



Northern Uganda Regional Investment Plan (2020/21-2024/25)

“Investment, AGRI-LED
Industrialization, and Transformation”

August 2019

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Acronyms

ASSP	Agriculture Sector Strategic Plan
CSOs	Civil Society Organizations
CSP	Concentrated Solar Power
DLG	District Local Governments
GOU	Government of Uganda
EADD	East Africa Dairy Development
GDP	Gross Domestic Product
HHs	Households
KGS	Kilograms
LGs	Local Governments
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animals, Industry and Fisheries
MDAs	Ministries, Departments and Agencies
MEMD	Ministry of Energy and Mineral Development
MFPEd	Ministry of Finance, Planning, and Economic Development
MGLSD	Ministry of Gender, Labour and Social Development
MLG	Ministry of Local Government
MoUs	Memorandum of Understanding
MTA	Ministry of Tourism and Antiquities
MTIC	Ministry of Trade, Industry, and Cooperatives
MTs	Metric Tonnes
MWE	Ministry of Water and Environment
MWT	Ministry of Works and Transport
NAADS	National Agriculture Advisory Services
NAGRIC	National Animal Genetic Resource Centre
NDPI	First National Development Plan
NDPII	Second National Development Plan
NGOs	Nongovernmental Organizations
NIC	National Insurance Corporation
NPA	National Planning Authority
NURDEF	Northern Uganda Regional Development Forum
NUSAF	Northern Uganda Social Action Fund
OWC	Operation Wealth Creation
OWL	Omukazi W'omutima
PIP	Public Investment Plan
PPP	Public-Private Partnerships
PRDP	Peace, Recovery and Development Plan
SNV	Stichting Nederlandse Vrijwilligers (Netherlands Development Organization)

UBOS	Uganda Bureau of Statistics
UGX	Ugandan Shillings
UIA	Uganda Investment Authority
UIRI	Uganda Industrial Research Institute
UNRA	Uganda National Roads Authority
UPE	Universal Primary Education
USAID	United States Agency for International Development
UTB	Uganda Tourism Board
UVRI	Uganda Virus Research Institute
UWA	Uganda Wildlife Authority
VAM	Village Agent Model
WfP	Water for Production

1. Introduction

The Northern Uganda Investment Plan sets out a comprehensive scheme for inclusive economic growth and development in Northern Uganda. The overall goal of the plan is **“Structural transformation leads to long-term sustainable and inclusive socio-economic development in Northern Uganda.”** This document is supplemental and works in conjunction with the Northern Uganda Regional Development Strategy document. The strategy formulation process began in December 2016, when the Uganda Local Government Association (ULGA), with support from USAID/Uganda and participation of the Office of the Prime Minister’s Delivery Unit, convened a stakeholders’ meeting in Gulu to propose a regional partnership. In March 2017, a group of approximately 200 stakeholders in Northern Uganda assembled in Arua, agreed to embark on a regional development process and selected an interim steering committee to lead the development of a regional strategy.

During the process of developing the strategy, the interim steering committee identified fourteen core projects to be catalysts for meaningful change in Northern Uganda. The core projects were selected after nearly one year of consultation meetings with technical experts, government officials, and private sector actors, which the NURDEF steering committee refined them during technical working sessions. This UGX 1.6 trillion (USD 435 million) 5 year investment plan complements the Northern Uganda Regional Development Strategy document [See brief provided below for reference].

1.1 Overview of the Northern Uganda Regional Development Strategy

We envision a **“Northern Uganda that is economically prosperous and peaceful with a high quality of life for its people.”** We aspire to grow our economy, continue living together in peace, and to improve the quality of life for all people in the Northern region. Our march toward this long-term vision must be led by Ugandans; particularly those coming from the North, and will also require commitment from the district local governments and central government, as well as the coordination of multiple development partners, civil society and the private sector.

While our vision offers a long-term picture, we have also set out a five-year development goal, that: **“Structural transformation leads to long-term sustainable and inclusive socio-economic development in Northern Uganda.”** The people of the North need structural change, in particular, movement of people out of low-productivity activities, such as agriculture, and into high-productivity activities, in agriculture and manufacturing. While on-farm activities will remain critical, with a structural transformation shift, we would move from traditional farming to modern, intensive agriculture – which will, in turn, help us ensure an adequate supply of quality raw materials for agro-processing. For the private sector to flourish we need investment in roads, electricity, and market centers. Finally, as social and political leaders, we must rebuild community relations and improve social services for the people. We are focused on pursuing, inclusive socioeconomic development of the people of Northern Uganda. To achieve our goal in five years, we will work on four development objectives: private sector expansion; skills development for increasing employment; investments in infrastructure; and addressing the underlying constraints that inhibit investment. This endeavor, however, recognizes the contributions of NUSAF interventions, PRDP and the donor community. The research captured in the development strategy shows the per capita income in Northern Uganda ranks low compared to other parts of the country and this necessitates doing things differently from earlier interventions by embracing the regional development model that is characterized by the following:

- Expanded scope of financing
- Integrated and inclusive development planning
- Deepening governance in priority setting and project identification
- Focusing on mindset change of the people and enhancing development ownership for sustainability
- Anchoring development on the parish model

I.2 Linkages to National Policy Framework and International Planning Protocols

The investment strategy, as with the development strategy, is aligned with Ugandan national priorities most significantly Uganda’s Vision 2040. The investment strategy will contribute to Uganda Vision 2040 of achieving, “A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years” while at the same time holistically addressing the critical development challenges of Northern Uganda. The investment strategy aims to drive structural transformation leading Northern Uganda to be economically prosperous and peaceful with a high quality of life for its people.

NURDEF is anchored on the legal and policy framework of the Uganda 1995 constitution, Article 187 and Local Governments Act 1997 specifically Section 8 that allows for two or more districts to cooperate for purpose of development. It was deemed appropriate to expand the cooperation to include non-state actors particularly civil society organizations (CSOs), faith based organizations (FBOs), cultural institutions, private sector, youth and women in this initiative so as to realize holistic consultation and participation in accordance with the Sustainable Development Goals vision of leaving nobody behind. Following over two years of extensive consultations and research, this plan is derived from the 15-year development strategy. The forum has formulated this 5-year investment plan as the first strand to guide implementation of the 15-year strategy.

I.3 Alignment to National Comprehensive Development Planning Framework

The 15-year development strategy vision offers a long-term picture: **“Accelerate structural transformation to enable long-term sustainable and inclusive socio-economic development in Northern Uganda.”** It aligns well with the Vision 2040 that aims at transforming Ugandan society from a peasant to a modern middle class society by 2040 and further aligned to NDP II that focuses on “Strengthening Uganda’s competitiveness for Sustainable Wealth Creation, Employment and Inclusive Growth”.

To realize the vision, the strategy is anchored on four pillars that highlight 14 core projects embedded in the relevant pillars. For instance through the establishment of skilling labs for youth; agricultural value addition labs; synchronizing the Village Agent Model (VAM) and Parish Models to boost household productivity and enhancement of agro- industrial processing with establishing Agro-Industrial Parks as recommended by the Prime Minister’s Delivery Unit’s service delivery lab models.

2. Core Investment Projects

The following are the fourteen core projects for future investment. The core projects are organized according to their alignment of the four pillars of the Northern Uganda Development Strategy document. The core projects in line with each pillar include;

Pillar 1: Development of Human Capital

Core Projects

- Northern Uganda LG System Strengthening Project
- Northern Uganda Industry Ready Youth Skills Development
- Northern Uganda Science Technical Education and Innovation (STEI) Vocational Secondary Education
- Northern Uganda Public University Science, Technology, Engineering, and Innovation Hubs Development
- Northern Uganda Girls Academy Project

Pillar 3: Boost Private Sector Growth

Core Projects

- Northern Uganda Agro-Industrialization Parks Project
- Northern Uganda High-Value Crops (Cashew, Macadamia, Sheanut, and Pomegranate) and Value Chain Project
- Northern Uganda Household Incomes and Food Security Enhancement Project

Pillar 2: Improve Infrastructure which Facilitates Inclusive Economic Growth

Core Projects

- Nile River Water Bulk Transfer Project
- Northern Uganda Small Scale Irrigation Schemes Project
- Solar Thermal Electricity (STE) Plants Project
- Historical and Cultural Tourism Development Project

Pillar 4: Strengthen Social and Protection Systems for Resilience

Core Projects

- Northern Uganda Social System Support Project
- Cross-Regional Production and Consumption Quality Control Project

2.1 Pillar I: Human Capital Development: Core Projects

Creating a vast number of jobs amid a limited private sector and a rapidly growing population is the primary development challenge in the North. Northern Uganda has a youthful population with energy to drive economic progress. However, the potential workforce is poorly educated and unskilled. Combined with limited private sector opportunities, this has resulted in low productivity, underemployment, and unemployment in the region. For growth to take place, we need to create a skilled and efficient workforce that is capable of meeting the varied demands of a growing economy.

Improving the environment for private sector growth requires a robust human resource base to compliment other investments and policies to boost productivity and economic progress. Therefore, we recognize that the development of human capital is one essential component for growth. Under this pillar, we see human capital development in three areas: 1) for people, who must be equipped with necessary education and skills to allow them further economic opportunities, 2) for business, which require a capable workforce, 3) for economic development, we need productivity to be increased.

There is need to ensure that the development of human capital is inclusive and takes into account special interest groups, including women and persons with physical disabilities. Women make up 76 percent of the agricultural workforce and yet are typically marginalized in skills development and access to finances and employment opportunities outside of agriculture. The future of Northern Uganda will depend on women playing an active role in which they will need to be equipped and empowered. Environmental protection and climate adaptation will become increasingly important in the near future. People and communities will need to be prepared for inevitable changes and able to adapt accordingly.

Sustainable progress will ultimately depend on the capabilities of leadership and local governments. Currently, low administrative and technical capacity of local governments hinders service delivery. Effective service delivery requires competent leaders. The proliferation of districts has left new districts under-resourced for sufficient management. Lack of communication, coordination, and cooperation between local and central government has created gaps in effective service delivery. Therefore, we propose interventions to build the capacity of leaders, managers, and local governments to improve performance and enhance accountability.

An economically prosperous Northern Uganda is possible. The mutually reinforcing nature of human capital development for increasing skills, employment, and productivity combined with leadership and good governance will ensure broad-based and sustainable growth. Our development hypothesis for Pillar I is that if there is knowledgeable, skilled, and available human capital accompanied by effective governance, access to quality health, and education, then Northern Uganda will have strengthened the fundamentals for inclusive socio-economic transformation to take shape.

Core projects include;

- Northern Uganda LG System Strengthening Project
- Northern Uganda Industry Ready Youth Skills Development
- Northern Uganda Science Technical Education and Innovation (STEI) Vocational Secondary Education
- Northern Uganda Public University Science, Technology, Engineering, and Innovation Hubs
- Northern Uganda Girls Academy Project

2.1.1 Northern Uganda LG System Strengthening Project

PROJECT SUMMARY	
Project Title	Northern Uganda LG System Strengthening Project
NDPIII Programme	
Sector	Local Government
Sub Sector	
Vote Function	
Vote Function Code	
Implementing Agency	
NDP PIP Code	
MFPED PIP Code	
Location	26 LGs in West Nile, Acholi and Lango sub-regions
Estimated Project Cost	UGX. 32.225 Bn
Total expenditure on project related interventions up to start of the next NDP	
Current stage of project implementation at commencement of NDPIII	Uganda Vision 2040
Total funding gap	UGX. 32.225 Bn
Project Duration/Lifespan (Financial Years)	Start date 2020
	End date 2025
Officer Responsible	
Already existing in the NDPI	I
Already existing in the NDPII	I
Already existing in the MFPED PIP	I
PROJECT INTRODUCTION	
<u>Problem Statement</u>	
<u>Problem to be addressed</u>	
<ul style="list-style-type: none"> ● Lack of interest and capacity for citizen participation in governance. ● A negative mindset to democratic governance, participation and transformation. 	
<u>Causes of the problem</u>	
<ul style="list-style-type: none"> ● Lack of knowledge and information on citizens' rights, roles, and responsibilities in democracy and governance, participation, accountability and development. ● Negative political orientation. ● Corruption (leaders and the population). 	
<u>Situation Analysis</u>	
<u>Past achievements</u>	
<p>GOU working with the Governance Accountability, Participation, and Performance (GAPP) project conducted several trainings with LG leaders however, citizen engagement was not covered. Scorecard by Action for Development (ACFODE) with poor indicators which addressed governance problems within the LGs.</p> <p>Office of the Prime Minister undertaking Local Government Performance assessment and capacity</p>	

building.

Ongoing interventions:

GAPP-USAID; ACFODE

Challenges

The resulting proliferation of district administrative units has rendered the prospect of large-scale investment, and the planning for an effective management of shared resources beyond district boundaries increasingly difficult.

Many districts, because of their small sizes, lack the local administrative and technical capacity to effectively plan for, attract, and implement strategic development interventions. Rather, these districts often operate reactively to budget planning and fail to consider long-term, strategic vision.

District development plans often fail to capture larger, inter-district and intra-region, development opportunities. There is a critical need for a regional development strategy driven by the people of Northern Uganda. Other challenges include: a high staff turnover rate, understaffing in LGs, poor working relationship between elected and appointed leaders and underfunding of LGs.

Relevance of the project idea

NDP Strategy: Increasing participatory civic engagement in decision making by going beyond the current participation in budgeting to assessing the performance of policies, programs, and projects.

Stakeholders: Citizens, LGs, CSOs and development partners

Project Objectives/Outcomes/Outputs

Project objectives

- To empower citizens in democratic governance, participation, and accountability.
- To enhance capacities of LG in service delivery.
- To enhance the integration of a Human Rights Based Approach in policies, development planning, programs and projects.

Project outcomes

- Empowered citizens of Northern Uganda actively participating in democratic governance and transformation of their communities.
- Empowered citizens holding local governments accountable for service delivery.
- Demand-driven services by communities.
- Efficient and effective service delivery.

Project Outputs

- Sub-regional presence established.
- 26 Integrated District Development Plans aligned to the NURDEF and NDPIII.
- 7 Integrated Municipal Development Plans aligned to the NURDEF and NDPIII.
- Local Government Performance Assessment Reports.
- NURDEF Progress Reports.
- NURDEF Mid Term Review Reports.
- NURDEF End Evaluation Reports.

Project inputs/activities/interventions

Inputs

- Resource persons
- Office and transport equipment
- Funds

Activities

- Hold leaders' forums to popularize the strategy and investment plans closely with Commercial/Investment officers at districts.
- Disseminate and popularize LG planning policies at parish, sub-county, district, sub-regional and regional levels.
- Conduct mindset change sessions with leaders and communities on community ownership of development programs and projects.
- Conduct quarterly barazas/accountability meetings at community levels.

Interventions

- Establishment of sub-regional secretariats to coordinate the strategy investment plan implementation (creating a strategy implementation mechanism and registering as an entity).
- Strengthening the capacity for project development and appraisals.
- Strengthening District Integrity Promotion forums.
- Fraud and integrity promotion awareness training for district and regional leaders.

STRATEGIC OPTIONS

Strategic options (indicate the existing asset, non-asset, and new asset solutions)

Proposed solutions

The Government of Uganda's efforts through a national decentralization policy aims to bring services closer to the people.

Alternative means of financing

Public Investment

Donor Government Partnership

Comparison of alternatives

Likely preferred option

Donor Development Partnership

Coordination with Government Agencies

PROJECT ANNUALISED TARGETS

Output	Actual (2019/20)	202 0/21	202 1/22	202 2/23	202 3/24	202 4/25
Sub-regional offices		3				
Integrated District Development Plans aligned to the NURDEF and NDPIII		26				
Integrated Municipal Development Plans aligned to the NURDEF and NDPIII,		7				

Local Government Performance Assessment Reports,		35	35	35	35	35
NURDEF Progress Reports		12	12	12	12	12
NURDEF Mid Term Review Reports				1		1

ESTIMATED PROJECT COST AND FUNDING SOURCES

Output	Source	Cumulative Expenditure up to 2019/20 (Billion)	2012	2021	2022	2023	2024	2025	Recurrent (%)	Capital (%)
Sub-regional offices	GOU									
	Donor		6.25	6.25	6.25	6.25	6.25	6.25		
Integrated District Development Plans aligned to the NURDEF strategy and NDPIII	GOU									
	Donor									
Integrated Municipal Development Plans aligned to the NURDEF strategy and NDPIII	GOU									
	Donor									
NURDEF Progress Reports	GOU									
	Donor									
Local Government Performance Assessment Reports	GOU									
	Donor									
Total										

PERCENTAGE PROGRESSION

Output	Actual (2019/20)	202 0/21	202 1/22	202 2/23	202 3/24	202 4/25
Overall project progress (%)						
Sub-regional offices	100					
Integrated District Development Plans aligned to the NURDEF and NDPIII	100					
Integrated Municipal Development Plans aligned to the NURDEF and NDPIII	100					
Local Government Performance Assessment Reports	100	100	100	100	100	100
NURDEF Progress Reports	100	100	100	100	100	100
NURDEF Mid Term Review Reports			100			
NURDEF End Evaluation Reports						100

RESULTS MATRIX

Objective Hierarchy and Description	Indicators	Mean s of Verifi cation	Bas elin e	Ta rget	Assu mptio ns
Goal					
Outcomes	Percentage of citizens participating in public affairs The proportion of public investment projects aligned to the NURDEF and LGDP plans			60 95	
Outputs					
Activities					

2.1.2 Northern Uganda Industry Ready Youth Skills Development

PROJECT SUMMARY	
Project Title	Northern Uganda Industry Ready Youth Skills Development project- Phase I
NDPIII Programme	
Sector	Social Development
Sub Sector	
Vote Function	
Vote Function Code	
Implementing Agency	
NDP PIP Code	
MFPED PIP Code	
Location	Pakwach Rhino Camp Arua Gulu Lira
Estimated Project Cost	UGX. 183.14 Bn
Total expenditure on project related interventions up to start of the next NDP	
Current stage of project implementation at commencement of NDPIII	Nil
Total funding gap	UGX. 183.14 Bn
Project duration/lifespan (Financial Years)	Start date 2020
	End date 2025
Officer Responsible	
Already existing in the NDPI	No
Already existing in the NDPII	No
Already existing in the MFPED PIP	No
PROJECT INTRODUCTION	
Problem statement	
Problem to be addressed	
<ul style="list-style-type: none"> ● Only one-third of girls enrolled in primary education in Northern Uganda continue in school to the age of 18, compared to half of the boys. West Nile also has the most significant gender gap in school enrollment in all of Uganda. ● There is a high number of unemployed youth as a result of the 20 year LRA insurgency in Northern Uganda. ● In addition, there is a mismatch in skills acquired and market demands, hence the high proportion of youth Not in Education or Engaged in Training (NEET). ● Youths have fewer economic opportunities as they lack skills, access to financial resources and non-agricultural employment. 	

Causes of the problem

- LRA insurgency that lasted for 20 years.
- Early marriages and low girl-child primary school completion and low secondary school enrollment are principal contributors to youth unemployment.

Situation Analysis

Past achievements

A number of youths received post-war vocational skills training in Northern Uganda, but this has been inadequate to prepare graduates for the ever-changing industry and labour market in Uganda.

Over the last five years, progress has been made mainly in informal areas of Business, Technical, Vocational Education and Training (BTJET), registering a 73 percent increase in enrolment from 24,598 in 2009 to 42,674 in 2013, of which 28,024 (66 percent) are males and 14,650 (34 percent) females.

Ongoing interventions

In the recent past, a number of youth have received skills development training relevant for the oil and gas industry, supported by the oil companies. GIZ and UK AID have also supported other skills development initiatives although this has not deliberately targeted unskilled youth in Northern Uganda.

Challenges

About 1 in every 10 children of primary school going age has never been in school. In addition, 22 percent of secondary school age (13-18) students do not complete school. According to the UNDP, the majority of youth in Northern Uganda do not even possess a primary leavers' school certificate. Unemployment and underemployment in the workplace, particularly among youth, can lead to gambling, alcoholism, and other harmful outlets that begin a downward spiral.

A key challenge for the large youth population is the need for skills development and training. Currently, potential workers are not fully equipped for the job market, especially in the technology and service-based sectors.

Impactful skills development programs that address mindset change on Technical and Vocational Education and Training (TVET) which will promote people to be productively contributing to their own and the region's development.

The number of vacancies available in BTJET institutions compared to demand from primary and SI-S4 leavers still falls short by 60 percent.

Other challenges include poor entrepreneurial/business skills, weak/poor service delivery like commercial justice, agricultural extension and inconsistent enforcement of government regulations.

Relevance of the project idea

The project idea is linked to national development objective: Increasing productivity, inclusiveness and wellbeing of the population through enhancing skills and vocational development. Skills and vocational development are priorities of the Government for addressing unemployment, especially among the youth.

Stakeholders

- Unemployed youth
- School dropouts
- Unemployed graduates
- The local governments in the region
- Private sector
- Oil and gas industry
- Infrastructure projects

Project Objectives/Outcomes/Outputs

Project objectives

- To provide technical and financial skills for farming and agro-processing to unemployed youth in Northern Uganda.
- To strengthen youth associations and cooperatives and link them to finance programs.

Project outcomes

- Reduced youth unemployment in Northern Uganda.
- Reduced risks of relapse to insecurity.
- Increased commercial agriculture productivity and value addition.
- Increased youth employability in the oil and gas industry, commercial agriculture and value addition skills.
- Enhance chances of employability and earn incomes thus improved the quality of lives.

Project Outputs

- 5 science and innovation parks established in Pakwach, Rhino Camp, Arua, Gulu, and Lira.
- 3,000 youth (200 per cohort for each center for 2-3 years).

Project inputs/activities/interventions

Inputs

- Land
- Human capital- tutors
- Training equipment and tools
- Financial capital

Activities

- Offering tailored made training opportunities for different categories of youth according to age range; unemployed youth, education, or training (NEET); low and highly educated youth.
- Create programmes for internships, apprenticeships.
- Offer training in select topics based on the most significant market potential.
- Business and management programmes for small to medium enterprises (SME) manufacturing/cottage industries (leather goods, honey, yogurt, edible oils, tailoring, baked goods etc).
- Partnerships with Technical and Vocational Education and Training (TVET) institutions to offer tailored practical skills courses.
- Strengthening youth associations and cooperatives.

Interventions

1. Establishment of a multi skills development center in Pakwach based on the German model.
2. Establishment of an agri-business skills training center in Rhino Camp based on the Israeli model.
3. Establishment of a post-harvest technology and training service center in Arua, Gulu and Lira linked to Muni and Gulu universities and Ngetta ZARDI-Community outreach center.

STRATEGIC OPTIONS

Strategic options (indicate the existing asset, non-asset, and new asset solutions).

Proposed solutions

The most significant economic prospects in the North are in agriculture and related value chains.

Alternative means of financing

- Public Investment
- Public-Private Partnership
- Bilateral Partnership
- Multilateral Partnership
- Partnership with Business, Technical and Vocational Training (BTJET) institutions and higher in the region
- Partnership with higher institutions of learning in the region

Comparison of alternatives

Public-Private partnerships and partnerships with higher institutions of learning in the region.

Likely preferred option

Both Public Private partnerships and partnerships with higher institutions of learning in the region.

Coordination with Government Agencies

PROJECT ANNUALISED TARGETS

Output	Actual (2019/20)	2020/ 21	2021/ 22	2022/ 23	2023/ 24	2024/ 25
Science and innovation parks		5				
Graduates from Pakwach center Number:			200	200	200	
Graduates from, Rhino Camp Centre Number:			200	200	200	
Graduates from, Arua, Gulu and Lira centers Number:			600	600	600	

ESTIMATED PROJECT COST AND FUNDING SOURCES

Output	S o u r c e	Cumulative Expenditure up to 2019/20 (Billion)	2 0 2 0/ 1 1	2 0 2 1/ 1 2	2 0 2 2/ 2 3	2 0 2 3/ 3 4	2 0 2 4/ 4 5	Rec urre nt (%)	Capital (%)
Science and Innovation Centre in Pakwach for multi skills development	G O U								
	D		49	16	16				(UGX.

	o n or		.9 68	.6 56	.6 56				83.280 Billion)
Science and Innovation center at Rhino Camp for agri-business skills training	G O U								
	D o n or		22 .4 4	7. 48	7. 48				(UGX. 37.4 Billion),
Science and Innovation center in Arua, Gulu and Lira for post-harvest handling	G O U								
	D o n or		37 .4 76	12 .4 92	12 .4 92				(UGX. 62.460 Billion)
Graduates from Pakwach center Number: Graduates from, Rhino Camp Center Number:	G O U								
	D o n or								
Graduates from, Arua, Gulu and Lira centers Number: Graduates from Pakwach center Number:	G O U								
	D o n or								
Graduates from Rhino Camp center Number:	G O U								
	D o n or								
Total									

PERCENTAGE PROGRESSION

Output	Actual (2019/20)	2020 /21	2021 /22	2022 /23	2023 /24	2024 /25
Overall project progress (%)						
German youth skills model, Pakwach Center			33.3	66.6	100	
Israel youth skills model, Rhino Camp			33.3	66.6	100	
Post-harvest skills model in Arua, Gulu and Lira centers			33.3	66.6	100	

RESULTS MATRIX

Objective Hierarchy and Description	Indicators	Means of Verification	Baseline	Target	Assumptions
Goal					
Reduced youth unemployment in Northern Uganda	Percentage of unemployed youths	Labour Force Survey Reports, UBOS	64	50	
Outputs	Number of youth graduates from the three model centers	Records from the training centers		3,000	
Activities					

2.1.3 Northern Uganda Science Technical Education and Innovation (STEI) Vocational Secondary Education

PROJECT SUMMARY	
Project Title	Northern Uganda Science Technical Education and Innovation (STEI) Vocational Secondary Education
NDPIII Programme	
Sector	Education and Sports
Sub Sector	
Vote Function	
Vote Function Code	
Implementing Agency	MOES
NDP PIP Code	
MFPED PIP Code	
Location	Pakwach (Proposed Natasha- Museveni Karugire Library and ICT Centre); Arua and Adjumani for West Nile sub-region; Pader (Atanga Girls S.S.S), Kitgum (Janani Luwum Memorial College) and Amuru (Keyo S.S.S) for Acholi sub-region; Lira (Lango College Lira with proposed J F Kennedy Library, Science and ICT center), Otuke and Oyam for Lango sub-region
Estimated project cost	UGX. 683.700 Bn
Total expenditure on project related interventions up to start of the next NDP	
Current stage of project implementation at commencement of NDPIII	Nil
Total funding gap	UGX. 683.700 Bn
Project duration/ lifespan (Financial Years)	Start date 2020
	End date 2025
Officer Responsible	
Already existing in the NDPI	I
Already existing in the NDPII	I
Already existing in the MFPED PIP	I
PROJECT INTRODUCTION	
Problem statement Causes of the problem The psychological impacts of the 20 year LRA insurgency on social and economic capital negatively affected human capital development in the region	

Situation Analysis

Past achievements

Past interventions for education recovery under the Peace Recovery and Development Plan (PRDP) have not targeted the secondary education sector in Northern Uganda as expected.

Ongoing interventions

The affirmative actions in place have been generic and lack focus especially for girls in Northern Uganda schools.

Challenges

Limited uptake of science subjects due to inadequate facilities in secondary schools and poor performance in sciences in UACE.

The relevance of the project idea

Alignment to Uganda Vision 2040: Strengthening Science, Technology, Engineering, and Innovation for harnessing strategic opportunities in oil and gas, tourism, minerals, ICT business, geographical location and trade, water resources, industrialization and agriculture.

Stakeholders

- Youths in Northern Uganda
- Parents/ guardians
- Secondary school dropouts
- Public sector
- Private sector

Project Objectives/Outcomes/Outputs

Project objectives

- To encourage greater interest in science and technology at an early stage of human capital development.
- To exploit the opportunities presented by industrialization through science, technology, engineering and innovation.
- To transform post-LRA war secondary education in Northern Uganda.

Project outcomes

- Higher uptake of science courses for youths in higher institutions of learning and vocational schools.
- Increased retention and completion of secondary education for youths especially girls.

Project Outputs

- Well-equipped science laboratories, computer laboratories, well-stocked libraries including digital libraries and well-planned school environment.
- Minimum enrolment of 1,000 students per center of excellence.

Project inputs/activities/interventions

Inputs

- Land
- Financial capital
- Human capital- science teachers, computer technicians and programmers
- Physical capital - science and ICT equipment (apparatus and reagents), science textbooks, etc.

Activities

- Construction and equipping science laboratories at the 9 centers of excellence.
- Rehabilitation and stocking library at Lango College.

Interventions

1. Establishment of 9 model integrated Science, Technical Education, and Mathematics (STEM), Vocational and Business secondary school centers of excellence in each sub-region, putting emphasis on girls; and development of co-educational centers of excellence.
2. Affirmative action (1.5 points for boys and 3 points for girls) opportunity for students from Northern Uganda access to public universities on GoU sponsorship.

STRATEGIC OPTIONS

Strategic options (indicate the existing asset, non-asset, and new asset solutions)

Proposed solutions

Science, technology, engineering, and mathematics are essential to support industrialization and poverty eradication. The proposed areas of focus are:

1. Build science, technology, engineering, and innovation infrastructure, which includes science laboratories, incubation centers that facilitate the development of ideas into commercial products; science and technology parks where new industries can be nurtured to maturity.
2. Provide hands-on-training of scientists at all levels (secondary, technical institutions, undergraduate and graduate levels), in areas of engineering, medicine, agriculture, materials science, pharmaceutical, chemical industry, to support the industrialization agenda.

Alternative means of financing

- Public investment
- Public-Private partnership
- Bilateral partnership
- Multilateral partnerships
- Partnership with higher institutions of learning in the region

Comparison of alternatives

- Public investment

Likely preferred option

- Public investment

Coordination with Government Agencies

PROJECT ANNUALISED TARGETS

Output	Actual	202	202	202	202	202
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	(2019/20)	0/2 1	1/2 2	2/2 3	3/2 4	4/2 5
9 model integrated STEM, vocational and business secondary school centers of excellence		6	3			
350 scholarships for public universities			400	350	200	100

ESTIMATED PROJECT COST AND FUNDING SOURCES

Output	S o u r c e	Cumulative Expenditure up to 2019/20 (Billion)	20 20 /2 1	20 21 /2 2	20 22 /2 3	20 23/ 24 /2 4	20 24 /2 5	Rec urre nt (%)	Ca pit al (%)
9 model integrated STEM, vocational and business secondary school centers of excellence	G O U		2 27 .9	2 27 .9	2 27 .9				
	D o n o r								
350 scholarships to public universities	G O U								
	D o n o r		1. 5	2. 5	3. 5	2.0	1. 0		
Total									

PERCENTAGE PROGRESSION

Output	Actual (2019/20)	202 0/2 1	202 1/2 2	202 2/2 3	202 3/2 4	202 4/2 5
Overall project progress (%)						
9 model integrated STEM, vocational and business secondary school centers of excellence		33.3	66.3	100		
Scholarships to public universities		14.3	38.1	71.1	90.1	100

RESULTS MATRIX

Objective Hierarchy and Description	Indicators	Mea ns of Verif icati on	Bas elin e	Ta rg et	Assu mpti ons
Goal	Increased employment				
Outcomes	Percent increase in uptake of science courses				

	in higher institutions of learning and vocational schools				
	Higher completion rate at secondary education				
Outputs	Number of science and innovation centers established			3	
	Number of graduates			350	
Activities					

2.1.4 Northern Uganda Public University Science, Technology, Engineering, and Innovation Hubs Development

PROJECT SUMMARY	
Project Title	Northern Uganda Public University Science, Technology, Engineering, and Innovation Hubs Development
NDPIII Programme	
Sector	Education and Sports
Sub Sector	
Vote Function	
Vote Function Code	
Implementing Agency	MOES
NDP PIP Code	
MFPED PIP Code	
Location	Muni, Gulu and Lira universities
Estimated Project Cost	UGX.75 Bn
Total expenditure on project related interventions up to start of the next NDP	
Current stage of project implementation at commencement of NDPIII	Uganda Vision 2040
Total funding gap	UGX. 75 Bn
Project Duration/Life span (Financial Years)	Start date 2020
	End date 2025
Officer Responsible	
Already existing in the NDPI	
Already existing in the NDPII	
Already existing in the MFPED PIP	
PROJECT INTRODUCTION	
<p>Problem statement</p> <p><u>Problem to be addressed</u></p> <p>Public universities in Northern Uganda need to become innovation and transformation universities hubs rather than just teaching institutions to transform the LRA post economy of Northern Uganda</p> <p><u>Causes of the problem</u></p> <p>LRA insurgency that lasted for 20 years and continued legacy of unemployed and unskilled youths and lack of commercialization and community outreach programs in Northern Uganda; absence of academia/industry/private sector/government collaboration (Uganda Vision, Para 215 2040 Pg. 77).</p>	

Situation Analysis

Past achievements

Muni, Gulu and Lira universities participated in the Uganda-China investment symposium last year. This year Muni University hosted the Uganda-German Symposium.

Ongoing interventions

None

Challenges

Limited uptake of science subjects at the universities due to inadequate science facilities in secondary schools and relatively fewer students on government sponsorships for science courses from secondary schools in the North compared to the number of students on the same course from outside of the region.

The relevance of the project idea

Science, Technology, Engineering and Innovation is a strategy in the NDP for achieving socio-economic transformation through provision of hands-on-training of scientists at all levels (secondary, technical institutions, undergraduate and graduate levels), in areas of engineering, medicine, agriculture, materials science, pharmaceutical, chemical industry, to support the industrialization agenda; in order to create a pool of scientists that can translate the scientific knowledge into enterprises to benefit society.

Stakeholders

- Muni, Gulu and Lira universities
- Unemployed and unskilled youth in Northern Uganda
- Communities in the catchment areas in Northern Uganda
- Local governments in the region
- Central Government

Project Objectives/Outcomes/Outputs

Project objectives

- To transform the teaching universities in Northern Uganda into innovation and transformation universities so that they become the engine of industrialization, jobs and wealth creation.
- To promote value-adding research and development, innovation and commercialization for business and enterprise spinoff towards jobs creation in Northern Uganda.

Project outcomes

- Transformed post-LRA war Northern Uganda economy through Science, Technology, Innovation, and industrialization.
- Highly skilled and employable youths graduating from Northern Uganda universities.
- Presence of high quality skilled, healthy and competent human capital.

Project Outputs

- 3 outreach community centers established for entrepreneurship development and writing skills.
- 200 scientists graduating per year from each of the universities (Gulu, Lira, and Muni) for 5 years.

Project inputs/activities/interventions

Inputs

- Land
- Physical capital- science equipment, computers
- Human capital- science lecturers
- Financial capital

Activities

- Construction of science laboratories and innovation centers at the 3 main campuses and satellite campuses in Arua, Yumbe, Nebbi, and Kitgum.
- Innovation, research, and development in the fields of sciences.

Interventions

- 1) Establishment of university community outreach centers for entrepreneurship development.
- 2) Partnership for research triangle universities (in North Carolina USA, North Carolina State University, Duke University, and the University of North Carolina at Chapel Hill,) with the 3 public universities in Northern Uganda for innovation, commercialization, (Omaswa Report February 2014), e.g., cashew and shea nut research and development for value addition.
- 3) Establishing writing centers for life skills development with a partnership with American universities and other universities.

STRATEGIC OPTIONS

Strategic options (indicate the existing asset, non-asset, and new asset solutions)

Proposed solutions

Science, technology, engineering, and mathematics are essential to support industrialization and poverty eradication. The proposed areas of focus are:

1. Build science, technology, engineering, and innovation infrastructure, which includes science laboratories, incubation centers that facilitate the development of ideas into commercial products; science and technology parks where new industries can be nurtured to maturity.
2. Provide hands-on-training of scientists at all levels (secondary, technical institutions, undergraduate and graduate levels), in areas of engineering, medicine, agriculture, materials science, pharmaceutical, chemical industry, to support the industrialization agenda.

Alternative means of financing

- Public investment
- Public-private partnership
- Bilateral cooperation

Comparison of alternatives

- Public investment verses bilateral cooperation

Likely preferred option

- Bilateral cooperation

Coordination with government agencies

PROJECT ANNUALISED TARGETS

Output	Actual (2019/ 20)	20 20/ 21	20 21/ 22	20 22/ 23	20 23/ 24	20 24/ 25
Outreach community centers for Gulu, Lira and Muni universities established for entrepreneurship development and writing skills.		1	1	1		
Scientists graduating from Gulu, Lira, and Muni universities.			60 0	60 0	60 0	60 0

ESTIMATED PROJECT COST AND FUNDING SOURCES

Output	S o ur ce	Cumulative Expenditure up to 2019/20 (Billion)	20 20 /2 1	20 21 /2 2	20 22 /2 3	20 23 /2 4	20 24 /2 5	Rec urre nt (%)	Ca pita l (%)
Universities established for entrepreneurship development and writing skills	G O U								
	D o n o r		1 5	15	15	15	15	15	60
Scientists graduating from Gulu, Lira, and Muni	G O U								
Total									

PERCENTAGE PROGRESSION

Output	Actual (2019/20)	202 0/21	202 1/22	202 2/23	202 3/24	202 4/25
Overall project progress (%)						
Universities established for entrepreneurship		10	25	45	75	100

development and writing skills						
Scientists graduating from Gulu, Lira, and Muni		10	25	45	75	100

RESULTS MATRIX

Objective Hierarchy and Description	Indicators	Means of Verification	Baseline	Target	Assumptions
Goal					
Outcomes	The percentage share of scientists from public universities in Northern Uganda to total scientists from all universities in the country.			15	
	Percentage of graduates working in value addition enterprises and industries.			10	
Outputs					
Activities					

2.1.5 Northern Uganda Girls Academy Project

PROJECT SUMMARY	
Project Title	Northern Uganda Girls Academy Project
NDPIII Programme	
Sector	Social Development Sector
Sub Sector	
Vote Function	
Vote Function Code	
Implementing Agency	Ministry of Gender, Labour and Social Development
NDP PIP Code	
MFPED PIP Code	
Location	Omoror
Estimated Project Cost	UGX. 56.1 Bn
Total expenditure on project related interventions up to start of the next NDP	
Current stage of project implementation at commencement of NDPIII	Nil
Total funding gap	UGX. 56.1 Bn
Project Duration/Life span (Financial Years)	Start date 2020
	End date 2025
Officer Responsible	
Already existing in the NDPI	
Already existing in the NDPII	
Already existing in the MFPED PIP	
PROJECT INTRODUCTION	
Problem statement	
<u>Problem to be addressed</u>	
<p>Children of former night commuters including their parents who missed out opportunities for formal education and skills development with post-traumatic challenges; high rate of child poverty standing at 68% in West Nile and 54% in Acholi and Lango sub regions and incidence of child labor in rural areas contributing to poor health and welfare; and children out of schools.</p>	
<u>Causes of the problem</u>	
<p>LRA insurgency that lasted for 20 years and lack of alternative education/rehabilitation programme for war-affected children.</p>	

Situation Analysis

Past achievements

War Child Rehabilitation centers were established in Gulu (GUSCO and Laroo War Affected Center) but many missed out this opportunity before the centers closed down. Also, past interventions such as a partnership with FAWE, MOES and the USA Embassy/Kampala in Gulu were inadequate and not sustainable for LRA war-affected girls in Northern Uganda.

Ongoing interventions

None

Challenges

Many war affected children especially the girls who were born to former girl night commuters and child mothers affected by the LRA insurgency and instability in the regions have not been integrated effectively and fully into society due to trauma, stigma, and hopelessness.

The relevance of the project idea

NDP Strategy: Increasing access to social protection with focus on building capacities of vulnerable populations to manage social and economic risks; creating resilience to cope with shocks (disability, disasters unemployment, age, and sickness); and promotion of equity and inclusive growth through affirmative action to redress imbalances and special needs of discriminated and vulnerable groups/persons.

Stakeholders

- Former girl night commuters
- War affected girls and child mothers from the Great Lakes Region
- Omoro District Local Government
- Central Government
- UNICEF

Project Objectives/Outcomes/Outputs

Project objectives

- To mitigate the stigma legacy of post LRA and other war-affected children especially those who missed out formal education and skills development opportunities.
- To build capacities of war-affected girls and women to manage social and economic risks.

Project outcomes

- Healed and rehabilitated war-affected children and communities.
- Stigma transformation in Joseph Kony's home district and beyond.
- Enhanced community tourism and increased youth employment.

Project Outputs

- Girls Academy Center established.
- Instructors trained.
- War-affected children and child mothers enrolled and rehabilitated.
- Former girl night commuters enrolled and rehabilitated.

Project inputs/activities/interventions

Inputs

- Agricultural farmlands on 2 square miles
- Physical capital-construction materials
- Financial capital
- Human capital instructors

Activities

- Construction of Girls Academy Center
- Training instructors
- Enrolment and rehabilitation of war-affected children through skilling on income generating enterprises and life skills

Interventions

Establishment of Northern Uganda Girls Academy in Omoro district.

STRATEGIC OPTIONS

Strategic options (indicate the existing asset, non-asset, and new asset solutions)

Proposed solutions

To improve the livelihoods of disadvantaged groups of society like rural women, youth and the disabled persons

Alternative means of financing

- Public investment
- Public-private partnership
- Bilateral partnership
- Multilateral partnerships
- Foundation funds/donors

Comparison of alternatives

- Public investment versus foundation funds/donors

Likely preferred option

- Foundation funds/donors

Coordination with government agencies

PROJECT ANNUALISED TARGETS

Output	Actual (2019/20)	2020/ 21	2021/ 22	2022/ 23	2023/ 24	2024/ 25
Girls Academy Center established			1			
Instructors trained			10			
War-affected children enrolled and rehabilitated			0.5	.75	1.5	2.5

ESTIMATED PROJECT COST AND FUNDING SOURCES

Output	Source	Cumulative Expenditure up to 2019/20 (Billion)	2020/21	2021/22	2022/23	2023/24	2024/25	Recurrent (%)	Capital (%)
Girls Academy Center established	GOU								
	Donor		3.22	2	2	2	2		
Instructors trained	GOU								
	Donor								
War-affected children enrolled and rehabilitated	GOU								
	Donor								
Total									

PERCENTAGE PROGRESSION

Output	Actual (2019/20)	2020/21	2021/22	2022/23	2023/24	2024/25
Overall project progress (%)						
Girls Academy Center established			25	50	75	100
Instructors trained						
War-affected children enrolled and rehabilitated						

RESULTS MATRIX

Objective Hierarchy and Description	Indicators	Means of Verification	Baseline	Target	Assumptions
Goal				50%	
Outcomes	The proportion of war-affected children rehabilitated from the Girls Academy				

Outputs	Number of war-affected children enrolled at the Academy			2,500	
Activities					

2.2 Pillar 2: Improved Infrastructure: Core Projects

Quality infrastructure is the most critical physical requirement for growth and for attracting investment into the region. Also, infrastructure is essential for attaining national development targets such as those set in the Second National Development Plan. Currently, there are several development projects such as the Gulu-Atiak highway and the Karuma hydro-electric power dam from which the region has benefited from. However, much more needs to be done.

Improved infrastructure will encourage local business growth, enhance access to markets, and attract foreign direct investments. Currently, infrastructure priorities include infrastructure for social services (health and education facilities) and physical infrastructure (improved feeder roads, consistent and stable electricity, water for irrigation, and telecommunication connectivity).

While necessary, the required infrastructure improvements come at a financial cost. Public investments have to play a significant part. However, funds for public financing to do this alone are severely lacking. The strategy would involve a combined response between public and private sector investments. In many cases, the private sector can directly and independently invest, and in other instances investment can be done through forms of public-private partnerships.

To achieve inclusive development, improving infrastructure must be based on long-term economically viable projects, funded and implemented on schedule, and managed with quality assurance. Corruption can be a significant hindrance to infrastructure improvements. In connection with Pillar I, there will need to be increased accountability to ensure projects are completed as planned. Also, a cost-benefit analysis will need to accompany public and private partnerships and public infrastructure development to determine the economic and social value.

Our development hypothesis for Pillar 2 is if human and physical infrastructures are improved then advancement in other sectors will be unlocked to promote increased private sector investment, productivity, jobs and increased income levels.

Core project for pillar two includes;

- Nile River Water Bulk Transfer Project
- Small Scale Irrigation Schemes Projects
- Solar Thermal Electricity (STE) Plants Project
- Development of cultural sites in Lango, Acholi, and West Nile sub-regions

2.2.1 Nile River Water Bulk Transfer Project

NILE RIVER WATER BULK TRANSFER PROJECT	
PROJECT SUMMARY	
Project Title	Nile River Water Bulk Transfer Project
NDPIII Programme	
Sector	Water and environment
Sub Sector	
Vote Function	
Vote Function Code	
Implementing Agency	National Water and Sewerage Cooperation
NDP PIP Code	
MFPED PIP Code	
Location	Yumbe and Adjumani/Pakelle
Estimated Project Cost	UGX. 52.22 Bn
Total expenditure on project related interventions up to start of the next NDP	Nil
Current stage of project implementation at commencement of NDPIII	Nil
Total funding gap	UGX. 52.22 Bn
Project Duration/Life span (Financial Years)	Start date 2020/21
	End date 2024/25
Officer Responsible	
Already existing in the NDPI	No
Already existing in the NDPII	No
Already existing in the MFPED PIP	No
PROJECT INTRODUCTION	
Problem statement	
Problem to be addressed	
Inadequacies in bulk water supply for commercial agriculture and value addition and also urban water supply for the ever-increasing population in major towns.	
Causes of the problem	
The ever-increasing urban population growth and limited large water reserves and potentials to harness for large scale agricultural production.	

Situation Analysis

Past achievements

- Provision of improved water for returned IDPs – Acholi Sub-region project was undertaken by the Ministry of Water and Environment.
- Donors, civil society organizations, development partners and NGOs have invested a lot in the region to support the government in terms of providing basic services to the communities like water, health, and education among others.

Ongoing interventions

- New large-scale dams under construction are Tochi, Oyam and the irrigation scheme in Wadelai Nebbi.
- Feasibility studies underway for 2 large scale irrigation scheme systems Nyimuru (Lamwo) and Unyama (Amuru and Gulu).

Challenges

- The high population growth rate
- High dependency burden
- Refugee influx in the region

The relevance of the project idea

To provide the necessary impulse to the economy, the Government will embark on front-loading of investments in infrastructure among which are investments in water for production (Vision 2040 pg. 17).

Stakeholders

Farmers, women and children, LGs and development partners

Project Objectives/Outcomes/Outputs

Project objectives

- To harness water from the Nile River and its tributaries for commercial agriculture and value addition.
- To increase access to clean and safe drinking water for urban centers in Northern Uganda.
- To increase water supply storage so as to improve agricultural production (both animal and crops).

Project outcomes

- Increased supply of water for production and consumption in the region.
- Increased agricultural production and productivity.

Project Outputs

- Piped water systems established in Yumbe and Adjumani.
- Increased water supply storage so as to improve agricultural production (both animal and crops).
- Increase access to clean and safe drinking water for urban centers in Northern Uganda.

Project inputs/activities/interventions

Inputs

Land, construction and plumbing materials

Activities

- Land acquisition for the water reservoirs.
- Establishment of piped water systems from the Nile to Yumbe and Adjumani districts.
- Establishment of water reservoirs.
- Providing access to clean and safe drinking water for urban centers in Northern Uganda.

Interventions

- Promotion of large-scale storage reservoirs, valley tanks, treadle pumps.
- Increasing the availability of clean and safe drinking water.

STRATEGIC OPTIONS

Strategic options (indicate the existing asset, non-asset, and new asset solutions)

Proposed solutions

Establishing piped water systems by tapping into the Nile River to supply Yumbe and Adjumani districts.

Alternative means of financing

- Government of Uganda
- Public-private partnerships
- Development partners

Comparison of alternatives

- Rainwater harvesting is a likely option but it is dependent entirely on weather and is not sustainable.
- Construction of valley dams and boreholes is another alternative but these only do well in rural areas (villages).
- Tapping into the Nile River is a more viable option but it is very expensive to implement since it entails large infrastructure developments and might need cross country agreements.

Likely preferred option

Tapping into the Nile River is a more sustainable solution as a source of water for Yumbe and Adjumani districts due to many factors among which is nearness to the Nile River.

Coordination with government agencies

Ministry of Water and Environment, Ministry and Local Government and National Planning Authority.

PROJECT ANNUALISED TARGETS

	Actual (2019/ 20)	2020/21	2021/22	2022/23	2023/24	2024 /25
Output						
Land acquisition for the water reservoirs		To be finalized in				

		the first year				
Establishment of piped water systems from the Nile Yumbe and Adjumani districts		Establishing piped systems from the Nile to Yumbe	Establishing piped systems from the Nile to Yumbe	Establishing piped systems from the Nile to Adjumani	Establishing piped systems from the Nile to Adjumani	
Establishment of water reservoirs			Establishing a water reservoir in Yumbe	Establishing a water reservoir in Adjumani		
Providing access to clean and safe drinking water to Yumbe and Adjumani urban centers				Commencement of this exercise	Provision to continue this year	To be finalized this year

ESTIMATED PROJECT COST AND FUNDING SOURCES

Output	Source	Cumulative Expenditure up to 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Recurrent (%)	Capital (%)
Land acquisition for the water reservoirs	GOU		0.8 Bn						100%
	Donor								
Establishment of piped water systems from the Nile Yumbe and Adjumani districts	GOU		12.5 Bn	10.4 Bn	2.32 Bn				100%
	Donor								
Establishment of water reservoirs	GOU		4.8 Bn	4.8 Bn					100%
	Donor								
Providing access to clean and	G				1.	1.	1.	15%	85%

safe drinking water to Yumbe and Adjumani urban centers	O U				3 Bn	5 Bn	3 Bn		
	D o n o r								
Total			13 .3 B n	17 .3 B n	16 .5 B n	3. 82 B n	1. 3 B n		

PERCENTAGE PROGRESSION

Output	Actual (2019/20)	202 0/2 1	202 1/2 2	202 2/2 3	202 3/2 4	202 4/2 5
Overall project progress (%)						
Land acquisition for the water reservoirs		100 %				
Establishment of piped water systems from the Nile Yumbe and Adjumani districts		30 %	60%	92 %	100 %	
Establishment of water reservoirs			50%	100 %		
Providing access to clean and safe drinking water to Yumbe and Adjumani urban centers				40 %	70%	100 %

RESULTS MATRIX

Objective Hierarchy and Description	Indicators	Means of Verification	Baseline	Target	Assumptions
<p>Goal To sustainably harness water from the Nile River and its tributaries for commercial agriculture and value addition</p>	<ul style="list-style-type: none"> Amount of water from the Nile River for production and consumption 	<ul style="list-style-type: none"> Annual project reports UBOS statistical abstract 			<ul style="list-style-type: none"> People are willing to venture into commercial agricultural
<p>Outcomes</p> <ul style="list-style-type: none"> Increased supply of water for production and 	<ul style="list-style-type: none"> Number of villages with access to clean 	<ul style="list-style-type: none"> Quarterly and Annual 			

<p>consumption in the region</p> <ul style="list-style-type: none"> ● Increased agricultural production and productivity 	<p>water</p> <ul style="list-style-type: none"> ● % increase in the yields 	<p>Project reports, MoWE</p> <ul style="list-style-type: none"> ● Crop forecast survey, UBOS 			
<p>Outputs</p> <ul style="list-style-type: none"> ● Piped water systems established in Yumbe and Adjumani ● Increased water supply storage so as to improve agricultural production (both animal and crops) ● Increase access to clean and safe drinking water for urban centers in Northern Uganda 	<ul style="list-style-type: none"> ● Number of households with access to piped water ● Urban centers connected to the piped water system 	<ul style="list-style-type: none"> ● Quarterly and Annual Project reports, MoWE 			<ul style="list-style-type: none"> ● Households are not sparsely located
<p>Activities</p> <ul style="list-style-type: none"> ● Land acquisition for the water reservoirs ● Establishment of piped water systems from the Nile to Yumbe and Adjumani districts ● Establishment of water reservoirs ● Providing access to clean and safe drinking water for urban centers in Northern Uganda 	<ul style="list-style-type: none"> ● Number of villages with access to clean water ● The acreage of new reservoirs (Ha) ● Number of piped water connections 	<ul style="list-style-type: none"> ● Quarterly and Annual Project reports 			<ul style="list-style-type: none"> ● Land is available ● Funding is readily available

3.2.2 Small Scale Irrigation Schemes Projects

Northern Uganda Small Scale Irrigation Schemes Project	
PROJECT SUMMARY	
Project Title	Northern Uganda Small Scale Irrigation Schemes Project
NDPIII Programme	
Sector	Water and environment
Sub Sector	
Vote Function	
Vote Function Code	
Implementing Agency	
NDP PIP Code	
MFPED PIP Code	
Location	Northern Uganda – West Nile, Acholi and Lango regions
Estimated Project Cost	UGX. 79.8 Bn
Total expenditure on project related interventions up to start of the next NDP	Nil
Current stage of project implementation at commencement of NDPIII	Nil
Total funding gap	UGX. 79.8 Bn
Project Duration/Life span (Financial Years)	Start date 2020/21
	End date 2024/25
Officer Responsible	
Already existing in the NDPI	No
Already existing in the NDPII	No
Already existing in the MFPED PIP	No
PROJECT INTRODUCTION	
Problem statement	
<u>Problem to be addressed</u>	
<p>Northern Uganda has overdependence on rainwater as a source of water for agriculture, and this has been greatly hampered by adverse effects of climate change which has contributed to low crop and animal production and productivity/yields due to drought in the region. This has greatly contributed to the high rates of poverty and unemployment in the region, food insecurity, and low productivity thereby hampering economic prosperity, quality of life and socioeconomic transformation in the region.</p>	

This nature of climate greatly impacts on crop production in the region which subsequently leads to a decline in crop production, increase in post-harvest losses and an increase in crop pests and diseases. Furthermore, drought in the region also affects livestock production as water and pasture become scarce.

Causes of the problem

Northern Uganda is greatly affected by adverse climate change which in essence is primarily drought or dry seasons.

Situation Analysis

Past achievements

- Provision of improved water for returned IDPs – the Acholi Sub-region project was undertaken by the Ministry of Water and Environment.
- Donors, civil society organizations, development partners and NGOs have invested a lot in the region to support the government in terms of providing basic services to the communities like water, health, and education among others.

Ongoing interventions

- New large-scale dams under construction are Tochi, Oyam and the irrigation scheme in Wadelai Nebbi.
- Assessments of feasibility sites are ongoing in several districts mapped out by the MOWE zonal office.
- Designs underway include: Unyama Irrigation Scheme (Gulu and Amuru).
- 5 valley tanks under construction.
- 9 valley tanks being designed.
- Feasibility studies underway for 2 large scale irrigation scheme systems, Nyimuru (Lamwo) and Unyama (Amuru and Gulu).
- Hydraulic improvement works of Agoro Irrigation Scheme.

Challenges

- Adverse climate change - droughts and prolonged dry seasons.

The relevance of the project idea

As a way of increasing agricultural productivity, the Government will do the following: invest in the development of all major irrigation schemes in the country (Vision 2040 pg. 47).

Stakeholders

Farmers, women and children, LGs and development partners.

Project Objectives/Outcomes/Outputs

Project objectives

- To increase the supply and accessibility of water for production.
- To build the capacity of farmers on water harvesting for irrigation, livestock, and fisheries.
- To alleviate poverty rates in the region.
- To ensure food security in the region.

Project outcomes

- Increased water for production.
- Increased agricultural production and productivity.
- Self-reliant communities.

Project Outputs

- 78 new small-scale irrigation schemes constructed.
- Leye (Kole) rehabilitated requiring removal of weeds and protection of catchment areas
- Akwera (Otuke) new irrigation system.
- WfP facility established in every parish.
- Farmers sensitized on water harvesting for irrigation, livestock, and fisheries.

Project inputs/activities/interventions

Inputs

Land, construction materials and training materials

Activities

- Construction of 78 new small-scale irrigation schemes.
- Rehabilitation of Leye (Kole) by removal of weeds and protection of catchment areas.
- Establishment of WfP facility in every parish.
- Establishment of Akwera (Alebtong) new irrigation system.
- Capacity development for farmers on water harvesting for irrigation, livestock and fisheries.

Interventions

- Establishment of large-scale storage reservoirs and irrigation through rainwater harvesting, valley tanks, treadle pumps, and other appropriate technologies for small-scale irrigation.
- Increasing the availability of clean and safe drinking water.
- Capacity development for farmers on water harvesting for irrigation, livestock, and fisheries.
- Promoting public and private partnerships for financing and planning water infrastructure.

STRATEGIC OPTIONS

Strategic options (indicate the existing asset, non-asset, and new asset solutions)

Increasing the supply and accessibility of water will be a contributing factor to structural change. Improved water for production will improve crop yields, mitigate risks, and expand higher value crop varieties. Besides crops water is vital for livestock, many types of manufacturing, and human consumption. Another benefit will be the reduction in time, particularly for women, spent fetching water for household consumption and crops. Water for consumption is also an important issue. Currently, 1 in 4 people in Acholi, Lango, and West Nile sub-regions do not have access to safe drinking water.

Proposed solutions

Among the proposed solutions include investments in valley tanks, improved boreholes, and solar or wind-powered pumps, irrigation schemes and tapping into the Nile River.

Alternative means of financing

- Government of Uganda
- Public-private partnerships
- Development partners

Comparison of alternatives

Proposed alternatives entail investments in water include those which are relatively low-cost, shorter-term and those which are larger, longer-term projects. The shorter-term, lower cost investments include valley tanks, improved boreholes, and solar or wind-powered pumps combined with conservation programs to ensure future increased availability of water. The long-term projects entail venturing into larger-scale water infrastructure development. Currently, refugee camp water supplies involve high transportation costs. Tapping into the Nile River is one alternative to supply the camps. Once built, water infrastructure can be extended across the North for regional production and consumption. This increased access to water would also help drive agriculture production across the region.

Likely preferred option

Construction of new small – scale irrigation schemes, valley tanks, improved boreholes and solar or wind-powered pumps.

Coordination with government agencies

Ministry of Water and Environment, Ministry of Local Government and National Planning Authority.

PROJECT ANNUALISED TARGETS

Output	Actual (2019/20)	2020/21	2021/22	2022/23	2023/24	2024/25
Construction of 78 new small-scale irrigation schemes		18 small-scale irrigation schemes to be constructed	5 small-scale irrigation schemes to be constructed	15 small-scale irrigation schemes to be constructed	15 small-scale irrigation schemes to be constructed	15 small-scale irrigation schemes to be constructed
Rehabilitating Leye (Kole) through the removal of weeds and protection of catchment areas			Removal of weeds from Kole	Protection of catchment areas		
Constructing Akwera (Otuke)				To be constructed		

new irrigation system				d		
WfP facility established in every parish		Phase I parishes	Phase II parishes	Phase III parishes	Phase IV parishes	Phase V parishes
Sensitizing farmers on water harvesting for irrigation, livestock, and fisheries		To be done regularly	To be done regularly	To be done regularly	To be done regularly	To be done regularly

ESTIMATED PROJECT COST AND FUNDING SOURCES

	Source	Cumulative Expenditure up to 2019/20	2020 /21	20 21/ 22	2022 /23	2023 /24	2024 /25	Recurrent (%)	Capital (%)
Construction of 78 new small-scale irrigation schemes	GOU	17.25 Bn	14.37 Bn	14.37 Bn	14.37 Bn	14.37 Bn			100%
	Donor								
Rehabilitating Leye (Kole) through the removal of weeds and protection of catchment areas	GOU		0.5 Bn	0.1 Bn				100%	
	Donor								
Constructing Akwera (Otuke) new irrigation system	GOU			0.17 Bn					100%
	Donor								
WfP facility established in every parish	GOU	0.5 Bn	0.5 Bn	0.5 Bn	0.5 Bn	0.3 Bn			100%
	Donor								
Sensitizing farmers on water harvesting for irrigation,	GOU	0.4 Bn	0.4 Bn	0.4 Bn	0.4 Bn	0.4 Bn		100%	

livestock, and fisheries									
	Do nor								
Total		18.15 Bn	15.77 Bn	15.54 Bn	15.27 Bn	15.07 Bn			

PERCENTAGE PROGRESSION

Output	Actual (2019/20)	2020/21	2021/22	2022/23	2023/24	2024/25
Overall project progress (%)						
Construction of 78 new small-scale irrigation schemes		10%	40%	60%	80%	100%
Rehabilitating Leye (Kole) through the removal of weeds and protection of catchment areas			70%	100%		
Constructing Akwera (Otuke) new irrigation system				100%		
WfP facility established in every parish (at UGX 1 billion per parish)		20%	40%	60%	80%	100%
Sensitizing farmers on water harvesting for irrigation, livestock, and fisheries		20%	40%	60%	80%	100%

RESULTS MATRIX

Objective Hierarchy and Description	Indicators	Means of Verification	Baseline	Target	Assumptions
Goal To enhance livelihoods through increased water for production, food security, and climate resilience	<p>Number of people with access to water for production</p> <p>Reduction in the proportion of people living below the poverty line</p> <p>Reduction in months of food scarcity in male/female-headed households per year</p>	<p>Annual project reports</p> <p>UBOS statistical abstract</p> <p>Uganda poverty status report</p>			People are willing to venture into commercial agricultural

<p>Outcomes</p> <ul style="list-style-type: none"> ● Increased water for production ● Increased agricultural production and productivity ● Self-reliant communities 	<p>% Increase in yields of major crops</p> <p>GDP growth from agricultural production</p>	<p>Crop forecast survey, UBOS</p>			
<p>Outputs</p> <ul style="list-style-type: none"> ● 78 new small-scale irrigation schemes constructed ● Leye (Kole) rehabilitated requiring removal of weeds and protection of catchment areas ● Akwera (Otuke) new irrigation system constructed ● WfP facility established in every parish ● Farmers sensitized on water harvesting for irrigation, livestock and fisheries 	<p>The acreage of newly irrigated areas (Ha)</p> <p>Number of people with access to water per parish</p> <p>Number of WfP facilities established</p> <p>Number of farmers trained on water harvesting</p>	<p>Quarterly and Annual Project reports, MoWE</p>			<p>Funding is readily available</p>
<p>Activities</p> <ul style="list-style-type: none"> ● Construction of 78 new small-scale irrigation schemes ● Rehabilitation of Leye (Kole) by removal of weeds and protection of catchment areas ● Establishment of WfP facility in every parish ● Establishment of Akwera (Alebtong) new irrigation system ● Conducting workshops for farmers on water harvesting for irrigation, livestock and fisheries 	<p>Number irrigation schemes established</p> <p>Number of workshops conducted</p>	<p>Quarterly and Annual Project reports</p>			<p>Land is available</p> <p>Funding is readily available</p> <p>Farmers are willing to learn</p>

3.2.3 Solar Thermal Electricity (STE) Plants Project

Solar Thermal Electricity (STE) plants Project	
PROJECT SUMMARY	
Project Title	Solar Thermal Electricity (STE) Plants Project
NDPIII Programme	
Sector	Energy
Sub Sector	
Vote Function	
Vote Function Code	
Implementing Agency	Ministry of Energy and Mineral Development
NDP PIP Code	
MFPED PIP Code	
Location	Pakwach, Lamwo and Otuke districts
Estimated Project Cost	UGX. 224.4 Bn
Total expenditure on project related interventions up to start of the next NDP	Nil
Current stage of project implementation at commencement of NDPIII	Nil
Total funding gap	UGX. 224.4 Bn
Project Duration/Life span (Financial Years)	Start date 2020/21
	End date 2024/25
Officer Responsible	
Already existing in the NDPI	No
Already existing in the NDPII	No
Already existing in the MFPED PIP	No
PROJECT INTRODUCTION	
Problem statement	
<p>Problem to be addressed</p> <p>Northern Uganda continues to face insufficient and unreliable power sources to support industrialization and value addition in the sub-regions, and this necessitates investment in sustainable energy. Where electricity is available, issues of power surges and cuts are said to damage machinery and create downtime losses. Another problem is the perceived high cost of electricity for both business and household usage. At the household level, notably between Lira and Gulu, while power lines pass through communities, there are few households connected because of the relatively high cost compared to the actual need.</p> <p>Causes of the problem</p> <p>The power voltage that is supplied from the national grid is low, and this is coupled with limited distribution coverage across the sub-regions ultimately hampering agro-industrialization and value</p>	

addition in the sub-regions.

Situation Analysis

Past achievements

A number of new administrative headquarters, education institutions, health and rural growth centers in the sub-regions have been connected to the national grid through the Ministry of Energy and Mineral Development.

Ongoing interventions

Rural electrification project is connecting new administrative headquarters to the national grid with offshoots to education institutions, health centers and rural growth centers.

Challenges

- Insufficient and unreliable power sources to support industrialization and value addition in the sub-regions.
- The high cost of electricity for both business and household usage.

The relevance of the project idea

Vision 2040 recognizes the need to reduce the energy footprint and importation of power from neighbouring countries under the Power Trade arrangement. Development of nuclear power and other renewable energy sources will be pursued to complement the existing energy sources (Vision 2040 pg. 74).

Stakeholders

Business communities, agro-processors, education and health institutions, LGs and development partners.

Project Objectives/Outcomes/Outputs

Project objectives

- To increase access to electricity through solar thermal power plants.
- To provide reliable and sufficient power supply for value addition.

Project outcomes

- Creating additional generation capacity to supplement the conventional energy initiatives of the country.
- Increased access to electricity in the sub-regions.
- Enhanced value addition in the sub-regions.
- Technical assistance provided to ensure that installed solar systems are operated and maintained by the user.
- Increased awareness for the renewable energy potential raised and renewable energy.

Project Outputs

- Concentrated Solar Power (CSP) plants installed.
- Mini-grids established per sub-region based on the CSP plants.
- Transmission of energy to both rural and urban areas.

Project inputs/activities/interventions

Inputs

40 acres of land per plant generating 10 MW.

Activities

- Land acquisition.
- Installation of Concentrated Solar Power (CSP) based on solar radiation map with industrial capabilities and potential for interconnectivity to South Sudan.
- Rural electrification programs and solar lighting programs for households.
- Transmission of energy to both rural and urban areas.
- Sensitizing the community about renewable energy.

Interventions

- Rural electrification programs and solar lighting programs for households.
- Increased power generation and transmission from renewable energy to both rural and urban areas.
- Community awareness of renewable energy.
- Public and private partnerships to improve energy infrastructure.
- Public and private partnerships to reduce costs for household connections.

STRATEGIC OPTIONS

Strategic options (indicate the existing asset, non-asset, and new asset solutions)

Solar energy can meet the demand for household consumption and be an alternative to gas lamps or other lighting sources. For households that cannot afford grid electrical connections, solar lights are a viable option that can also improve education outcomes. Solar can meet the needs of the family. However, manufacturing and agro-processing will require higher supply. Electricity is a necessary component for agro-processing and manufacturing on top of that, an enabler for socio-economic transformation.

Potential investment in energy can come in many different forms, ranging from small solar lamps to increased connections to the national power grid. The bottom line is that currently power connections are unreliable and cost prohibited. Increasing availability requires policy mechanisms to make connections to the national grid more affordable. Ensuring affordable access to energy may require cost-effective, sustainable energy such as solar and wind.

Proposed solutions

Large-scale investment in solar thermal electricity plants.

Alternative means of financing

- Government of Uganda
- Public-private partnerships
- Development partners

Comparison of alternatives

- Achieving full rural electrification through extending power from the national grid to these districts which are very costly and this is coupled with unreliable power associated with high costs.
- Establishment of solar thermal plants in Northern Uganda is more sustainable but also

requires large-scale investments.

Likely preferred option

Establishment of solar thermal plants in Northern Uganda is more sustainable given the adoption of renewable energy technologies. Furthermore, this would also lower the electricity costs thus fast-tracking rural electrification in the region.

Coordination with government agencies

National Planning Authority.

PROJECT ANNUALISED TARGETS

Output	Actual (2019/20)	2020/21	2021/22	2022/23	2023/24	2024/25
Land acquisition (40 acres)		To be done in the first year				
Installation of Concentrated Solar Power (CSP) plants			Phase I Plants	Phase II Plants	Phase III Plants	
Establishment of mini grids per sub-region based on the CSP plants				Mini grid in Pakwach	Mini grid in Lamwo	Mini grid in Otuke
Transmission of energy to both rural and urban areas				Transmission of energy in Pakwach	Transmission of energy in Lamwo	Transmission of energy in Otuke

ESTIMATED PROJECT COST AND FUNDING SOURCES

Output	Source	Cumulative Expenditure up to 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Recurrent (%)	Capital (%)
Land acquisition (40 acres)	GOU		8 Bn						100%
	Donor								
Installation of Concentrated Solar Power (CSP) plants	GOU			52.6 Bn	48.4 Bn	34.5 Bn			100%

	D o n o r								
Establishment of mini grids per sub-region based on the CSP plants	G O U			22 .3 Bn	22 .3 Bn	22 .3 Bn			100 %
	D o n o r								
Transmission of energy to both rural and urban areas	G O U			4. 5 Bn	4.3 Bn	5.2 Bn			100 %
	D o n o r								
Total			8 Bn	52 .6 Bn	75 .2 Bn	61 .1 Bn	27 .5 Bn		

PERCENTAGE PROGRESSION

Output	Actual (2019/20)	202 0/21	202 1/22	202 2/23	202 3/24	202 4/25
Overall project progress (%)		100 %				
Land acquisition (40 acres)						
Installation of Concentrated Solar Power (CSP) plants			40%	70%	100 %	
Establishment of mini grids per sub-region based on the CSP plants				33.3 %	66.6 %	100 %
Transmission of energy to both rural and urban areas				33.3 %	66.6 %	100 %

RESULTS MATRIX

Objective Hierarchy and Description	Indicators	Means of Verification	B a s e l i n e	T a r g e t	Assumptions
Goal To promote the deployment of renewable power generation to augment the contribution of renewables in the total electricity mix.	<ul style="list-style-type: none"> Energy generated (Mw) % contribution to the total electricity mix 	<ul style="list-style-type: none"> Annual project reports MEMD annual reports 			Availability of sunlight

<p>Outcomes</p> <ul style="list-style-type: none"> ● Creating additional generation capacity to supplement the conventional energy initiatives of the country ● Increased access to electricity in the sub-regions ● Enhanced value addition in the sub-regions ● Technical assistance provided to ensure that installed solar systems are operated and maintained by the user ● Increased awareness for the renewable energy potential raised and renewable energy 	<ul style="list-style-type: none"> ● Number of villages equipped with solar systems ● Number of services in each village equipped with solar systems ● Population benefited ● Percentage of female beneficiaries ● Number of trainees on the operation and maintenance (disaggregated by sex) ● Number of vocational students graduated ● Reduction in the cost of electricity 	<ul style="list-style-type: none"> ● Quarterly and annual project reports, MEMD 		<p>Villages are not sparsely located</p> <p>Community is willing to adopt this development</p> <p>Vocational institutions are available</p>
<p>Outputs</p> <ul style="list-style-type: none"> ● Concentrated Solar Power (CSP) plants installed ● Mini-grids established per sub-region based on the CSP plants ● Transmission of energy to both rural and urban areas 	<ul style="list-style-type: none"> ● Number of Solar power plant installed ● Number of mini-grids established ● % rural and urban areas connected to the solar system 	<ul style="list-style-type: none"> ● Quarterly and annual project reports, MEMD 		<ul style="list-style-type: none"> ● LGs are ready to implement
<p>Activities</p> <ul style="list-style-type: none"> ● Land acquisition ● Installation of Concentrated Solar Power (CSP) based on Solar radiation map with industrial capabilities and potential for interconnectivity to South Sudan ● Rural electrification programs and solar lighting programs for households ● Transmission of energy to both rural and urban areas 	<ul style="list-style-type: none"> ● Number of awareness campaigns conducted ● The acreage of new reservoirs (Ha) ● Number of awareness materials produced and communicated 	<ul style="list-style-type: none"> ● Quarterly and annual project reports 		<p>Land is available</p> <p>Funding is readily available</p> <p>Community welcomes the solar energy</p>

● Sensitizing the community about renewable energy	● Gender-specific awareness conducted				
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3.2.4 Development of Cultural Sites in Lango, Acholi, and West Nile sub-regions

HISTORICAL AND CULTURAL TOURISM DEVELOPMENT PROJECT	
PROJECT SUMMARY	
Project Title	Historical and Cultural Tourism Development Project
NDPIII Programme	
Sector	Tourism
Sub Sector	
Vote Function	
Vote Function Code	
Implementing Agency	Ministry of Tourism, Wildlife and Antiquities
NDP PIP Code	
MFPEP PIP Code	
Location	Lango, Acholi and West Nile regions
Estimated Project Cost	UGX.100 Bn
Total expenditure on project related interventions up to start of the next NDP	UGX 0
The current stage of project implementation at the commencement of NDPIII	No progress
Total funding gap	UGX.100 Bn
Project Duration/Life span (Financial Years)	Start date 2020/2021
	End date: 2024/25
Officer Responsible	
Already existing in the NDPI	No
Already existing in the NDPII	No
Already existing in the MFPEP PIP	No
PROJECT INTRODUCTION	
Problem statement	
Problem to be addressed	
Cultural and historical sites (e.g., martyrs' shrines in Mucwini and Paimol, the Guruguru caves in Amuru and Fort Patiko) in Northern Uganda are underutilized and undeveloped to attract tourism. While the potential sites of interests are numerous, there is inadequate infrastructure such as roads for accessibility and facilities for tourists. Also, there is a lack of marketing material for promotion to draw in tourism.	

Causes of the problem

Despite the significance of these cultural and historical sites, they are poorly preserved due to the underdevelopment of cultural institutions in Northern Uganda is attributed to:

- The aftermath of the 20-year (1986-2006) civil war has negatively affected the available resources (socio-economic) to preserve cultural sights in Northern Uganda.

Situation Analysis

Past achievements

Over time, the Government has built roads, which ease access to the Northern region. Also, development partners continue to provide social support to the people of the Northern region. The region has sustained over a decade of peace.

Ongoing interventions

There are no specific substantial interventions related to the development of cultural sites in Northern Uganda. This notwithstanding, Murchison Falls and Kidepo National Parks, which are adjacent to the North are popular tourist destinations in Uganda and provide excellent business spillovers and provides hope and possibilities of tourism expansion for the region.

Challenges

The limited development of cultural sites in the North is due to several factors:

- Inadequate resources for investment.
- Limited tourism support infrastructure.
- Inadequate marketing of tourism sites in the North.

The relevance of the project idea

Tourism is a development opportunity in the Uganda Vision 2040. Further, the Second National Development Plan (NDPII) development approach advocates for prioritization among Vision 2040 opportunities and fundamentals in order to maximize development benefits.

Stakeholders

Development partners, communities, private sector and Government.

Project Objectives/Outcomes/Outputs

Project objectives

The project objectives are to:

- Develop key cultural sites in the Northern region.
- Identify, map and zone all cultural sites in the North.
- Describe the necessary key infrastructure to unlock the tourism potential in the Northern region.

Project outcomes

- Increased foreign exchange earnings
- Increased employment opportunities
- Improved business opportunities in the North

Project Outputs

- Developed cultural sites
- Extended utilities
- Improved road network
- General maps showing all cultural sites in Northern Uganda

Project inputs/activities/interventions

Inputs

- Funds for project implementation.
- Project studies and designs.

Activities

- Sensitization of the community and local leaders.
- The undertaking project pre-feasibility and feasibility studies.
- Selection of key cultural sites.
- Negotiation with concerned government agencies to provide requisite infrastructure including roads, water systems, and power.
- Development of selected cultural sites.

Interventions

- Identification and selection of cultural sites.
- Undertaking feasibilities of selected sites.
- Negotiations with government, communities and other relevant stakeholders.
- Development of selected sites.

STRATEGIC OPTIONS

Strategic options

Many cultural and historical sites should be improved by restoration and preservation. Development of cultural sites would both attract private sector investments and tourism to the Northern Region.

Proposed solutions

This project seeks to identify, select, develop or revitalize selected cultural sites in Northern Uganda.

Alternative means of financing

These are some of (but not limited to) alternative means of financing the project are being considered:

- PPP between the government and the private sector
- Grants from development funders
- GoU funding

Comparison of alternatives

PPP and GoU funding are the most likely attainable options.

Likely preferred option

PPP would be a preferable option for this project as government financing could be slow.

Coordination with government agencies

District Local Governments (DLG); Ministry of Works and Transport (MWT); Ministry of Tourism and Antiquities (MTA), National Planning Authority (NPA); Uganda Tourism Board (UTB); Uganda Investment Authority (UIA), Uganda National Roads Authority (UNRA); Ministry of Energy and Mineral Development (MEMD); and Ministry of Water and Environment (MWE).

PROJECT ANNUALISED TARGETS

Output	Actual (2019/20)	2020/21	2021/22	2022/23	2023/24	2024/25
Negotiation with stakeholders		Major negotiations to be finalized				
The undertaking project pre-feasibility and feasibility studies		To commence	To continue	To continue	To continue	To be finalized
Development of selected cultural sites				To Commence	To continue	To continue

ESTIMATED PROJECT COST AND FUNDING SOURCES

Output	Source	Cumulative Expenditure up to 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Recurrent (%)	Capital (%)
Negotiation with stakeholders	GoU		5 bn	0.5 bn	0.5 bn	0.5 bn	0.5 bn	100%	
	Donor								
The undertaking project pre-feasibility and feasibility studies	GoU								
	Donor		2 bn	2 bn	2 bn	2 bn	2 bn	100%	

	or								
Development of selected cultural sites	G O U								
	D on or				50 bn	20 bn	13 bn		100 %
Total									

PERCENTAGE PROGRESSION

Output	Actual (2019/20)	2020 /21	2021 /22	2022 /23	2023 /24	2024 /25
Overall project progress (%)						
Negotiation with stakeholders		92%	94%	96%	98%	100%
The undertaking project pre-feasibility and feasibility studies		20%	40%	60%	80%	100%
Development of selected cultural sites				60%	84%	100%

RESULTS MATRIX

Objective Hierarchy and Description	Indicators	Means of Verification	Baseline	Target	Assumptions
Goal To increase the tourism potential of the Northern Region in Uganda	GDP GDP per-capita	UBOS reports UWA reports			Political will
Outcomes <ul style="list-style-type: none"> Increased foreign exchange earnings Increased employment opportunities Tourist arrivals to Northern Uganda Improved business opportunities in the North 	<ul style="list-style-type: none"> Foreign exchange rates Employment levels in Northern Uganda The proportion of tourists to the North 	UBOS reports Project reports			Political will
Outputs <ul style="list-style-type: none"> Developed cultural sites Extended utilities 	<ul style="list-style-type: none"> Number of cultural sites 				Political

<ul style="list-style-type: none"> ● Improved road network ● General maps showing all cultural sites in Northern Uganda 	<ul style="list-style-type: none"> ● developed ● Number of roads improved ● Utilities extended ● Maps of cultural sites 				will
<p>Activities</p> <ul style="list-style-type: none"> ● Sensitization of the community and local leaders ● The undertaking project pre-feasibility and feasibility studies ● Selection of key cultural sites ● Negotiation with concerned government agencies to provide requisite infrastructure, including roads, water systems, and power ● Development of selected cultural sites 	<ul style="list-style-type: none"> ● Number of people sensitized ● Number of feasibility studies undertaken ● Number of cultural sites selected ● Number of meetings with government and MoUs ● Number of cultural sites selected 	<p>Project reports District reports</p> <p>Government reports</p>			Political will

3.3 Pillar 3: Private Sector Growth: Core Projects

Northern Uganda needs significant private sector growth. Harnessing Northern Uganda’s untapped potential in agriculture will propel the economy forward, increase productivity, create jobs, and reduce poverty levels. However, without large-scale private sector investment, rapid development is unlikely. Pillar 3 is essential on its own; it is also reliant on the other pillars to be achieved and sustained. For instance there would be no private sector growth without improved infrastructure and an available skilled workforce.

Structural transformation is the driving approach for inclusive economic development in Northern Uganda. Although the Ugandan economy has realized sustained real growth since the 1990s, the structural transformation experienced is minimal. The majority of people in Northern Uganda work predominantly in informal sectors, mainly subsistence farming. The fundamental change is limited because of the few new industries in Uganda, with even fewer in the North.

Several layers of change need to take place to allow structural transformation. A skilled workforce and necessary infrastructure (Pillar 1 and 2) are significant preconditions. The third condition is an increased number of businesses in agro-processing and manufacturing.

Interconnected with new agribusiness growth is the availability of raw inputs for processing. Many agro-processing companies in the North report that they are operating below capacity because the agriculture inputs available are substandard and insufficient in quantity. There needs to be an

increased supply of quality raw agriculture inputs for current businesses to operate at capacity and for a new business to develop.

Without an adequate industrial policy, governments fail to address persistent market failures. Appropriate industrial policy for the North can promote structural change by targeting key priority sectors and the necessary institutional arrangements. Such a policy can also entice new business development.

As development is still taking shape, there should be an emphasis placed on learning and discovery. Trial and error can determine the right sequence of circumstances. For instance, even within specific agriculture value chains such as maize, there are gaps in information to identify the best variety, timing of planting, and other factors for profitability. Large-scale industrial agriculture is still new to the North, and manufacturing has been very limited. There needs to be room for private sector investors to “figure it out.” Learning and discovery can be a process encouraged and even subsidized through challenge funds, direct grants, and government guarantees. These instruments can entice new business development.

The following provides four strategic objectives to boost private sector growth. Our development hypothesis for Pillar 3 is if there is broad-based private sector growth then there will be increased productivity, higher employment, and poverty reduction.

Core projects for this pillar include;

- Northern Uganda Agro-Industrialization Parks Project
- Promotion Of High-Value Crops (cashew, macadamia, shea nut, and pomegranate) Value Chains In Northern Uganda
- Enhancement of Household Incomes through Agribusiness

3.3.1 Northern Uganda Agro-Industrialization Parks Project

Northern Uganda Agro- industrialization Parks Project	
PROJECT SUMMARY	
Project Title	Northern Uganda Agro- Industrialization Parks Project
NDPIII Programme	
Sector	Energy
Sub Sector	
Vote Function	
Vote Function Code	
Implementing Agency	Ministry of Energy and Mineral Development
NDP PIP Code	
MFPED PIP Code	
Location	Nwoya, Lamwo, Yumbe and Otuke districts
Estimated Project Cost	UGX. 50 Bn
Total expenditure on project related interventions up to start of the next NDP	Nil
Current stage of project implementation at commencement of NDPIII	Nil
Total funding gap	UGX. 50 Bn

Project Duration/Life span (Financial Years)	<u>Start date</u> 2020/21
	<u>End date</u> 2024/25
Officer Responsible	
Already existing in the NDPI	No
Already existing in the NDPII	No
Already existing in the MFPED PIP	No

PROJECT INTRODUCTION

Problem statement

Problem to be addressed

Agriculture is the primary source of livelihood for over 80 percent of households in the Acholi, Lango, and West Nile sub-regions. Among advantages, the North has in agriculture is the possibility to grow a diverse variety of crops such as cassava, maize, groundnuts, sorghum, simsim, beans, finger millet, and sweet potato. Also, essential cash crops like tobacco, shea nut, and cotton are grown across the region.

However, Northern Uganda is challenged by low yields, limited processing capacity, and limited access to higher value markets. The low yield is primarily due to limited mechanization, use of low-quality inputs, and limited knowledge of best practices. This has greatly hampered the processing capacity of many agro-processing companies in the North who have been reported to have stated that they are operating below capacity because the agriculture inputs available are substandard and insufficient in quantity. There needs to be an increased supply of quality raw agriculture inputs for current businesses to operate at full capacity and for a new business to develop which would result into an increase in commercial agriculture productivity and agro-processing in the region.

Causes of the problem

Limited mechanization, use of low-quality inputs, and limited knowledge of best practices have resulted into low yields which have consequently led to inadequacies in terms of supplying the necessary physical and intellectual inputs to increase agricultural production for the available manufacturing companies.

Situation Analysis

Past achievements

Ongoing interventions

- A study on oil palm potential in West Nile and Middle North – ASSP 2015/16 – 2019/20.
- Completion of cotton seed processing plant in Pader District – ASSP 2015/16 - 2019/20.
- Build a single line tea factory in Zombo District with the support of the Uganda Tea Association and the Uganda National Farmers Federation. – ASSP 2015/16 - 2019/20.

Challenges

- The majority of people in Northern Uganda are predominantly in informal sectors, mainly subsistence farming. The limited fundamental change is because of the few new industries in Uganda with even fewer in the North.
- Households in the Northern region mainly use traditional methods of farming. For instance, just 3,155 farming households in the Northern region reported using a tractor in the last agricultural census, accounting for less than one percent of households.
- The majority of the farmers possess limited knowledge of the best farming practices. There are only 3 percent of households using inorganic fertilizers, seven percent of households using organic fertilizers, less than one percent practicing irrigation, and only one in five farming households being visited by an agricultural extension worker in the last 12 months.

The relevance of the project idea

Vision 2040 highlighted that manufacturing of consumer, investment and Hi-tech goods, and value addition to agricultural products will be promoted (Vision 2040 pg 35).

Stakeholders

Farmers, LGs, business communities, and development partners.

Project Objectives/Outcomes/Outputs

Project objectives

- To increase commercial agriculture productivity and agro-processing in the region.
- To increase the impact of agriculture on poverty alleviation.
- To promote inclusive development through agricultural production and value-addition.
- To improve community resilience to stresses and shocks.

Project outcomes

- Increased agricultural production, productivity and value addition.
- Increased employment opportunities.
- Improved quality inputs and post-harvest management.
- Improved access to markets (commercial agriculture).
- Reduction in poverty rates in the region.
- Improvement in the human development indicators.

Project Outputs

- Land acquisition.
- 3 Agro-industrialization parks established (Nwoya, Lamwo, and Yumbe).
- Sensitizing farmers about the benefits of commercial agriculture and better farming practices.

Project inputs/activities/interventions

Inputs

Land, machinery, power, and water

Activities

- Land acquisition.
- Develop Nwoya Agro-industrialization Park through PPP.
- Develop an Agro-Industrial Park in Lamwo for vegetable, tea, and coffee in Loturuturu and Cashew nuts in Padibe.
- Develop an Agro-Industrial Park in Yumbe through PPP.
- Develop an Agro-industrial Park in Otuke through PPP.

Interventions

- Poverty alleviation in Northern Uganda.
- Farmer capacity building on commercial agriculture.
- Provision of access to markets.
- Increasing agricultural production and productivity.

STRATEGIC OPTIONS

Strategic options (indicate the existing asset, non-asset, and new asset solutions)

Farming enables people with a range of skills, ages, education levels to be gainfully employed which makes it the most significant opportunity for economic transformation. In light of the agricultural diversity above, agriculture commercialization, farming specialized products for the market is one part of the agriculture transformation process. Increasing agriculture production has to correspond with market demand. There needs to be agro-processing to accompany agriculture growth for value addition and to increased marketability.

Proposed solutions

- Alternative means of financing
- Government of Uganda
- Public-private partnerships
- Development partners

Comparison of alternatives

- In relation to financing this project, the Government of Uganda is the best alternative because of the benefits of agro-industrialization parks to the country. Development partners and the private sector have no major interest to invest in such parks as they carry no major benefit to either party and this is also accompanied by high costs.

Likely preferred option

- Establishment of agro-industrialization parks is the most preferred because of its potential to spur employment, increase agricultural productivity and value addition coupled with access to markets.

Coordination with government agencies

Ministry Agriculture, Animal Industry and Fisheries and National Planning Authority.

PROJECT ANNUALISED TARGETS

	Actual (201	2020/2 1	2021/22	2022/23	2023/24	2024 /25
Output						

	9/20)					
Land acquisition for the industrial parks		To be finalized in the first year				
Establishment of 3 Agro-industrialization parks			Develop Nwoya Agro-industrialization Park	Develop Lamwo Agro-industrialization Park	Develop Yumbe Agro-industrialization Park	Finalizing all 3 parks
Sensitizing farmers about the benefits of commercial agriculture and better farming practices		To be done regularly	To be done regularly	To be done regularly	To be done regularly	To be done regularly

ESTIMATED PROJECT COST AND FUNDING SOURCES

Output	Source	Cumulative Expenditure up to 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Recurrent (%)	Capital (%)
Land acquisition for the industrial parks	GOU		2.0 Bn						100%
	Donor								
Establishment of 3 Agro-industrialization parks	GOU			14.6 Bn	14.6 Bn	2.5 Bn			100%
	Donor								
Sensitizing farmers about the benefits of commercial agriculture and better farming practices	GOU		0.2 Bn	0.5 Bn	0.5 Bn	0.4 Bn	0.1 Bn	100%	
	Donor								
Total			2.2 Bn	15.1 Bn	15.1 Bn	15.1 Bn	2.6 Bn		

		2	.1	.1	.0	6		
		B	B	B	B	B		
		n	n	n	n	n		

PERCENTAGE PROGRESSION

Output	Actual (2019/20)	2020/21	2021/22	2022/23	2023/24	2024/25
Overall project progress (%)						
Land acquisition for the industrial parks		100%				
Establishment of 3 Agro-industrialization parks			30%	30%	30%	10%
Sensitizing farmers about the benefits of commercial agriculture and better farming practices		10%	35%	50%	70%	100%

RESULTS MATRIX

Objective Hierarchy and Description	Indicators	Means of Verification	Baseline	Target	Assumptions
<p>Goal</p> <p>To improve agriculture's contribution to economic growth and promote inclusive development through sustained agro-industrialization.</p>	<p>Agricultural per capita GDP (agriculture value added per hectare - measuring combined crop-livestock-fishery productivity)</p>	<p>Annual project reports, MAAIF</p> <p>UBOS Survey Reports</p> <p>Ministry of Trade and Industry – Annual report</p>			<p>Processing plant to support value addition are available</p>
<p>Outcomes</p> <ul style="list-style-type: none"> Increased agricultural production, productivity and value addition Increased employment opportunities Improved quality inputs 	<ul style="list-style-type: none"> % of farmers using fertilizers and other high-quality inputs The volume of cross-border trade % decline in agricultural produce exported as 	<p>Annual project reports, MAAIF</p> <p>Ministry of Trade and Industry –</p>			<p>Community's mindset towards agro-industrialization is positive</p>

<p>and post-harvest management</p> <ul style="list-style-type: none"> Improved access to markets (commercial agriculture) Reduction in poverty rates in the region Improvement in the human development indicators 	<p>primary raw material</p> <ul style="list-style-type: none"> Number of jobs created % reduction in the poverty rate % change in the human development indicator Number of commodities traded 	<p>annual report</p> <p>country reports</p> <p>Monitoring and Evaluation reports</p>			<p>Low cost of mechanization</p> <p>Efficient transport network</p>
<p>Outputs</p> <ul style="list-style-type: none"> Land acquisition 3 Agro-industrialization parks established (Nwoya, Lamwo, and Yumbe) Sensitizing farmers about the benefits of commercial agriculture and better farming practices 	<ul style="list-style-type: none"> The acreage of land for agro-industrialization (Ha) Number of Agro-industrialization parks established Number of farmers venturing into commercial agriculture 	<p>Quarterly and annual project reports,</p>			<p>Land is available</p>
<p>Activities</p> <ul style="list-style-type: none"> Land acquisition Develop Nwoya Agro-industrialization Park through PPP Develop an Agro-Industrial Park in Lamwo for vegetable, tea, and coffee in Loturuturu and Cashew Nuts in Padibe Develop an Agro-Industrial Park in Yumbe through PPP 	<ul style="list-style-type: none"> The acreage of land for each industrial park (Ha) Agro-industrialization parks established 	<p>Quarterly and annual project reports</p>			<p>The land is available and affordable</p> <p>Funding is readily available</p>

2.3.2 Promotion of High-Value Crops (Cashew, Macadamia, Shea, and Pomegranate) Value Chains In Northern Uganda

NORTHERN UGANDA HIGH-VALUE CROPS (CASHEW, MACADAMIA, SHEANUT, AND POMEGRANATE) AND VALUE CHAIN PROJECT	
PROJECT SUMMARY	
Project Title	Northern Uganda High-Value Crops (Cashew, Macadamia, Sheanut, and Pomegranate) and Value Chain Project
NDPIII Programme	
Sector	Private Sector
Sub Sector	

Vote Function	
Vote Function Code	
Implementing Agency	
NDP PIP Code	
MFPED PIP Code	
Location	Northern Uganda (1 distribution and collection point in a district in each sub-region West Nile, Acholi, Lango with each across the region)
Estimated Project Cost	UGX 10.65 Bn
Total expenditure on project related interventions up to start of the next NDP	UGX 120 million in Lamwo district
The current stage of project implementation at the commencement of NDPIII	35 percent implementation in Lamwo, 0 percent in other districts
Total funding gap	UGX10.65 Bn
Project Duration/Life span (Financial Years)	Start date 2020/21
	End date 2024/25
Officer Responsible	
Already existing in the NDPI	No
Already existing in the NDPII	No
Already existing in the MFPED PIP	No
PROJECT INTRODUCTION	
Problem statement	
Problem to be addressed	
<p>Rural people in Northern Uganda face income and food insecurity. With continued reliance on staple crops such as maize, soya, sorghum during this period of climate change puts them at substantial risk.</p> <p>Majority of Northern Ugandan farmers are not aware of cashew, macadamia, shea nut, and pomegranate as viable high-value cash crops which they can grow. Integration of these perennial cash crops, particularly cashew, can enhance food and income security. As a regional forum, we have extensively researched these crops and the potential they have for the Northern Uganda region. In partnership with a private investor (SEE Impact Ltd) who has established a model farm of 34 hectares in size in Lamwo district to commence on the production and value addition of these high value crops for export. The Northern Uganda Regional Development Forum (NURDEF) under its Steering Committee discussed the viability of expanding these crops to the entire Northern region. In particular, the Committee intends to tap on private sector partner expertise to build awareness and capacity among farmers to become out growers, provide them with high-quality seedlings, and seek abroad markets for the entire regions' produce.</p> <p>The crops fit the Northern Uganda context which includes;</p> <ul style="list-style-type: none"> • They are drought resistant and heat tolerant crops making them suitable for climate change adaption 	

- There is an available youthful labor force to engage in growing and processing.
- Abundant idle land for growing these crops on a large scale.
- Northern Uganda has the appropriate climate and soil conditions.
- These crops are suitable to intercrop with other annual crops maximizing land use.
- Rural people need opportunities for reliable sources of annual income.

Cashew: Uganda has domestic annual demand for cashew of 50-100 Mt, of which 97% is imported. Global demand for cashew is estimated at 500,000 Mt annually, which is growing faster than supply. It is a drought resistant crop that requires low maintenance, which is suitable for poor smallholder farmers for improved livelihoods. Cashew is suitable for poor small-scale farmers to help achieve middle-income status.

Sheanut: Northern Uganda is among the only places in the world where shea nut grows naturally. The variety of shea nut grown in the North, shea nilotica, has high oil content making it good for cosmetic use. Currently, shea nut processing is largely done manually, but mechanization can significantly improve production and quality. It is estimated that only 1/3 of the shea nuts available are harvested leaving the majority consumed at the household level. There is a lot just going to waste. Global demand continues to grow and is expected to reach an estimated value of USD 1.74 billion by 2025. With improved production, Uganda can realize \$118 million per year.¹

Macadamia and pomegranate: Currently macadamia and pomegranate are grown in insignificant quantities, and consumed by the households. However, both crops are suitable for Northern Uganda and are of high value. Regionally Kenya is the leading producer of macadamia. Global demand is expected to reach a value of USD 4.5 billion by 2024 with an expected growth rate of 6%². If planted now Uganda can fulfill the supply for global demand. Pomegranate is largely grown in Israel and Egypt, two hot arid countries. Northern Uganda has a favorable climate for growing this crop. In high-end supermarkets such as Shoprite, imported pomegranate retails for approximately UGX 14,000 each. Considering each tree can grow 100 fruits per year there is large profit potential for growing this plant, at very least to fill national demand. Both crops require some inputs and more maintenance than cashew or shea nut and therefore would be suitable for a farmer skilled in tree orchard management.

Causes of the problem

This problem has been created by a number of factors including:

1. Limited knowledge, skills, and expertise among farmers to grow the crop.
2. Inadequate awareness of setting up small scale factories and value addition systems.
3. Lack of available inputs for growing these crops.
4. Lack of knowledge and linkages to international, regional, and local markets.

¹ NaFORRI, Famine Foods for Unhand

² ZION Market Research, Global Macadamia Market Research, 2018

Situation Analysis

Past achievements

The following have so far been achieved:

- Private investor (SEE) has purchased 34 acres of agriculture land that will be a model farm.
- Clearing land and preparing for planting.
- Planting 4,000 seedlings for a model farm.

Ongoing interventions

Ongoing achievements include:

- Establishment of seedling nursery.
- Creating awareness with farmers, local, regional stakeholders.
- Creating partnerships with local government.
- Building linkages and partnerships for the national market and international export.

Challenges

The following are experienced challenges:

- Inadequate funding for the establishment of a seed processing and nut production facility in Lamwo.
- Best varieties of seeds are still being imported from Tanzania for cashew, Kenya for macadamia, Israel for pomegranate.
- There is a need to improve shea variety for quick rotation and higher production.
- Inadequate funding for post-harvest storage facilities for out growers.
- Lack of financing for replication of the project in Northern Uganda.
- Limited knowledge among smallholder farmers on tree orchard establishment.

The relevance of the project idea

This project will support the Vision 2040 statement by transforming societies in Northern Uganda. The project will also support the National Development Plan objectives of human capital development, improving household incomes, promotion of exports, industrialization, among others.

Stakeholders

The private sector, the Government, and citizens of Northern Uganda

Project Objectives/Outcomes/Outputs

Project objectives

1. Social Objective: Improve household incomes, living conditions, food security, and reduce vulnerability among people in communities where we operate.
2. Economic Objective: Create employment opportunities, increase local, and export trade by strengthening cashew, macadamia, shea nut, and pomegranate.
3. Environmental Objective: Advance climate change adaptation and environmental protection through tree planting.

Project outcomes

- Increased household incomes in Northern Uganda
- Increased exports for Uganda
- The satisfaction of national demand
- Reduced unemployment
- Improved agronomical practices
- Agricultural industrialization
- Increased agricultural research

Project Outputs

- Out-grower farms

- Model farms
- Improved varieties of seedlings for Uganda
- Nursery beds
- Industrial production centers
- Training centers and tools

Project inputs/activities/interventions

Inputs

- Seeds
- Fertilizers
- Irrigation systems
- Machinery and equipment
- Infrastructure
- Land
- Workers

Activities

- Negotiation with LGs and communities
- Acquisition and preparation of land
- Setting up of nurseries, farms and relevant infrastructure
- Organization of farmer groups and out-growers
- Training of farmer groups and distribution of seedlings
- Planting, harvesting, and marketing of produce

Interventions

- Improved seed (short rotation and high volume) and nut production
- Farmer training
- Supply national demand
- Export promotion

STRATEGIC OPTIONS

Strategic options (indicate the existing asset, non-asset, and new asset solutions)

Proposed solutions

The proposed solution is to initiate collaboration with LGs; acquire land and set-up model farms including requisite infrastructure; produce and market the products.

Alternative means of financing

1. Government grant to the public sector player
2. Donor grant financing
3. Establishment of PPP with Government
4. Government guarantee to the public sector to acquire a loan at a very low interest

Comparison of alternatives

Option 1 above could be the best for the private sector player. However, the government will have to monitor the usage of funds. Finding a donor could be very difficult. Establishment of a PPP would be adequate as it would benefit the private sector player and government. For option 4, the private sector player may not be willing to take up the loan.

Likely preferred option

The private sector player has already commenced on the establishment of his own farm in Lamwo district. Considering that Northern Uganda is seeking similar service to replicate the same model in the region, a government grant or a PPP with the Government to a tune of UGX 2 billion are the

most preferred options.

Coordination with government agencies

Coordination will be required with: Ministry of Local Government (MLG); LGs; Ministry of Finance, Planning and Economic Development (MFPED); Ministry of Water and Environment (MWE); National Planning Authority (NPA); and Ministry of Energy (MoE), (UDC), (OWC), (UDB), UIA, UIRI, Academia-Industry-Government-Collaboration

PROJECT ANNUALISED TARGETS

Output	Actual (2019/20)	2020/21	2021/22	2022/23	2023/24	2024/25
Finalization of negotiations with Government		Negotiations start	Agreement complete			
Acquisition of land	1 model farm established		Agreements of land to scale-up complete			
Procurement of Machinery and Equipment			Procurement of machinery and equipment complete			
Establishment of Irrigation systems and facilities			Irrigation and facilities complete			
Construction of industrial production centers			Start construction	Construction complete		
Procurement of farm inputs			Farm inputs purchased			
Commencement of production					Production begins	

ESTIMATED PROJECT COST AND FUNDING SOURCES

Output	Source	Cumulative Expenditure up to 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Recurrent (%)	Capital (%)
Finalization of negotiations with the Government	GOU				0				
	Donor				0				
Acquisition of land	GOU			1.5B N					
	Private	170MN	50	50	50	0	0	0	100

	ector		M N	M N	M N				%
Procurement of machinery and equipment	GOU				2.5 BN				100 %
	Donor								
Establishment of irrigation systems and facilities	GOU		0.5 BN		0.5 BN				100 %
	Donor								
Construction of industrial production centers	GOU					3.6 BN			100 %
	Donor								
Procurement of farm inputs	GOU		0.5 BN		0.5 BN	0.5 BN		100%	
	Donor								
Total UGX (10.65BN)			1.0 5B N	1.5 5B N	4.0 5B N	4.1 BN			

PERCENTAGE PROGRESSION

Output	Actual (2019/20)	2020 /21	2021 /22	2022 /23	2023 /24	2024 /25
Overall project progress (%)						
Finalization of negotiations with Government						
Acquisition of land						
Procurement of machinery and equipment				100%		
Establishment of irrigation systems and facilities				100%		
Construction of industrial production centers				50%	50%	
Procurement of farm inputs				33.3%	33%	33%
Commencement of production						

RESULTS MATRIX

Objective Hierarchy and Description	Indicators	Means of Verification	B a s e	T a r g e	Assumptions
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			e l i n e	g e t	
<p>Goal</p> <p>Increasing household incomes in the Northern region and increasing exports for Uganda</p>	<ul style="list-style-type: none"> ● Poverty levels in Northern Uganda ● Percentage of shea nut, cashew, macadamia and pomegranate exports as a proportion of total exports for Uganda 	<p>UBOS surveys, Development partner reports</p>			<p>The political will to support exportation of excess output</p>
<p>Outcomes</p> <ul style="list-style-type: none"> ● Increased household incomes in Northern Uganda ● Increased exports for Uganda ● The satisfaction of National demand ● Reduced unemployment ● Improved agronomical practices ● Agricultural industrialization ● Increased agricultural research 	<ul style="list-style-type: none"> ● Per-capita incomes in Northern Uganda ● Percentage of shea nut, cashew, macadamia and pomegranate exports for Uganda ● Growth in employment levels in Northern Uganda ● Growth in agricultural industrialization 	<p>UBOS surveys, URA reports, UIA reports, Development partner reports</p>			<p>Political will, households will extensively participate in the project, and farmers are willing to learn the agronomical practices</p>
<p>Outputs</p> <ul style="list-style-type: none"> ● Out-grower farms ● Model farms ● Improved varieties of seedlings ● Nursery beds ● Industrial production centers ● Training 	<ul style="list-style-type: none"> ● Number of out-grower farms ● Number of model farms ● Types of improved seedlings ● Number of nursery beds ● Number of Industrial production centers ● Training centers and 	<p>District reports, Private sector partner reports</p>			<p>There will be cooperation from LGs, Money will be readily available, and farmers are willing to grow the crops.</p>

centers and tools	tools			
<p><u>Activities</u></p> <ul style="list-style-type: none"> ● Negotiation with LGs and Communities ● Acquisition and preparation of land ● Setting up of nurseries, farms and relevant infrastructure ● Organization of farmer groups and out-growers ● Training of farmer groups and distribution of seedlings ● Planting, harvesting, and marketing of produce 	<ul style="list-style-type: none"> ● MoUs and Agreements with LGs ● The number of nurseries, farms and relevant infrastructure created. ● A number of farmer groups created out-growers established. ● Number of training conducted and materials distributed ● Acreage under plantation and volume harvested. 	<p>District reports, Private sector partner reports</p>		<p>There will be cooperation from LGs, Money will be readily available, and farmers are willing to grow the crops.</p>

3.3.3 Enhancement of Household Incomes through Agribusiness

NORTHERN UGANDA HOUSEHOLD INCOMES AND FOOD SECURITY ENHANCEMENT PROJECT	
PROJECT SUMMARY	
Project Title	Northern Uganda Household Incomes and Food Security Enhancement Project
NDPIII Programme	
Sector	Private Sector
Sub Sector	
Vote Function	
Vote Function Code	
Implementing Agency	
NDP PIP Code	
MFPED PIP Code	
Location	Successfully being implemented in Kanungu and to be rolled out in 26 districts in Northern Uganda in the West-Nile, Acholi and Lango sub-regions and be scaled up in all the districts.
Estimated Project Cost	UGX. 80 bn
Total expenditure on project related interventions up to start of the next NDP	UGX. 3 bn in Kanungu District.
The current stage of project implementation at the commencement of NDPIII	100 percent in Kanungu, 0 percent in Northern Uganda.
Total funding gap	UGX 80 Bn
Project Duration/Life span (Financial Years)	<u>Start date</u> 2020/21
	<u>End date</u> 2024/25
Officer Responsible	
Already existing in the NDPI	No
Already existing in the NDPII	No
Already existing in the MFPED PIP	No
PROJECT INTRODUCTION	

Problem statement

Problem to be addressed

There are low household incomes in Northern Uganda. This is manifested in the low quality of life enjoyed by the majority of the population in this region.

Causes of the problem

The causes of low incomes among households in Northern Uganda include:

- Inadequate capital to startup businesses.
- Limited skills in agri-business.
- Lack of model farmers to guide and teach other farmers.
- Limited access to markets.

Situation Analysis

Past achievements

The Northern Uganda Regional Development Forum (NURDEF) through its Steering Committee contacted private sector investor, Omukazi W'omutima (OWL) with a purpose of replicating a model, which has successfully been implemented in Kanungu district to boost household incomes through agri-business.

Through partnerships with the people, LGs, development partners and NGOs; the model emphasizes households owning coffee, vegetables, and animals (cattle, goats and poultry). This is made possible through the establishment of an agri-business stock farm from which the agricultural products are freely/cheaply availed to households, in addition to training and extension services. In addition, one goat is availed to each school-age going child (both male and female), this multiplies to 4 each year to facilitate the acquisition of scholastic materials of each child, through the sale of some of the accumulating animals. This is going to be rolled out the Lango, Acholi and West Nile sub-regions in addition to the above focusing on priority crops in the strategy versus the sim-sim, soya beans, g-nuts, sun flower and cotton oil seeds currently grown in the region. The implementation of this project will adopt the parish model and operationalized through the village agent model.

While operating in Kanungu district, the private sector investment has registered the following achievements:

- Now working with 10,000 HHs for four (4) years.
- Established sustainable strategic partnerships; USAID, Feed the Future, SNV, Commercial banks HIPo-Africa for M&E, NAGRIC, MVP, EADD, UVR, and UIRI.
- Now managing the KDC Heifer Program under Kanungu District Local Government PPP. Entrusted with 600 acres of land, and 501 herds of cattle as HHs agribusiness inputs for a breeding program. Today the cattle have multiplied in over 1,700 households.
- Promoted biogas energy in partnership with SNV & Biogas Solutions. 45 plants commissioned, an association of biogas farmers in place, a flame in these households replaced firewood.
- Increased financial access to over 2,500 women, through enabling them to open bank accounts with Post Bank and Centenary Bank. As a result, over 276 women have accessed agricultural loans now estimated at UGX 300 million.
- Promoted backyard gardening. Over 3,000 households are engaged in backyard gardening for nutritional and food security within households. Crops grown include mushrooms,

onions, cabbages, tomatoes, eggplants, dodo, etc.

- Every tree counts: 6,000 households, piloted over 300 improved coffee kits to households as a means to demonstrate how coffee farmers can improve their yields from an average 1kg per tree per season to between 4-6kgs per tree/season, over 80MTs yield realized in the first season.
- Promoted solar energy. Over 600 households to acquired solar power with a combination of a solar radio and light.
- Promoted agricultural insurance: Over 200 farmers have acquired agricultural insurance service through NIC. A total of 350 acres of various crops have been insured against drought, pests, and disease.

Trained farmers in farm record management. 870 farmers were profiled and trained in farm records management with support from FIT Uganda.

Ongoing interventions

The private sector continues to implement and roll out the above interventions throughout the Kanungu district. In addition, Omukazi W'omutima is now establishing a SACCO: In line with financial inclusion for all farmers, OWL is at her final stage of registering OWL SACCO with the Ministry of Trade, Industry, and Cooperatives (MTIC). The SACCO is intended to enable farmers to save, invest or access agricultural loans.

Challenges

The above achievements notwithstanding for Kanungu district, the following challenges are predicted in the course of replicating the project in Northern Uganda:

- Low social cohesion
- Poor land use
- Land tenure system
- Relatively low skills in agriculture
- Different climate

The relevance of the project idea

The project is linked to the Vision 2040 development opportunity of Agriculture. The project is also in line with the Second National Development objectives 1 and 3 of (i) increasing sustainable production, productivity and value addition in key growth opportunities, and (ii) enhancement of human capital development, respectively.

Stakeholders

Omukazi W'omutima (OWL), private sector, government, citizens of Northern Uganda, and development partners.

Project Objectives/Outcomes/Outputs

Project objectives

- To build human capacity in agri-business community systems.
- To promote food security and improve the nutrition status of HHs in Northern Uganda.
- Economically empower communities to increase household income.

Project outcomes

- Increased capacity in agribusiness
- Improved household incomes
- Improved nutrition
- Improved standards of living
- Widened tax base
- Increased GDP

Project Outputs

- Model farms established
- Animals distributed to the community
- Households using biogas energy

Project inputs/activities/interventions

Inputs

- Well stocked farms
- Training
- Animals and agricultural stock

Activities

- Community mobilization and sensitization
- Establishment of collaborations and partnerships with the Government, NGOs, and the private sector
- Establishment of model stock farms
- Distribution / sale of animals and crops
- Conducting extension services
- Promotion of bio-gas energy

Interventions

- The Village Agent Model (VAM) – agents assisting farmers
- Goat rearing model initiative
- Heifer Model (cow rearing)
- Biogas Model
- Local Poultry Egg-bank Model
- Vegetable Oil Seeds Model (promotion of vegetable growing)
- Each Tree of Coffee Counts Model (promotion of coffee growing)
- Tea Model (promotion of tea growing)

STRATEGIC OPTIONS

Strategic options

Proposed solutions

This project proposes agribusiness models as some of the best models for reducing poverty in Northern Uganda. Several social grants assistance interventions have been piloted for instance the provision of coupons by donors and availing social services by the Government, however, these have been slow in reducing the poverty levels in Northern Uganda.

Alternative means of financing

- Community-based PPP
- Social cohesion
- Community insurance schemes
- Strategic partnerships
- Government of Uganda
- Development Partners

Comparison of alternatives

This project is not to replace but rather to complement existing efforts in the development and improvement of household incomes and standards of living in Northern Uganda. Options being

considered for financing this project include:

- PPP between the Government and the private sector partner.
- Partnerships with development partners.
- Donations from development partners.

Likely preferred option

The preferred option for implementing this project is undertaking a PPP between the Government and the private sector partner, or establishing partnerships with development partners. Acquisition of donor financing for the entire project could be very difficult.

Whereas the project will require initial capitalization, the project will in future generate money and become self-sustaining.

Coordination with government agencies

National Planning Authority (NPA), District Local Governments (LGs); Ministry of Local Government (MLG); Operation Wealth Creation (OWC); National Agriculture Advisory Services (NAADS); Ministry of Finance, Planning and Economic Development (MFPED); and Ministry of Water and Environment (MWE).

PROJECT ANNUALISED TARGETS

Output	Actual (2019/20)	2020/21	2021/22	2022/23	2023/24	2024/25
Establishment of partnerships with the Government and development partners		To be complete by the end of 2020/21				
Community mobilization and sensitization			To be completed by the end of 2021/22			
Land acquisition			To be completed by the end of 2021/22			
Establishment of model stock farms				To be completed by the end of 2022/23		
Distribution / cheap sale of animals and crops				To commence in 2022/23		
Conducting extension services				To commence		

				e in 2022/23		
Promotion of bio-gas energy					To commen ce in 2022/23	

ESTIMATED PROJECT COST AND FUNDING SOURCES

Output	S o u r c e	Cumulative Expenditure up to 2019/20	20 20 /2 1	20 21 /2 2	20 22 /2 3	20 23 /2 4	20 24 /2 5	Recu rren t (%)	Ca pita l (%)
Establishment of partnerships with the Government and development partners	G O U		1					100%	
	D o n o r								
Community mobilization and sensitization	G O U			2				100%	
	D o n o r								
Land acquisition	G O U			10					100%
	D o n o r								
Establishment of model stock farms and inputs (seedlings)	G O U				6 5				100%
	D o n o r								
Conducting extension services	G O U				1			100%	
	D o n o r								
Promotion of bio-gas energy	G O U				1				100%

	D on or								
Total									

PERCENTAGE PROGRESSION

Output	Actual (2019/20)	202 0/21	202 1/22	202 2/23	202 3/24	202 4/25
Overall project progress (%)						
Establishment of partnerships with Government and development partners		100%				
Community mobilization and sensitization		25%	100%			
Land acquisition		100%				
Establishment of model stock farms			20%	100%		
Conducting extension services				5%	10%	15%
Promotion of bio-gas energy				5%	10%	15%

RESULTS MATRIX

Objective Hierarchy and Description	Indicators	Means of Verification	Baseline	Target	Assumptions
Goal To promote household incomes through agribusiness in Northern Uganda.	GDP per capita of the Northern region	Census UBOS reports			Communities will actively participate in the project
Outcomes Increased capacity in agribusiness Improved nutrition Improved standards of living	The proportion of households engaged in agri-business in Northern Uganda Proportion of households having three meals a day in the North	Project reports District reports NGO reports UBOS reports			Communities will actively participate in the project

<p>Outputs</p> <p>Stock farms established</p> <p>Animals distributed to the community</p> <p>Households using bio-gas energy</p>	<p>Number of functional model stock farms</p> <p>Number of alive animals distributed</p> <p>Number of households using bio-gas energy</p>	<p>Project reports</p> <p>District reports</p> <p>NGO reports</p> <p>UBOS surveys</p>			<p>Political will</p> <p>Communities will accept the project</p>
<p>Activities</p> <p>Community mobilization and sensitization</p> <p>Establish collaborations and partnerships with Government, NGOs and development partners</p> <p>Establishment of model stock farms</p> <p>Distribution / cheap sale of animals and crops</p> <p>Conducting extension services</p> <p>Promotion of bio-gas energy</p>	<p>Number of people mobilized and sensitized</p> <p>Number of collaborations and partnerships established with Government, NGOs and Development Partners</p> <p>Number of modal stock farms established</p> <p>Number of animals distributed</p> <p>A number of bio-gas systems established.</p>	<p>Project reports</p> <p>District reports</p> <p>NGO reports</p> <p>MOU's</p> <p>Meeting Minutes</p>			<p>Political will</p> <p>Communities will accept the project</p>

3.4 Pillar 4: Strengthen Social and Protection Systems: Core Projects

The conflict in the North has profoundly eroded the cultural, social, and economic fabric. We need to address region-specific challenges and rebuild community relationships. While the other pillars focus on improving the environment for economic growth, this pillar focuses on social aspects that also must be accounted for to ensure inclusive development and long-term peace.

Social protection in Uganda has mainly focused on vulnerable groups such as orphans, vulnerable children, and people living with disabilities. While interventions for these vulnerable populations should remain a priority, we should expand services to others in our communities who are unable to access economic opportunities and public services. For instance, people with post-conflict mental health problems are a particularly vulnerable group.

Northern Uganda is currently at peace. However, there are many underlying potential drivers of new conflict or at very least hampers peaceful co-existence. The issues threatening long-term peace include, but are not limited to:³

Conflicts over land and natural resources issues: Disputes from contested boundaries, tensions over potentials for oil, competition for land with minerals and forests, the gazetting of land by the Uganda Wildlife Authority, land disputes around internally displaced persons and land for refugees.

High levels of sexual and gender-based violence: Changing gender relations have been attributing factor to increasing instances of domestic and sexual and gender-based violence which in turn fuel conflicts within families and communities.

Youth who are unemployed, disillusioned, and lack opportunities: Among youth, there are increasing feelings of exclusion and hopelessness arising from poverty, unemployment, low educational attainment, and poor governance, a pattern seen globally and recognized in areas of armed conflict.⁴

Incomplete or inadequate transitional justice and reintegration process: The lack of a comprehensive and transparent transitional justice to adequately address war-inflicted losses leaves community members with long-standing grievances. Furthermore, there have been little reparations for ex-combatants and a poor reintegration process of ex-combatants into their communities.

Structural transformation can promote rapid growth but it needs to be accompanied by fundamental social development, or it will not be sustainable. Pillar 4 deals with significant social issues – gender, mental health, community relations, and harmful social practices.

While there are many issues to address to strengthen social systems, the NUDEF identified two core projects which are achievable over the next five years which include;

1. Support for Strengthening the Social System for Economic Transformation.
2. Enacting Ordinances To Increase Agriculture Product Quality, Support The Social System And Improve Environmental Protection In Northern Uganda Project.

³ Advisory Consortium of Conflict Sensitivity (ACCS), Northern Uganda Conflict Analysis, 2013

⁴ Ibid

3.4.1 Support for Strengthening the Social System for Economic Transformation

NORTHERN UGANDA SOCIAL SYSTEM SUPPORT PROJECT	
PROJECT SUMMARY	
Project Title	Northern Uganda Social System Support Project
NDPIII Programme	
Sector	
Sub Sector	
Vote Function	
Vote Function Code	
Implementing Agency	
NDP PIP Code	
MFPED PIP Code	
Location	Acholi, Lango and West Nile Regions (20 clans per region)
Estimated Project Cost	UGX. 20 Bn
Total expenditure on project related interventions up to start of the next NDP	Nil
Current stage of project implementation at commencement of NDPIII	Nil
Total funding gap	UGX. 20 Bn
Project Duration/Life span (Financial Years)	Start date 2020/2021
	End date: 2024/2025
Officer Responsible	
Already existing in the NDPI	No
Already existing in the NDPII	No
Already existing in the MFPED PIP	No
PROJECT INTRODUCTION	
Problem statement	
<u>Problem to be addressed</u>	
<p>There is widespread dependency among communities in Northern Uganda. This is manifested in high dependence on handouts, laxity to engage in productive activities and negative mindsets to towards communal as well as self-development. This has partly resulted from the existing weak social systems in the Acholi, Lango and West Nile sub-regions where leaders and the community have limited appreciation of their roles towards socioeconomic transformation.</p>	
<u>Causes of the problem</u>	
<ul style="list-style-type: none"> ● Postwar effects ● High poverty levels ● Dependency on donor support 	

Situation Analysis

Past achievements

- The Government has extended services to the region such as UPE, decentralization, NUSAF, PRDP etc.
- The region has also been able to attract relatively high levels of donor support

Ongoing interventions

Government, donors, CSOs, and the private sector continue to intervene in the region.

Challenges:

The following challenges relating to the social system have undermined the efforts of several actors to deliver the desired economic transformation in the region:

- Lack of ownership of implemented interventions.
- Low levels of community contribution towards the transformation.
- Limited efforts by the community to ensure that delivered projects are sustained.

The relevance of the project idea

This will contribute towards the Vision 2040 aspirations of creating positive perceptions, mindset change and attitude that embraces economic development.

Stakeholders

Citizens, development partners, private sector and the Government

Project Objectives/Outcomes/Outputs

Project objectives

- To inculcate positive mindsets and attitudes in the communities.
- To enhance community resilience to respond to and manage shocks.
- To build the capacity of the community relevant to strengthening the social system.

Project outcomes

- Increased productivity of communities.
- Positive attitude and mindsets in the community.
- Self-reliant communities.

Project Outputs

- Communities trained.
- Training materials developed.

Project inputs/activities/interventions

Inputs

- Training materials

Activities

- Development of training materials
- Conducting workshops
- Illustrations to communities

Interventions

- Inculcating positive mindset change
- Community resilience promotion

Capacity building in productive social systems

STRATEGIC OPTIONS

Strategic options (indicate the existing asset, non-asset, and new asset solutions)**Proposed solutions**

The project will offer training and make illustrations to the communities with a view to inculcate positive mindsets, promote community resilience and build productive social systems.

Alternative means of financing

- Donor financing
- Government financing

Comparison of alternatives

The government already has systems in LGs, which have failed to deliver positive mindsets and increase the resilience of communities in Northern Uganda.

Likely preferred option

The preferred option to deliver the project is through donors and development partners.

Coordination with government agencies

Ministry of Gender, Labour and Social Development (MGLSD); Ministry of Finance, Planning and Economic Development (MFPED); and National Planning Authority (NPA)

PROJECT ANNUALISED TARGETS

Output	Actual (2019/20)	2020/21	2021/22	2022/23	2023/24	2024/25
Development of training materials		To be finalized in the first year				
Conducting workshops		One regional workshop every year	One regional workshop every year	One regional workshop every year	One regional workshop every year	One regional workshop every year
Illustration to communities and capacity building		To be conducted regularly among communities	To be conducted regularly among communities	To be conducted regularly among communities	To be conducted regularly among communities	To be conducted regularly among communities

ESTIMATED PROJECT COST AND FUNDING SOURCES

Output	Source	Cumulative Expenditure up to 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Recurrent (%)	Capital (%)
Development of training materials	GOU								
	Dono		0.5 Bn	0.1 Bn	0.1 Bn	0.1 Bn	0.1 Bn	100%	

	r								
Conducting trainings and illustrations	G O U								
	Do no r		3.5 Bn	3.9 Bn	3.9 Bn	3.9 Bn	3.9 Bn	100%	
Total			4.0 Bn	4.0 Bn	4.0 Bn	4.0 Bn	4.0 Bn		

PERCENTAGE PROGRESSION

Output	Actual (2019/20)	2020/21	2021/22	2022/23	2023/24	2024/25
Overall project progress (%)						
Development of training materials		56%	66%	77%	88%	100%
Conducting trainings and illustrations		18%	38%	58%	78%	100%

RESULTS MATRIX

Objective Hierarchy and Description	Indicators	Means of Verification	Baseline	Target	Assumptions
Goal To build community resilience through the inculcation of positive mindsets	<ul style="list-style-type: none"> Proportion of GDP from the Northern region Poverty levels in Northern Uganda 	<ul style="list-style-type: none"> Project reports UBOS survey and census reports 			<ul style="list-style-type: none"> Political will Seamless project implementation
Outcomes <ul style="list-style-type: none"> Increased productivity of communities Positive attitude and mindsets in the community 	<ul style="list-style-type: none"> New economic activities adopted by the community. Percentage increase in economic participation 	<ul style="list-style-type: none"> Project reports Local Government reports Reports by community leaders 			<ul style="list-style-type: none"> Political will Community willingness to learn and undertake interventions as guided by the project

<ul style="list-style-type: none"> ● Self-reliant communities 	<ul style="list-style-type: none"> ● n by the communities. ● Percentage increase in self-reliant communities. 				
<p>Outputs</p> <ul style="list-style-type: none"> ● Communities trained ● Training materials developed ● Communities visited 	<ul style="list-style-type: none"> ● Number of people trained ● Number of training sessions conducted ● Training materials developed ● Number of communities visited 	<ul style="list-style-type: none"> ● Training reports ● Project annual reports 			<ul style="list-style-type: none"> ● Political will ● Development partners are willing to implement the project
<p>Activities</p> <ul style="list-style-type: none"> ● Development of training materials ● Conducting workshops ● Illustrations to communities 	<ul style="list-style-type: none"> ● Number of training materials developed and published 	<ul style="list-style-type: none"> Training reports Workshop reports Annual reports Project websites 		25 % of the community	<ul style="list-style-type: none"> ● Political will ● Development partners are willing to implement the project ● Communities will accept the project

3.4.2 Cross-Regional Quality Controls For Agriculture Production, Waragi Consumption & Production, and Environmental Protection Ordinances

CROSS-REGIONAL PRODUCTION AND CONSUMPTION QUALITY CONTROL PROJECT	
PROJECT SUMMARY	
Project Title	Cross-Regional Production and Consumption Quality Control Project
NDPIII Programme	
Sector	

Sub Sector	
Vote Function	
Vote Function Code	
Implementing Agency	
NDP PIP Code	
MFPED PIP Code	
Location	26 Northern Uganda districts in the Acholi, Lango and West Nile sub-regions
Estimated Project Cost	UGX 3 Bn
Total expenditure on project related interventions up to start of the next NDP	
Current stage of project implementation at commencement of NDPIII	None
Total funding gap	UGX 3 Bn
Project Duration/Life span (Financial Years)	Start date 2020/2021
	End date: 2024/25
Officer Responsible	
Already existing in the NDPI	No
Already existing in the NDPII	No
Already existing in the MFPED PIP	No
PROJECT INTRODUCTION	
<p>Problem statement</p> <p><u>Problem to be addressed</u></p> <p>Lacking and poor enforcement of agriculture quality control mechanism has hindered Uganda's ability to meet regional and international standards thus affecting trade. This is manifested in poor pre-production practices; poor post-harvest handling; and limited storage and marketing handling practices.</p> <p>Another issue affecting the North is the high levels of alcohol abuse particularly consumption of waragi. Alcoholism, particularly by waragi consumption, is prevalent among young men in Northern Uganda. The consequences mean that able-bodied persons are not putting their time and resources into productive activities such as agriculture or other employment.</p> <p>Long-term development is not possible if there is polluted water, depleted soils, and destroyed biodiversity. Ecosystems in Northern Uganda are under tremendous pressure due to high population growth, poverty, unsustainable land use practices, climate change, and poor environmental protection mechanisms. For instance, deforestation, largely for cooking fuel, is rapidly changing the biodiversity of the North. Environmental protection and climate adaption will become increasingly important in the near future. People and communities will need to be prepared for inevitable changes and able to adapt accordingly.</p> <p>Shared district ordinances across all districts in the region would be an opportunity to use improved governance for trade, curb social vices, and protect the environment.</p>	

Causes of the problem

- There is inadequacy in knowledge and sensitization about proper post-harvest handling and risks of contaminating agriculture products.
- There is easy access to alcohol and limited control over local producers, which has promoted their abuse.
- Absence of ordinances has promoted laxity among the community.

Situation Analysis**Past achievements**

Some districts have enacted ordinances, however, not explicitly related to agricultural product quality and environmental conservation. For instance, the district of Lira has enacted an ordinance to prohibit trade in, possession, use and distribution of counterfeit agricultural inputs resulting in increased interceptions of counterfeit inputs in the district.

Also, the government has several policies, legal and regulatory frameworks, in addition to established MDA to promote product quality and preservation of the environment.

Ongoing interventions

Districts of Oyam, Kole, and Aleptong are at different levels of enacting ordinances to combat counterfeit agricultural inputs.

During 2017-2019, political leaders from the regions developed a Northern Uganda Regional Investment Strategy as a tool to coordinate investments.

Acholi, Lango and West Nile Region districts are cooperating as a joint voice to address common challenges affecting the region, such as low-quality products on the market, and environmental degradation through felling trees for charcoal and fuel.

Challenges

There are gaps in existing legislation (such as the Penal Code Act, Health Act, etc.) to empower District Local Government courts to enforce penalties against offenders. Common offenses include intentional adulteration of produce, drying produce on bare ground, unacceptable transportation means and poor storage of produce; in addition to challenges of deforestation, drug and alcohol abuse. Without ordinances, the community and districts can hardly penalize offenders.

The relevance of the project idea

This project is linked to the National Development Plan education sector level intervention of formulating by-laws and ordinances at the district level.

Stakeholders

District local governments, development partners, citizens

Project Objectives/Outcomes/Outputs

Project objectives

- To enact an ordinance to improve product quality of agricultural products along the value chain.
- To enact an ordinance to regulate alcohol and drug abuse.
- To enact an ordinance to regulate environmental degradation.

Project outcomes

- Improved quality of agricultural products.
- Increased farmer / household incomes arising from the trade of quality products.
- Increased household food security.
- Increased environmental protection.

Project Outputs

- Ordinances on environment.
- Ordinances on alcohol and drug abuse.
- Ordinances on environmental degradation.

Project inputs/activities/interventions

Inputs

- Legal services
- Stakeholder consultation meetings
- Trainings
- Dissemination events

Activities

- Hire a legal consultant to support ordinance drafting and alignment to other national laws.
- Hold stakeholder consultations.
- Conduct validation meetings.
- Conduct training on ordinance application and enforcement.
- Dissemination of ordinances.

Interventions

- Ordinance development
- Ordinance dissemination
- Ordinance enforcement

STRATEGIC OPTIONS

Strategic options

Proposed solutions

This project proposes the development of ordinances to increase agriculture product quality, support the social system and improve environmental protection in Northern Uganda.

Alternative means of financing

- Development partner financing
- Government of Uganda financing

Comparison of alternatives

Development partner support would be more appropriate for this project. Government has already put up law and systems at district levels which are to guide ordinance development.

Likely preferred option

Development partner support in consultation with the Government.

Coordination with government agencies

District Local Governments, Ministry of Local Government, Office of the Attorney General, Ministry of Agriculture Animal Industry and Fisheries, Ministry of Trade, Industry and Cooperatives, Uganda National Bureau of Standards, Office of the Prime Minister, and National Planning Authority.

PROJECT ANNUALISED TARGETS

Output	Actual (2019/20)	2020/21	2021/22	2022/23	2023/24	2024/25
Hire for legal services		To be finalized in this year				
Stakeholder consultation meetings		To be commenced in this year	To continue in this year	To be finalized in this year		
Ordinance development and enactment			To be commenced in this year	To be commenced in this year		
Trainings					To be commenced in this year	To be finalized in this year
Dissemination						To be finalized in this year

ESTIMATED PROJECT COST AND FUNDING SOURCES

Output	Source	Cumulative Expenditure up to 2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Recurrent (%)	Capital (%)

Hire of legal services	G O U								
	Do no r		0.2					100%	
Stakeholder consultation meetings	G O U								
	Do no r		0.4	0.4	0.4				
Ordinance development and enactment	G O U								
	Do no r			0.1	0.5				
Trainings	G O U								
	Do no r					0.3	0.3		
Dissemination	G O U								
	Do no r						0.4		
Total									

PERCENTAGE PROGRESSION

Output	Actual (2019/20)	2020/21	2021/22	2022/23	2023/24	2024/25
Overall project progress (%)						
Hire of legal services		100%				
Stakeholder consultation meetings		33%	66%	100%		
Ordinance development and enactment			30%	100%		
Trainings					50%	100%
Dissemination						100%

RESULTS MATRIX

Objective Hierarchy and Description	Indicators	Means of Verification	Baseline	Target	Assumptions
<p>Goal</p> <p>To reduce environmental degradation and improve the quality of agricultural products from Northern Uganda.</p>	<ul style="list-style-type: none"> • The volume of exports from Northern Uganda 	<ul style="list-style-type: none"> • UBOS reports 			
<p>Outcomes</p> <ul style="list-style-type: none"> • Improved quality of agricultural products • Increased farmer / household incomes arising from the trade of quality products • Increased household food security • Increased environmental protection 	<p>The proportion of agricultural quality products attributed to the Northern Region</p> <p>GDP per-capita of Northern Uganda</p> <p>The proportion of forest cover in the Northern Region</p>	<ul style="list-style-type: none"> • UBOS Reports 			<ul style="list-style-type: none"> • Political will • Community willingness to learn and undertake interventions as guided by the project
<p>Outputs</p> <p>Ordinances on environment</p> <p>Ordinances on alcohol and drug</p>	<p>Number of ordinance provisions on environment</p> <p>Number of ordinance provisions on alcohol and</p>	<p>Project reports</p> <p>District reports</p>			<p>Political will</p>

abuse	drug abuse				
Ordinances on environmental degradation	Number of ordinance provisions on environmental degradation				
Activities Hire a legal consultant to support ordinance drafting and alignment to other national laws Hold stakeholder consultations Conduct validation meetings Conduct trainings on ordinance application and enforcement Dissemination of ordinances	Number of legal advisors hired Number of stakeholder meetings conducted Number of people trained Number of ordinances disseminated	Training reports Workshop reports Annual reports Project reports		25 % of the community	Political will Development partners are willing to implement the project Communities will accept the project

4. Summary Budget per Pillar Core Projects

Pillar	Core Projects	Estimated Budget (Billions)
Pillar 1: Human Capital Development	Northern Uganda LG System Strengthening Project	UGX. 32.22
	Northern Uganda Industry Ready Youth Skills Development	UGX. 183.14
	Northern Uganda Science Technical Education and Innovation (STEI) Vocational Secondary Education	UGX. 683.700
	Northern Uganda Public University Science, Technology, Engineering, and Innovation Hubs	UGX. 75
	Northern Uganda Girls Academy Project	UGX. 56.1
Pillar Total		UGX. 1030.16 Trillion
Pillar 2: Improve Infrastructure Which Facilitates Inclusive Economic Growth	Nile River Water Bulk Transfer Project	UGX. 52.22
	Small Scale Irrigation Schemes Projects	UGX. 79.8
	Solar Thermal Electricity (STE) Plants Project	UGX. 224.4
	Development of cultural sites in Lango, Acholi, and West Nile sub-regions	UGX.100 Bn
Pillar Total		UGX. 456.42 Billion
Pillar 3: Boost Private Sector Growth	Northern Uganda Agro-Industrialization Parks Project	UGX. 50 Bn
	Promotion Of High-Value Crops (cashew, macadamia, shea nut, and pomegranate) Value Chains In Northern Uganda	UGX. 10.65 Bn
	Enhancement of Household Incomes through Agribusiness	UGX. 40 Bn
Pillar Total		UGX. 100.65 Billion
Pillar 4: Strengthen Social and	Support for Strengthening the Social System for Economic Transformation	UGX. 20 Bn

Protection Systems for Resilience		
	Enacting Ordinances To Increase Agriculture Product Quality, Support The Social System And Improve Environmental Protection In Northern Uganda Project	UGX. 3 Bn
Pillar Total		UGX. 23 Billion
Grand Total		UGX. 1,608.23 Trillion