36.9	18.4	6.8
v. Mainstreaming rights of women in sector plans	37.9	38.8	19.4	3.9
vi. Mainstreaming rights of persons with disabilities in sector plans	40.8	30.1	24.3	4.9
vii. Mainstreaming rights of refugees in sector plans	36.9	32.0	24.3	6.8
viii. Mainstreaming environment-sensitive programming in sector plans	38.8	34.0	20.4	6.8
ix. Human rights-based programming in the sector plan	31.1	36.9	24.3	7.8
x. Conflict sensitivity analysis	25.2	29.1	32.0	13.6

xi.	Budgeting and costing of sector plans	70.9	23.3	3.9	1.9
xii.	Gender budgeting of sector plans	52.4	35.0	6.8	5.8
xiii.	Resource mobilization for sector plans	46.6	30.1	19.4	3.9
xiv.	Procurement	58.3	21.4	13.6	6.8
xv.	Technically sound implementation of activities of sector plans	64.1	27.2	6.8	1.9
xvi.	Monitoring and evaluation of sector plans	71.8	20.4	5.8	1.9
xvii.	Effective communication to provide feedback to stakeholders of sector plans	61.2	31.1	6.8	1.0
xviii.	Learn and adapt programs to changing contexts	54.4	29.1	14.6	1.9
xix.	Use ICT facilities effectively	45.6	34.0	15.5	4.9

3.3.2 Infrastructural and ICT capacity

Respondents were also asked to rate the adequacy of their current infrastructure – office space, means of transport, and computing – necessary to implement JLIRP. Figure 3 shows the results. It is evident that for all these facilities adequacy is less than 20-30% for both current and future staffing position. It was observable that in many cases that the already small office spaces housed many departmental staffs without any privacy. Equally, many of these offices lacked internet connections. A few staff rely on mobile internet devices yet a LAN or Wi-Fi could have improved efficiency.

Figure 3: Rating the adequate infrastructures to implement programmes (%)



3.3.3 Financial resources capacity

The study also attempted to analyze the financial resources currently allocated to JLIRP related activities through exploring the key departmental budgets. However, first as under human resources reliable data was hard to come by both from the targeted departments but also because almost all CSOs and private sector hardly channel their funds nor provide their financial reports to the DLG (but to OPM). As a result, the team assessed the perception of the departmental heads of their budget allocations in the 2021/22 budget. Table 5 shows that overall, the leaders reported that the funds available and be it for wage bill, administration cost and direct services delivery are largely inadequate. This same feeling was expressed by the KII when one of the LC V rhetorically asked, “how would the ministry provide us with funds for medical services to cater for only host

communities but expect us to use the same funds to extend services to refugees? Such acts is simply forcing us to deliver poor quality services to the people.” Majority of the CAOs also reiterated that because DLGs depend on central government funding for over 95% of their budgets due to limited local revenue (often less than 1%) and unreliable funding support from CSOs and private sector, service delivery necessary for JLIRP goal achievements are hampered.

Table 5: Rating of budget share of JLIRP-related departments (%)

Rating of 2021/22 Budget allocation	Total departmental	Total wage bill	Total admin cost	Total direct programme
Adequate	15.5	29.1	18.4	16.5
Inadequate	55.3	37.9	60.2	53.4
Moderate	26.2	24.3	16.5	24.3
Not sure	2.9	8.7	4.9	5.8
Total	100.0	100.0	100.0	100.0

3.3.4 Managerial and leadership capacity

The LGA places the political leadership at the helm of district local governance. The DEC that is Chaired by the LC V is the key policy making body also charged with oversight functions of lobbying resources, monitoring services delivery, and accounting for resources utilization. These roles are crucial for JLIRP implementation. The assessment therefore asked the department heads to rate the functions of their sector committees. While it was found out that 80% of the sectoral committees were functional in the refugee hosting districts, on the whole the governance structures have leaders who are competent to direct the functionality of their departments (with 60-74% fully able scores). However, their key areas of competence remained in the limited capacity to lobby for resources from different stakeholders.

Table 6: Sectoral committees effectiveness rating (%)

To what extent do you rate the following functions of the sector committees:	1= Fully able	2= Partly able	3= Moderately able	4=Never able
i. A sectoral committee that can provide effective leadership to the department	62.1	25.2	8.7	3.9
ii. A sectoral committee that is able to lobby resources for the department	47.6	19.4	21.4	11.7
iii. A sectoral committee that is able to monitor and evaluate the effectiveness of the department	60.2	25.2	9.7	4.9
iv. A sectoral committee that can hold the technical department heads accountable	73.8	20.4	3.9	1.9

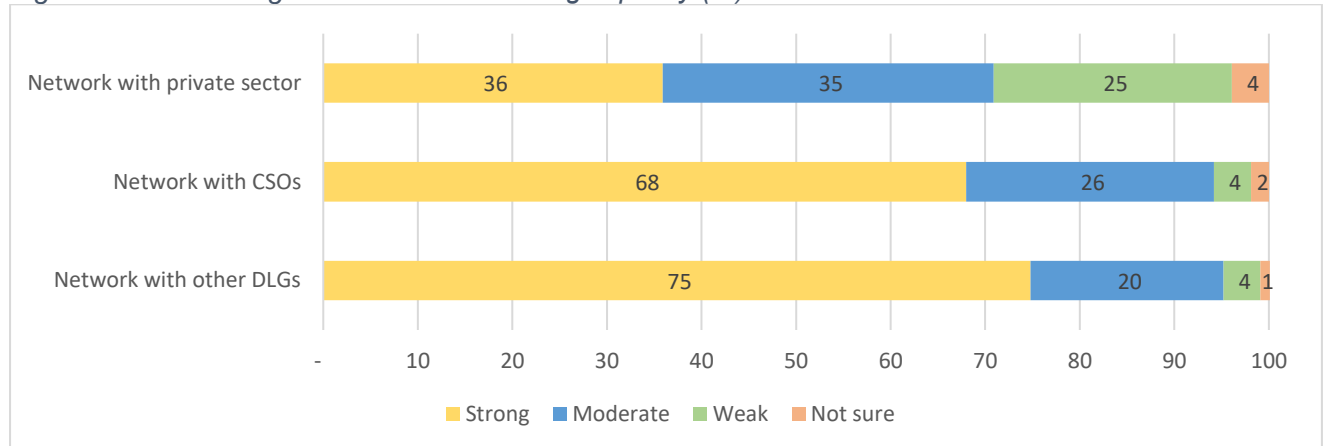
3.3.5 Relational capacity

In assessing the relational capacity of the refugee hosting districts two critical aspects were addressed. First, the leaders were asked does your district local government have a policy, regulation, or strategy to guide its operation necessary to implement JLIRP? It was found out that 72.8% agree that their individual district local governments have policies and or strategies to guide the operations of JLIRP. The notable examples provided were the District Development Plans and the national and UNHCR policies and frameworks that guide local government service delivery.

The other aspect that was assessed was the extent to which the various refugee hosting districts are networking for better services delivery. Figure 4 reveals that there is a strong networking between DLGs followed by with CSOs. Public private partnership (PPP) has however not been

fully exploited by the DLGs. The KII in Acholi and West Nile districts pointed out that this gap has been due to the young private sector owned by sons and daughters of the region as well as the habit of central government (and the big shots) of personalizing PPPs that makes big investors to underate engagements with DLGs.

Figure 4: Rating the district's networking capacity (%)

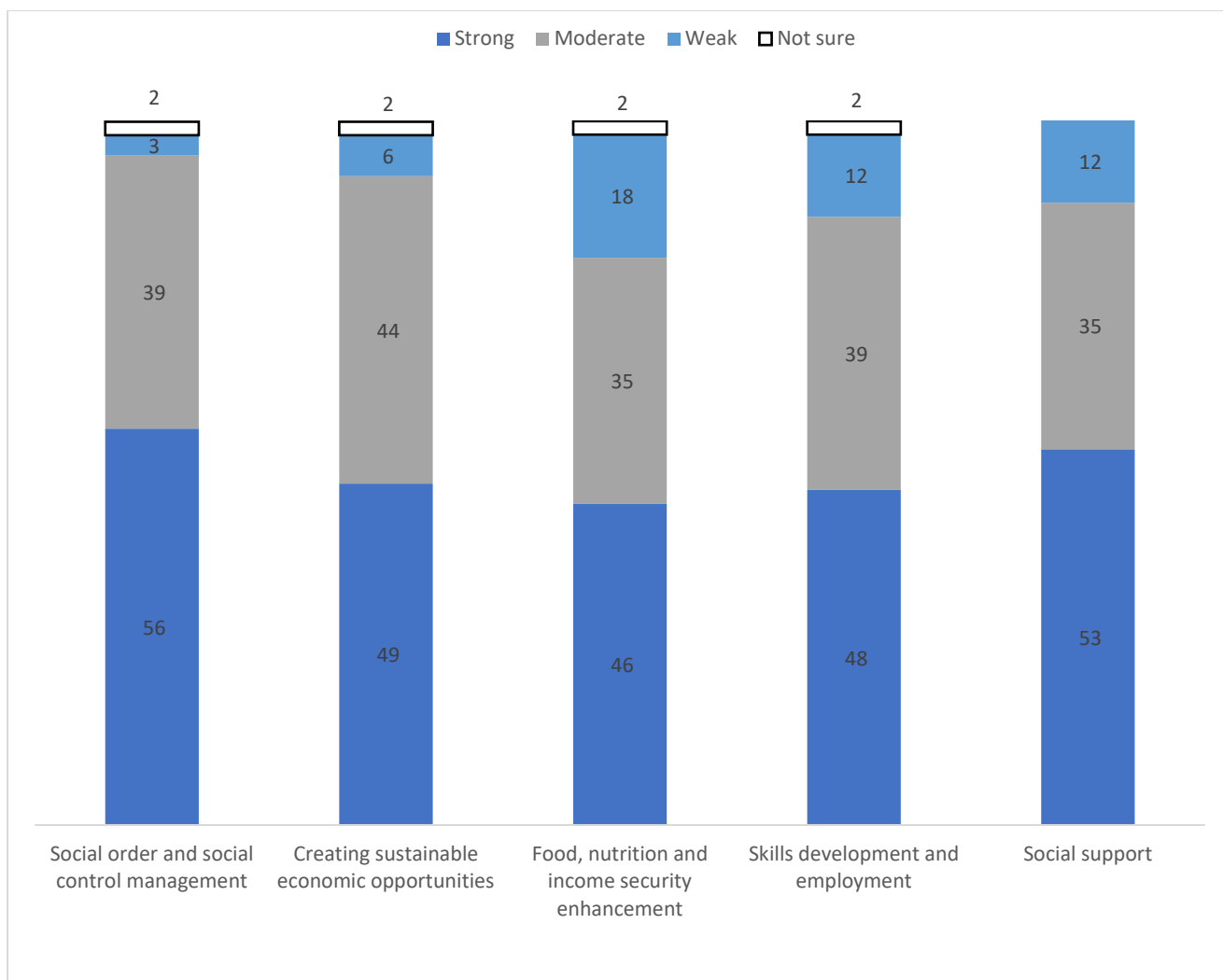


3.4 Key capacity gaps inhibiting refugee hosting districts from the implementation of JLIRP

Finally, the district technical leaders were also asked to rate their departmental capacity to implement the key pillars of JLIRP. Figure 5 below shows that on the whole, the DLGs do not feel strong enough to implement effectively all the five pillars of JLIRP. A fair score was allocated towards social control (56%) and social support (53%). The major reasons for this status are the below capacity gaps that both the political and technical leaders agreed upon:

- a) Limited awareness of JLIRP
- b) Inadequate annual budget to support planned activities
- c) Inadequate facilities (Office space, ICT equipment, transport means)
- d) Inadequate staffing (number) and technical skills (in selected areas)
- a) Inadequate and poorly managed data for planning and accounting
- b) Poor communication and coordination that limits information sharing among stakeholders
- c) Negative community mindset making them not participate in their own development process

Figure 5: Rating the district's capacity to implement JLIRP topical pillars (%)



3.5 Suggested solutions for bridging existing capacity gaps and needs

All respondents were also asked, “what solutions would you suggest to address the capacity gaps you have identified above?” Below is a summary of their suggestions that can guide the development of a capacity building plan.

Capacity gaps	Suggested solutions
Limited awareness of JLIRP	<ul style="list-style-type: none"> • Conduct district-based dissemination workshops of JLIRP to increase awareness of the plan and buy-in from district political and technical leadership. • Develop popular versions of JLIRP in the local language
Inadequate annual budget to support planned activities	<ul style="list-style-type: none"> • MoFPED should increase the budget allocation for refugee hosting districts for JLIRP to be achieved. This can take a ring-fencing approach for specific sectors. • Refugee hosting districts should work together with OPM, UNHCR and CSOs to mainstream their plans and budgets in DDPs. JLIRP Coordination unit need to put in place a transparency and accountability framework that operationalizes this need. • UNHCR and all other agencies should provide direct budget support to refugee hosting districts.

Inadequate facilities (Office space, ICT equipment, transport means)	<ul style="list-style-type: none"> • JLIRP Coordination unit should ensure that infrastructure budget support is provided to refugee hosting districts specifically to ensure adequate office space, ICT equipment and means of transport.
Inadequate staffing (number) and technical skills in selected areas)	<ul style="list-style-type: none"> • Public Service Commission should increase the staffing ceiling and its associated wage bill for refugee-hosting districts • JLIRP Coordination Unit should lobby development partners to support wage bill and/or operation costs of refugee hosting district departments. • Build capacities of senior technical personnel (CAOs, planners, heads of departments and sectoral committee secretaries) in resources mobilization, and key mainstreaming, human rights and ICT utilization skills.
Inadequate and poorly managed data for planning and accounting	<ul style="list-style-type: none"> • Establish a district level JLIRP monitoring committee and enforce timely reporting as is under OPM online reporting system. • Support the districts to migrate to a functional electronic data management system. • Strengthen coordination of data management between the district planning units with development partners. • Support District JLIRP line departments to develop promote participatory planning, monitoring and feedback of refugee and host community activity implementation.
Poor communication and coordination that limits information sharing among stakeholders	<ul style="list-style-type: none"> • The need to strengthen inter-agency coordination to refocus their attention on the implementation of JLIRP • Strengthen the functionality of district level NGO forum
Negative community mindset making them not participate in their own development process	<ul style="list-style-type: none"> • Conduct community awareness and sensitization campaigns on positive mind-set change towards self-reliant development. • The donor driven emergency response mindset of local leaders and development assistance personnel need to be reorientated to the new self-reliance approach being promoted in JLIRP implementation. This will require conducting sensitization workshops for high level and middle level managers in humanitarian and development agencies operating in refugee hosting districts.

4 CAPACITY DEVELOPMENT STRATEGY

Overall Goal and Specific Outcomes

The overall goal of the capacity development strategy is: “To mobilise technical and financial resources and strengthen managerial and relational existing capacity and develop new capacities where necessary to establish and manage to realize vision for JLIRP, strategic objectives and field implementation whilst meeting challenges of JLIRP implementation in a sustainable manner”.

The following specific outcomes have been formulated in relation to the goal and capacity gaps identified:

- 1) By the end of 2022 OPM, UNHCR, JLIRP line ministries and other development agencies would have solicited funding and put in place the right infrastructure and human resources capacity enhancement strategies needed for effective implementation of JLIRP in the 13 refugee-hosting district local governments;
- 2) By the end of 2022 appropriate institutional incentives and accountability mechanisms will be in place in the 13 refugee hosting districts to ensure functioning and efficient institutional arrangements for JLIRP at the district local government level including improved stakeholder consultation protocol and processes;
- 3) By the end of 2022 JLIRP “practical” staff recruitment process is streamlined and available in the 13 refugee-hosting districts with at least all the staffing gaps filled, from the different sectors available at national and district level;
- 4) By the end of 2022 JLIRP national coordination unit will have established a functioning independently verifiable electronic data management system for activity monitoring and reporting including data protocol and incentives for delivery of data from sub counties and districts;
- 5) By the end of June 2022, the population of refugees and host communities and the political and technical leadership in the 13 refugee-hosting district local governments are aware of their roles and responsibilities in the implementation of JLIRP.

Strategic Interventions

The strategies try to combine the strengthening of managerial, relational and existing technical as well as financial resources capacities and the creation of new capacities for maximum effectiveness of JLIRP implementation.

Intervention and Specific Capacity Gaps to Address

Capacity Gaps to Address	Key Intervention Package	Specific Intervention
Limited awareness of JLIRP	Engaging support and vision of national and district level decision makers Awareness and Knowledge Generation Programme	<ul style="list-style-type: none"> - Dissemination workshops. - Strategic engagement and JLIRP briefings of line ministries, line departments, MoFPED, implementing agencies and development partners. - Permanent secretaries and Chief Administrative Officers for a. - Extension Materials Package (for use with communities or other groups)
Inadequate annual budget to support planned activities	Negotiation and Dialogue Initiative	<ul style="list-style-type: none"> - JLIRP coordination unit organizing development partner's retreat. - Negotiation skills training and coaching for JLIRP coordination unit, line ministries and district departments.
Inadequate facilities (Office space, ICT equipment, transport means)	Development partners and district local council support	<ul style="list-style-type: none"> - Implementing agencies, URA, MoFPED and district level facility support workshop
Inadequate staffing (number) and technical skills in selected areas)	Engaging support of public service commission and district service commission	<ul style="list-style-type: none"> - National and district level lobbying and advocacy workshops on increasing wage bill in refugee-hosting districts.
Inadequate and poorly managed data for planning and accounting	Improving JLIRP data management	<ul style="list-style-type: none"> - Documentation of lessons learned on specific line department data protocol and management. - District level use of digital data packages for planning and accounting. - Data management training and coaching for line departments.
Poor communication and coordination that limits information sharing among stakeholders	Partnership Learning Initiative; National and District	<ul style="list-style-type: none"> - Guidelines on partnership opportunities for JLIRP and learning how to collaborate. - Line ministry and district to district knowledge exchange on partnership and collaboration.
Negative community mindset making them not participate in their own development process	Improving Public Engagement Initiative	<ul style="list-style-type: none"> - Public engagement and communication products. - Targeted Information Guides on JLIRP. - Regular district level multistakeholder learning forum on JLIRP implementation

Note: The detail timeframe and sequencing of activities and estimated cost of the capacity development plan will be done by JLIRP national coordination unit together with the line ministries.

Annex 1: DATA COLLECTION INSTRUMENTS

Jobs and Livelihood Integrated Response Plan Local Government Rapid Capacity Assessment Self-Assessment Questionnaire (For Heads of department)

Name of District:

Name of department:

Name of respondent (with sex, telephone contact)

Position in the department:

Date of Interviews:

Number of current department target population: refugees, hosts, total

Number of ideal department target population: refugees, hosts, total

1. The MoGLSD developed a 5-year JLIRP to be implemented in refugee hosting districts in Uganda. Are you aware of this plan? Y/N
2. Does your current departmental plan and budget in the 3-year district development plan include JLIRP activities? Y/N
3. Which component(s) of the JLIRP is your department directly responsible to implement? (Tick as appropriate. Multiple response allowed:
 - a. Social order and social control management;
 - b. Creating sustainable economic opportunities;
 - c. Food, nutrition and income security enhancement;
 - d. Skills development and employment; and
 - e. Social support
4. For the primary component of the JLIRP that your department is directly responsible, how do you rate the following aspects:
 - a. The number of human resources necessary to effectively implement programmes?

Responsible department areas	Staff ceiling	Filled positions	Gap
Technical staff			
Administrative staff			
Support staff			

b. The level of requisite technical skills and competence of the staff to conduct

	1= Highly skilled 2= Moderately skilled 3= Lowly skilled 4= Lack skills 5= Not Sure
xx. Needs assessment	
xxi. Strategic planning	
xxii. Mainstreaming rights of children in sector plans	
xxiii. Mainstreaming rights of youth in sector plans	
xxiv. Mainstreaming rights of women in sector plans	
xxv. Mainstreaming rights of persons with disabilities in sector plans	
xxvi. Mainstreaming rights of refugees in sector plans	
xxvii. Mainstreaming environment sensitive programming in sector plans	
xxviii. Human rights-based programming in sector plan	
xxix. Conflict sensitivity analysis	
xxx. Budgeting and costing of sector plans	
xxxi. Gender budgeting of sector plans	
xxxii. Resource mobilization for sector plans	
xxxiii. Procurement	
xxxiv. Technically sound implementation of activities of sector plans	
xxxv. Monitoring and evaluation of sector plans	
xxxvi. Effective communication to provide feedback to stakeholders of sector plans	
xxxvii. Learn and adapt programs to changing contexts	
xxxviii. And use ICT facilities effectively	

c. Adequate infrastructures to implement programmes

	1=meets current and future needs; 2=meets current needs; 3=partially meets current needs; 4=falls well short of current needs; 5=not sure
i. Office space to accommodate current staff	
ii. Office space to accommodate full capacity staffing	
iii. Number of means of transport (vehicles)	
iv. Number of means of transport (motor cycles)	
v. Number of computers and accessories	
vi. Internet connectivity	

d. Financial resources to implement programmes

	1= Adequate 2= Moderate 3= Inadequate 4= Not sure	State the approved amount this year from GoU (UGX)	State the approved amount this year from non-GoU sources (UGX)
i. Total departmental budget 2021/22			
ii. Total wage bill in the budget 2021/22			
iii. Total admin cost in the budget 2021/22			
iv. Total direct programme costs in budget 2021/22			

5. For the primary component of the JLIRP that your department is directly responsible, to what extent do you rate the following functions of the sector committees:

	1= Fully 2= Partly 3= Seldom/Never 4= Not sure
v. A fully functional sectoral committee	
vi. A sectoral committee that can provide effective leadership to the department	
vii. A sectoral committee that is able to lobby resources for the department	
viii. A sectoral committee that is able to monitor and evaluate the effectiveness of the department in service delivery	
ix. A sectoral committee that can hold the technical department heads accountable	

6. Does your district local government have a policy, regulation, or strategy to guide its operation necessary to implement JLIRP? Y/N

7. To effectively implement the JLIRP, how do you rate the levels of district's networking with the following organizations?

	1=strong; 2=moderate; 3=weak; 4=not sure
i. Network with other DLGs	
ii. Network with CSOs	
iii. Network with private sector	

8. Overall, how do you rate the capacity of your district local government to implement the JLIRP.

	1=strong; 2=moderate; 3=weak; 4=not sure
a. Social order and social control management;	
b. Creating sustainable economic opportunities;	
c. Food, nutrition and income security enhancement;	
d. Skills development and employment;	
e. Social support	

9. What would you identify as your major gaps (top three) hampering your departmental effective implementation of JLIRP?

- a)
- b)
- c)

10. What solutions would you suggest to address these gaps you have identified above?

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**Jobs and Livelihood Integrated Response Plan
Local Government Rapid Capacity Assessment
Key Informant Interview Guide**
(For Chief Administrative Officer and Sector Heads only)

Name of District:

Name of sector:

Name of respondent (with sex, telephone contact)

Position in the sector:

Date of Interviews:

Number of current active committee members:

Number of complete committee members:

1. How well is refugee and host community policies and strategies understood by local government leaders? Briefly describe.
2. To what extent is there local government desire to understand and meet refugee and host community needs? Explain
3. How often are refugee and host community insights and or issues used to inform local government decisions and strategic priorities? Provide evidence
4. How much input or involvement do the refugee have in the 3-year development plans, budget and activities? Justify
5. Who is responsible for final refugee and host community-related decisions? (e.g., action plans, annual plan and budget, etc), If yes, what roles does he/she perform?
6. Is there a “refugee and host community Champion” who effectively advocates for refugee and host community actions? Are they influential with local government and national government leaders?
7. What would you identify as your major gaps hampering your local government effective implementation of JLIRP?
8. How can the challenges facing effective refugee and host community strategy implementation be addressed at local government’s levels?
9. How can the challenges facing effective refugee and host community strategy implementation be addressed at national government’s levels?

Annex 2: Rapid Assessment Work plan

To effectively conduct the rapid capacity assessment study the team requires the following:

- PDCC to identify research assistants from its pool that have ever worked in the 13 refugee hosting districts.
- MoLG and MoGLSD team to identify line ministry focal persons, UNHCR officials, district officials, implementing agencies contact persons, provide their contacts to the team and make appointments for quicker mobilization of respondents.
- MoLG team will review the work plan for flexibility in actual implementation.

Day/Date/Time	Morning	Afternoon
Saturday, December 4 th	Printing of data collection tools	
Sunday, December 5th	Train research and deploy Research Assistants	Consulting team travel to Lamwo, Obongi, Madi-Okollo, Koboko, Isingiro, Kamwenge, Yumbe Kampala, Kikuube and Kiryandongo
Monday, December 6 th – Friday, December 10 th	Hold entry meeting and Key Informant Interview (KK) with DLG CAOs and sector heads	Self-Assessment with heads of department
Saturday, December 11 th	Travel to Nebbi	
Monday, December 13 th – Friday, December 17 th	Interview transcription, data cleaning and analysis	
Saturday, December 18 th – Tuesday, December 21 st	Report writing and internal discussions and review of drafts	
Wednesday, December 22 nd	Submission of final report to MoGLSD and MoLG	

Annex 3: Persons Contacted

District	Name	Position	Contact
Isingiro	Tuhirwe Aron Turahi	Chairman LC 5	0777115759
Kamwenge	Agaba Micheal	Supretendant of works	0782951447
	Bakesima Patrick	District Planner	077298508
	Kafureka Turyaheebwa	CAO	0772691508
	Mbonigaba Fred	Secretary for Social Services	078773419
Kiryandongo	Ismael Ochengel	CAO	0772551353
Kikuube	Chelangat Andrew Milton	CAO	077255308
Koboko	Alonga Simon	ACAO CLERK TO COUNCIL	0779819570
	Akera John Bosco	CAO	0772612667
	Maybe Asiraf	Chairman LC 5	0774484868
	Draniga Samanya	Secretary	0788614238
	Todoko Isaac	Secretary	0782666912
Kyegegwa	Grace Kisembe	CAO	0772387960
	Molly Birungi	Secretary works and technical services	0773195570
Madi-Okollo	Dalili RK Moses	CAO	0772387960
	Adrian Nick Nathaniel	Secretary	0777043614
	Amazon Annet	DEC member	0704724766
	Aruba Stephen	Secretary	0772680464
	Drabe Ismael Adrisi	Chairman LC 5	0772511399
	Okello Fred Ayikobua	Chairperson sector committee	0777453922
Obongi	Above Buga Khemis	Chairman LC 5	078290423
	Gasia Fatuma	Secretary for Gender and Community Services	0782158652
	Jumbo Ahmed Talib	Secretary for Production and Natural Resources	078458223
Terego	Opima Geoffrey	Secretary for Production and Natural Resources	0782110208
	Otim Benson Humphrey	CAO	0772632843
	Saka Wilfred	Chairman LC 5	0777777502
Yumbe	Ongiertho Jesca	DCAO	0772587643
	Kaya Linus	Vice Chairperson LC5	0772656007
	Asiku Abdul Mutalib	Chairman LC 5	0772826238