



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

“AGRI-LED Investment for
Industrialization and Transformation”

March 2020



NURDEF VISION

“Northern Uganda that is Economically Prosperous and Peaceful with a High Quality of Life for its People”

GOAL

“Economic transformation leading to long-term sustainable and inclusive socio-economic development in Northern Uganda.”

NURIP I THEME

“AGRI-LED Investment, Industrialization, and Transformation”

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Abbreviations and Acronyms

| | |
|--------|--|
| ASSP | Agriculture Sector Strategic Plan |
| CSOs | Civil Society Organizations |
| CSP | Concentrated Solar Power |
| DLG | District Local Governments |
| ED | Executive Director |
| FDI | Foreign Direct Investment |
| GOU | Government of Uganda |
| EADD | East Africa Dairy Development |
| GDP | Gross Domestic Product |
| HHs | Households |
| ICT | Information Communication and Technology |
| KGS | Kilograms |
| LED | Local Economic Development |
| 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, Labor and Social Development |
| MoLG | Ministry of Local Government |
| MoU | Memorandum of Understanding |
| MTWA | Ministry of Tourism, Wildlife and Antiquities |
| MTIC | Ministry of Trade, Industry, and Cooperatives |
| MTs | Metric Tones |
| 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 |
| NDPIII | Third National Development Plan |
| NGOs | Non-Governmental Organizations |
| NIC | National Insurance Corporation |
| NPA | National Planning Authority |
| NURDEF | Northern Uganda Regional Development Forum |
| NURDES | Northern Uganda Regional Development Strategy |
| NURIFI | Northern Uganda Regional Investment Plan I |
| NUSAF | Northern Uganda Social Action Fund |
| OWC | Operation Wealth Creation |
| OPM | Office of the Prime Minister |
| PIP | Public Investment Plan |
| PPP | Public-Private Partnerships |
| PRDP | Peace, Recovery and Development Plan |
| SACCOs | Savings and Credit Cooperative Organizations |
| STEI | Science Technical Education and Innovation |
| SERT | Solar Energy for Rural Transformation |
| STE | Solar Thermal Electricity |
| SNV | Stichting Nederlandse Vrijwilligers (Netherlands Development Organization) |
| UBOS | Uganda Bureau of Statistics |
| UGX | Ugandan Shillings |
| UIA | Uganda Investment Authority |
| UIRI | Uganda Industrial Research Institute |

| | |
|-------|--|
| UN | United Nations |
| UNHS | Uganda National Household Survey |
| UNRA | Uganda National Roads Authority |
| UPE | Universal Primary Education |
| USAID | United States Agency for International Development |
| USD | United States Dollars |
| UTB | Uganda Tourism Board |
| UVRI | Uganda Virus Research Institute |
| UWA | Uganda Wildlife Authority |
| VAM | Village Agent Model |
| WfP | Water for Production |

1.0 BACKGROUND

Northern Uganda witnessed two decades of war which negatively impacted on the economic development of the region. Over the short-term, government and development partners responded with humanitarian intervention responses, which mainly placed internally displaced people in camps, especially in the Acholi sub region. However, over the medium-term affirmative action programs such as the implementation of the Peace, Recovery and Development Plan (PRDP) and the Northern Uganda Social Action Fund (NUSAF) were introduced to support the socio-economic recovery of the region. These programs have greatly contributed to the socio-economic recovery and infrastructure development in northern Uganda. In particular, health, education and water services have greatly improved in the region.

In the recent times, there has been a wave of economic competitiveness through various investments in Northern Uganda, especially by the private sector, as the people have actively engaged in production through employment of local resources. Meanwhile, the poverty indicators remain high in northern Uganda compared to the rest of the country. Whereas development interventions have been evident, they have been scattered and lacked a guiding plan and strategy.

Consequently, a 15-year Northern Uganda Strategy and Investment Plan (NUSIP) has been developed to guide the development of region by building progress on previous and on-going interventions within the region. This Plan is accompanied by a 5-year Northern Uganda Regional Investment Plan (NURIP). This is the First 5- year Northern Uganda Regional Investment Plan (NURIP-I). This NURIP has been developed by the Northern Uganda Regional Development Forum (NURDEF). The Northern Uganda Regional Development Forum (NURDEF) initiative responds to the region's glaring poverty status that positions the region behind other regions in Uganda. In this document, Northern Uganda refers to Acholi, Lango and West Nile sub regions of Uganda.

1.1 The Northern Uganda Regional Development Forum (NURDEF)

The Northern Uganda Regional Development Forum (NURDEF) is a collaborative effort that brings together twenty-eight (28) district and six (6) municipal councils in their capacities as Local Governments (LGs) to support the development of Northern Uganda. The collaborative initiative is anchored on the Uganda 1995 Constitution (Articles 187) and the 1997 Local Governments Act (Section 8), which provide that two or more districts can cooperate for purpose of development. The collaboration idea was originally developed by a few District Chairpersons in Northern Uganda and shared with Office of the Prime Minister and the United States Agency for International Development USAID/Uganda who both supported the arrangement and nurtured the development of the Forum.

Afterwards consultations were held with the: Civil Society Organizations (CSOs); Faith-Based Organizations, Cultural Institutions, Private Sector, Youth and Women to ensure comprehensive participation. This led to the convening of the first Forum's stakeholders' general assembly in Arua district in March 2017 with over 200 participants who agreed to embark on an organized regional development process. During the assembly, the stakeholders elected a 15-member interim Steering Committee for the Forum. The terms of reference of the steering committee included developing a Regional Development Strategy and its Regional Investment Plan, through a bottom-up consultative and participatory approach to galvanize support and establish consensus across the region. As agreed by the People of Northern Uganda, the role of NURDEF are to:

- a) Initiate and support regional efforts aimed at: raising revenue, creating economic partnerships; and increasing investments for the region;
- b) Create a platform to discuss regional development challenges and opportunities;
- c) Encourage and nurture local and private sector participation and mobilize resources for regional development projects;
- d) Monitor and evaluate NURDEF investment plans / projects funded by development partners, private sector and the Government of Uganda; and,
- e) Support the promotion of peace and security in Northern Uganda.

NURDEF covers West Nile, Acholi and Lango sub regions whose leadership have agreed on a common strategy with the aim of galvanizing and creating ownership of development processes in northern Uganda. NURDEF defines key strategic development drivers in the next five (5) years. It also creates a structure within which districts and regions will collaborate to ensure coordination and success of implementation of development programmes. It provides space for the private sector participation in Agri – Led opportunities in partnership with government and the communities during implementation of the strategic plan.

1.2 The Northern Uganda Strategy and Investment Plan (NUSIP)

Northern Uganda Strategy and Investment Plan (NUSIP) has been developed with a focus on addressing the regional imbalances and inequity particularly in the sub-regions where income poverty has worsened and persisted relative to the national average. The investment plan sets out a comprehensive scheme for inclusive economic growth and development in Northern Uganda. The overall goal of the plan is **“Economic transformation leading to long-term sustainable and inclusive socio-economic development in Northern Uganda.”** It aims to reduce income poverty by half by 2024 / 2025 in these sub regions as shown in the table below through investment in value addition of selected high value commodity/ enterprises based on agro-ecological zones and tourism potentials in the region.

Table 1: Regional poverty reduction targets

| Sub-region | Poverty Levels 2012/13 (%) | Poverty Levels 2016/17 (%) | Poverty (2024/2025) | Targets |
|------------|----------------------------|----------------------------|---------------------|---------|
| West Nile | 42.00 | 34.90 | | 17.45 |
| Acholi | 45.50 | 33.40 | | 16.70 |
| Lango | 27.64 | 15.64 | | 7.82 |

This investment plan will also address environmental and climate change challenges that are unique to the sub-regions. It is expected that this investment plan will consolidate the recent gains made from the past and on-going interventions with a common focus on increasing production and productivity, creating more employment opportunities, increasing household incomes and enhancing local revenue in these sub- regions.

During the process of developing the NURIP, twenty-four (24) projects were identified which require implementation to catalyze regional prosperity for the region. The projects were selected after one-year of consultation with technical experts, government officials, and private sector actors. These were refined during technical working sessions by the NURDEF steering committee. This UGX 2,576 trillion (Estimated USD 697 million) 5-year Investment Plan complements the Northern Uganda Regional Development Strategy.

1.3 Situational Analysis

The Uganda Vision 2040 emphasizes balanced development to ensuring that all regions of the country benefit from growth of the national economy by equitably using national resources, better infrastructure and other development projects to realize higher investment levels required to fight poverty, promote social equity and harmony. The Second National Development Plan (NDPII) targeted was to reduce poverty from 19.7 percent to 14 percent by 2020. However, instead poverty increased to 21.4% over the NDPII implementation period. The Third National Development Plan (NDPIII), a successor, of the NDPII to be implemented in the period 2020/21 – 2024/25 has noted the widening income inequality, particularly between the regions. The Plan has consequently set key results including: reduced Poverty rates; from 21.4 percent to 14.2 percent; reduced income inequality (Gini coefficient); from 0.41 to 0.38; among others.

The Uganda National Household Survey (UNHS) Report 2016/17 shows that Uganda has registered commendable progress in reducing the proportion of the population living below the poverty line from 56.4 % in 1992/93 to 19.7 % in 2012/13. However, the poverty headcount ratio increased to 21.4 % in FY 2016/17. In absolute terms, the number of poor people increased from 6.6 million in 2012/13 to 8.03 million in 2016/17 and 80% of these are in Northern Uganda. In Northern Uganda, 82% of households earn their living from subsistence farming. The energy access data showed that the proportions of households that use grid electricity in these sub-regions is low compared to the national average of 22.1 %. For Acholi (2.9%) and West Nile (3.1%), limited access to electricity in these sub regions is partly responsible for the poor health and education outcomes, low output and productivity, over dependency on agricultural businesses and low industrialization. The net secondary school enrolment is low in Acholi (15.9%) and West Nile (11%) compared to national average of 28%. Other factors include high number of unemployed young people which creates a situation of intergenerational and persistent poverty.

Table 2: Change in poverty levels across the sub-regions in 2012/13 and 2016/17

| Sub region | Poverty rate 2016/17 | Poverty rate 2012/13 | Change |
|----------------|----------------------|----------------------|--------|
| Karamoja | 60.18 | 74.50 | -14.32 |
| Acholi | 33.40 | 45.45* | -12.05 |
| Lango | 15.64 | 27.64* | -12.00 |
| West Nile | 34.91 | 42.00 | -7.09 |
| Ankole | 6.81 | 7.44 | -0.63 |
| Tooro | 11.10 | 11.07* | 0.03 |
| Kampala | 2.58 | 0.80 | 1.78 |
| Buganda(North) | 11.03 | 7.28 | 3.75 |
| Teso | 25.07 | 20.83* | 4.24 |
| Kigezi | 12.16 | 7.78* | 4.38 |
| Buganda(South) | 8.96 | 3.90 | 5.06 |
| Bunyoro | 17.26 | 8.50* | 8.76 |
| Bukedi | 43.68 | 29.43* | 14.25 |
| Busoga | 37.48 | 22.79 | 14.69 |
| Bugisu | 34.90 | 25.82* | 9.10 |

Figure 1: Uganda: Poverty Head count 2012-13 (data source: UBOS)

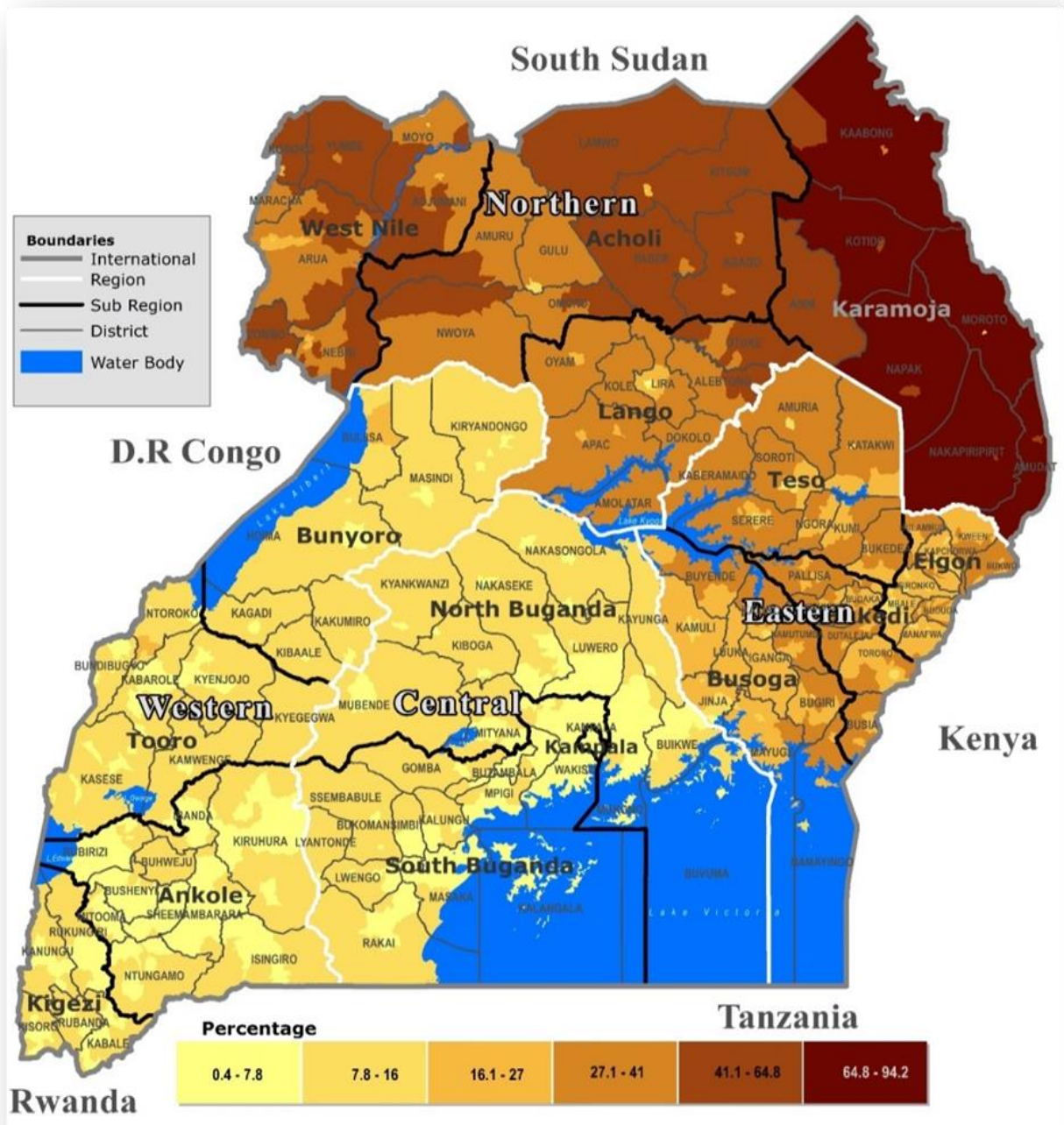
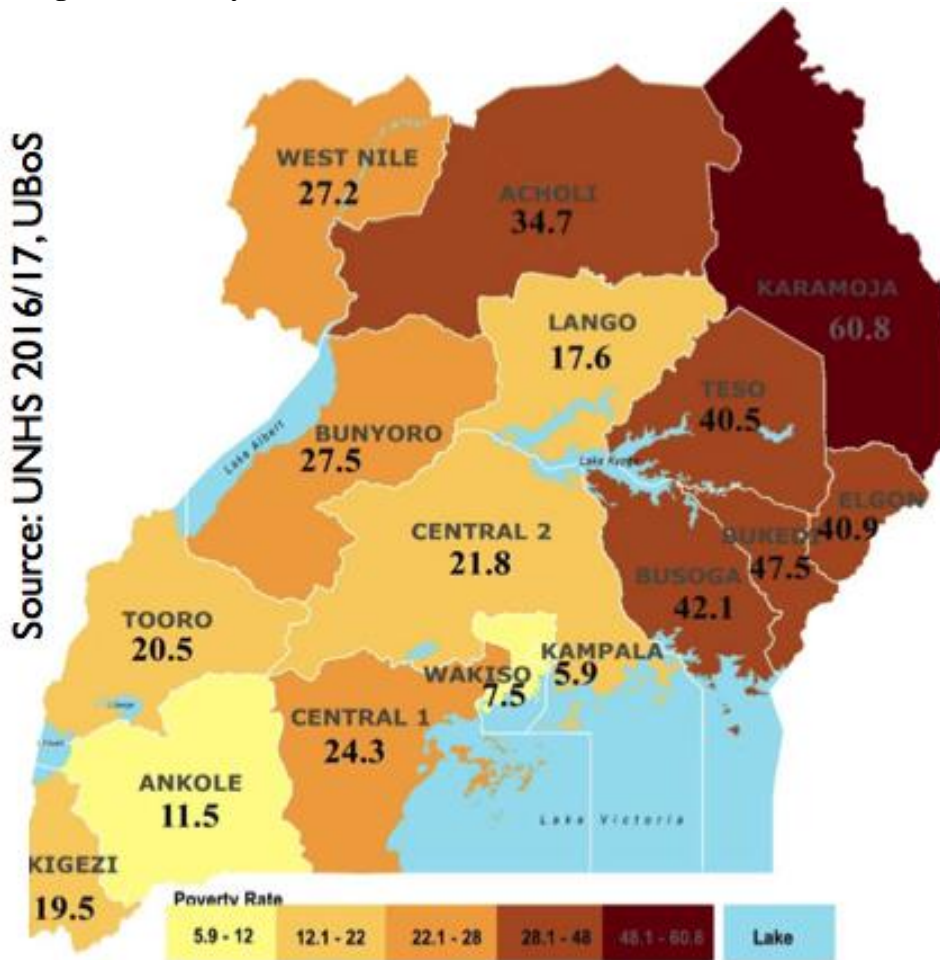


Figure 2: Uganda: Poverty Head count 2016-17 (data source: UBOS)



The above map shows that the poverty rates and economic insecurity are much higher in the sub-regions of Bukedi, Busoga, Bugisu, Teso, Acholi, West Nile, Karamoja and Bunyoro regions compared to other parts of the country.

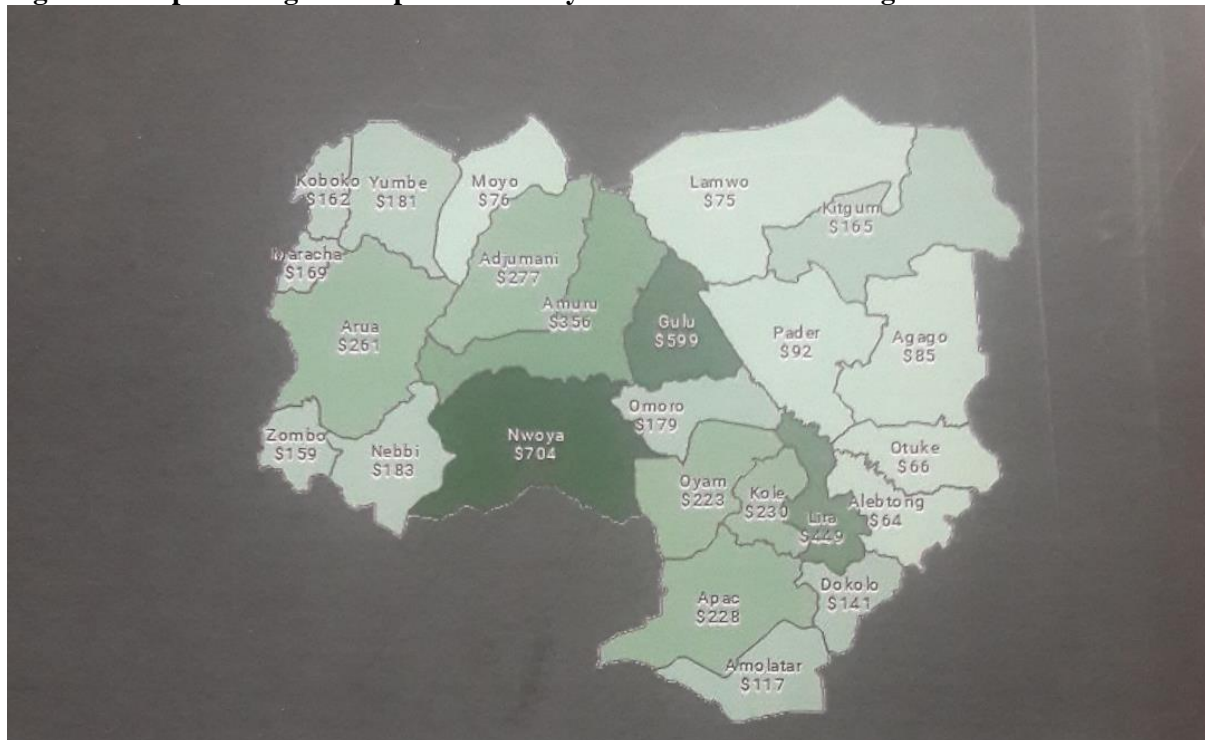
Following over two years of extensive consultations and research, this Investment Plan is derived from the 15-year development strategy. The forum has formulated this 5-year investment plan as the first strand to guide implementation of the 15-year strategy. The 15-year development strategy is to be implemented by 3 5-year regional investment plans.

1.4 Overview of the Northern Uganda Strategy and Investment Plan

The Northern Uganda Strategy and Investment Plan (NUSIP) envision a **“Northern Uganda that is economically prosperous and peaceful with a high quality of life for its people.”** It aspires to grow the economy, ensure that the people continue living together in peace, and improve their quality of life. It is a great conviction that the match toward this long-term vision must be led by local leaders; ensure the involvement and participation of the local people and solicit the commitment from the district local governments and central government. Coordination of multiple development partners, civil society and the private sector will be key in achieving this vision.

While the vision offers a long-term picture, the development strategy sets out a five (5) year development goal, that is, **“structural transformation that leads to long-term sustainable and inclusive socio-economic development in Northern Uganda.”** The strategy recognizes the contributions of various stakeholders in transforming the region, including Government, Citizens, PRDP, NUSAF and many other development partners. However, despite these strides, per capita income for Northern Uganda still ranks low compared to other parts of the country. Below is a map showing per capita incomes for Northern Uganda by district.

Figure 3: Map showing Per Capita Income by District for Northern Uganda



1.5 Alignment to National and International Planning Protocols

The Northern Uganda Strategy and Investment Plan (NUSIP) is aligned to the Uganda Vision 2040. The Uganda Vision 2040 aims to “transform the Ugandan Society from a Peasant to a Modern and Prosperous Country by 2040.” In pursuit of the National Vision, the strategy simultaneously sets out to holistically address the critical development challenges of Northern Uganda. The NUSIP is in line with the NDPIII goal of “increasing average household incomes and improving the quality of life of Ugandans.” The 15-year strategy offers a long-term picture to “accelerate structural transformation to enable long-term sustainable and inclusive socio-economic development in Northern Uganda.”

The investment plan provides profiles for projects/investments identified as key in the drive for structural and economic transformation of Northern Uganda. In particular, the selected investment target to make the region economically prosperous and peaceful while at the same time promoting a high quality of life for the people. The investment plan is also in line with the NDPIII, the Sustainable Development Goals (SDGs) and the Africa Agenda 2063. In the preparation of this Plan, non-state actors particularly Civil Society Organizations (CSOs), Faith Based Organizations (FBOs), Cultural Institutions, the Private Sector, Youth and Women were consulted to embrace the SDG goal of leaving no one behind.

2.0 STRATEGIC INTERVENTIONS

Northern Uganda needs a structural change which aims to shift its people from low-productivity activities, especially subsistence agriculture to high-productivity interventions such as agro-processing and manufacturing. While on-farm activities will remain critical, with a structural transformation shift, a move from traditional farming to modern, intensive agriculture which will, in turn, help to ensure an adequate supply of quality raw materials for agro-processing is necessary. For this strategy to flourish, there is need to invest in roads, electricity, water and market centers, to mention but a few. There is also need for the social and political leaders to rebuild community relations and improve social services for the people.

The strategy and investment plan are anchored on four (4) pillars with twenty-four (24) projects which are highlighted in the sections below.

2.1 Pillar 1: Human Capital Development

Increasing jobs amidst a weak private sector and a rapidly growing population is the primary development challenge. 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, a skilled and efficient workforce capable of meeting the varied demands of a growing economy is needed. Improving the private sector growth requires human capital which is able to compliment other investments to boost productivity and subsequently translate into economic progress. Therefore, we recognize that the development of human capital is one essential components for growth. Under this pillar, human capital development will be 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; and, (3) for the needed economic development.

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 disabilities. Women make up 76 percent of the agricultural workforce and yet are typically marginalized in skills development, access to finance 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 to be 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, interventions to build the capacity of leaders, managers, and local governments to improve performance and enhance accountability are needed.

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. The development hypothesis for Pillar 1 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. The selected projects under Pillar 1 are highlighted below.

Pillar 1 Selected Projects

- a) Northern Uganda LG System Strengthening Project (Client Charter);
- b) Northern Uganda Industry “Ready Youth” Skills Development;
- c) Northern Uganda Science Technical Education and Innovation (STEI) Vocational Secondary Education program;
- d) Northern Uganda Public University Science, Technology, Engineering, and Innovation Hubs Development; and,
- e) Northern Uganda Girls Academy Project.

2.2 Pillar 2: Improve Infrastructure that Facilitates Inclusive Economic Growth

Quality infrastructure is one of the critical requirements for growth and investment attraction in the region. Currently, there are several development projects such as the Gulu-Atiak highway and the Karuma hydro-electric power dam which are expected to benefit the region. However, much more needs to be done.

Improved infrastructure supports business growth, opens access to markets and attracts Foreign Direct Investment (FDI). Currently, infrastructure priorities include infrastructure for social services (health and education facilities) and physical infrastructure (roads, electricity, water for production, and Information Communication and Technology (ICT)).

While necessary, the required infrastructure improvements come at a financial cost. Public investments have to play a significant part. Understanding that funds for public financing to do this alone are severely lacking, there is need for both 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 Public Private Partnership (PPP) arrangements. To achieve inclusive development, improving infrastructure must be based on long-term economically viable projects, funded and implemented on schedule, coupled with quality assurance. Corruption can be a significant hindrance to infrastructure improvements. In connection with Pillar1, there will be need to have 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 of projects.

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

Pillar 2 Selected Projects

- a) Northern Uganda Small Scale Irrigation Schemes Project;
- b) Solar Thermal Electricity (STE) Plants Project;
- c) Historical and Cultural Tourism Development Project;
- d) Clean Energy for improved livelihood for Northern Region project;

- e) Solar Energy for Rural Transformation (SERT) in Northern Uganda; and,
- f) Improving Post Harvest Handling in West Nile, Acholi And Lango Sub Regions.

2.3 Pillar 3: Private Sector Growth

Northern Uganda needs significant private sector growth. Harnessing Northern Uganda's untapped potential in agriculture will propel the regional-economy forward, increase productivity, create jobs, and reduce poverty levels. However, without large-scale private sector investments, rapid development is unlikely to take place. Pillar 3 is essential on its own; it is also reliant on the other pillars to be achieved and sustained. For instance, private sector growth would be limited without improved infrastructure and a skilled workforce.

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 which does not lift people out of poverty. Only 8 percent of the agro-processing plants of the country are found in northern Uganda. Many agro-processing companies in the North report that they are operating below capacity because of substandard and insufficient supply of raw materials. Further, productivity is low because of inadequate agriculture tools, inadequate planning and poor methods of farming. Improved method of farming will improve productivity and increase the number of businesses in agro-processing and manufacturing. Focus on commercial farming by for instance using the 4-acre model; growing of high value commodities; formulation of farmer cooperatives; increasing access to agriculture service centers and funds; and providing water for production (irrigation and livestock) can improve production and productivity. Financial, material and technical support through the Parish Model will also enhance productivity. Agriculture value chain information to identify the best variety, timing of planting, quality and marketing and other factors for profitability will be enhanced. Several layers of change need to take place to allow structural transformation, for instance, skilled workforce and necessary infrastructure (Pillar 1 and 2) are significant pre-conditions of pillar 3. Interconnectedness with new agribusiness growth for availability of raw inputs for processing is also important. Increased supply of quality raw agriculture inputs is required for current businesses to operate at capacity and for new businesses to develop.

Large-scale industrial, agriculture processing / manufacturing is still new in northern Uganda. Nwoya district stands out as a model where large scale commercial farming has taken root by investors under a PPP arrangement.

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. Pillar 3 projects are highlighted here below:

Pillar 3 Selected Projects

- a) Northern Uganda Agro-Industrialization Parks Project;
- b) Promotion of new High-Value Crops - Cashew, Macadamia, Shea-nut, and Pomegranate - Value Chains in Northern Uganda;

Other high value crops and value chains to be developed are Cotton Spinning Mill in Adjumani District, Tea factory in Zombo District, Palm Oil farming in Gulu and Amuru districts, Development of Dairy and Meat processing plants. Also, Rice, Soya beans, Maize, Fish are also lucrative to invest in.

- c) Northern Uganda Household Incomes and Food Security Enhancement Project;
- d) Community-based honey value chain project;
- e) Cassava production, processing and marketing project;
- f) Development of Coffee Value Chain project; and,
- g) Enhancement of Household Incomes through Agribusiness.

Table 3: Selected Enterprises/Crops by Sub Region

| Sub Region | Selected enterprises/crops |
|------------|--|
| Lango | <ul style="list-style-type: none"> • Rice • Fish • Vegetable oil (sunflower, simsim, cotton seed, shea butter, soya) |
| Acholi | <ul style="list-style-type: none"> • Rice • Fish • Vegetable oil (sunflower, simsim, cotton seed, shea butter, soya) |
| West Nile | <ul style="list-style-type: none"> • Shea butter • Beef keeping • Poultry • Cassava • Coffee • Tea |

2.4 Pillar 4: Strengthen Social and Protection Systems:

The conflict in the North has profoundly eroded the cultural, social, and economic fabric. Therefore, there is need to rebuild community relationships. While the other pillars focusing on improving the environment for economic growth, this pillar focuses on social aspects that should be considered 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, there is need to expand services to other people in the 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 which hinder peaceful co-existence. The issues threatening long-term peace include, but are not limited to: ¹

- a) **Conflicts over land and natural resources:** 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 ownership and disputes around internally displaced persons, and land for refugees.

¹ Advisory Consortium of Conflict Sensitivity (ACCS), Northern Uganda Conflict Analysis, 2013

- b) **High levels of sexual and gender-based violence:** Changing gender relations have been a contributing factor to increasing instances of domestic, sexual and gender-based violence which in turn fuel conflicts within families and communities.
- c) **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. ²
- d) **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, to be sustainable. Pillar 4 deals with significant social issues including; gender, mental health, community relations, and harmful social practices.

While there are many issues to address to strengthen social systems, the following projects were identified under this area:

Pillar 4 Selected Projects

- a) Northern Uganda Social System Support Project;
- b) Cross-Regional Production and Consumption Quality Control Project; and,
- c) Support to Security of Land Tenure and Titling in Northern Uganda.

² Ibid

3.0 METHODOLOGY

This Northern Uganda Strategy and Implementation Plan focuses on pursuing inclusive socioeconomic development of the people of Northern Uganda in the next five (5) years. To achieve this goal, focus will be on the following:

- a) Deepen governance in priority setting and addressing the underlying constraints that inhibit investment;
- b) Integrated and inclusive project identification and development planning;
- c) Promotion of commercial agriculture;
- d) Vigorous engagement, involvement and expansion of the private sector;
- e) Mindset change and skills development for increased employment;
- f) Enhancing ownership and sustainability for development programme;
- g) Investments in strategic infrastructure;
- h) Cooperatives development; and,
- i) Anchoring development on the parish model expanded scope of financing.

In order to operationalize the above, some of the development approaches which will be applied are explained in the sections below:

3.1 The Parish Models for holistic AGRI-LED projects

The Northern Uganda Strategy and Investment Plan will rely on the Parish Model. This is the main and comprehensive approach that pools resources together at the parish level convenient enough and making it easier for the local peoples' participation in local development. The parish model enables the local people to work hand in hand with local government's structure. The parish Chief will take the lead in mobilizing the Civil Society Organizations (CSOs), Faith Based Organizations (FBOs), cultural institutions and the private sector, to achieve full employment of the resources in the parish. These are: labor, land, capital, entrepreneurship and knowledge.

The following key activities that constitute a successful parish model will be covered:

- a) Identification of households and their data in terms of size and type of land, family size, location, among others;
- b) Identification and selection of valuable commodities by households assisted by extension workers and agricultural advisors;
- c) Support in terms of inputs towards the valuable commodities in a bid to increase productivity of those specific commodities; and,
- d) Establish farmer group / cooperatives for provision of genuine inputs and training at the parish level.

3.2 The 4-Acre Model

In the parish, every household will be encouraged to operate a four- acre model for the valuable commodities selected for that parish. The 4-acre model is an agricultural value addition strategy

to bolster the efforts to further bring the 68 percent of the population participate in the money economy activities. The 4-acre model will also be encouraged and can be planned and implemented on less land acreage and customary / family land. Competent technical advice will be required.

The 4-acre model will become a model of farming in northern Uganda by impressing it upon every family to allocate one (1) acre of land for a high value perennial cash crop for purposes of earning income for the family; another one (1) acre for animal pasture; and the remaining two (2) acres for selected enterprise commodities that contribute to achieving food security in the region.

These support and resources will be mobilized and marshalled as a big push to support SACCOs, Farmer Cooperative Societies, Youth Associations and Women Associations that largely constitutes the current 68 percent of the population not participating in the money economy. This model will be implemented through government structures, with support from the private sector and development partners.

3.3 Farmers Cooperatives

Farmers will be organized in cooperatives around specific commodities and industries. They will be trained in relevant techniques. They will organize to access inputs, buy farm produce from agricultural service centers at the prevailing market prices and access appropriate markets. In all the cases above, the following support will be provided:

- a) Integrated extension services and advice to households / farmers;
- b) Agricultural inputs such as seeds and seedlings, irrigation schemes to organized and committed cooperatives and groups;
- a) Seed capital to SACCOs, Cooperatives and Associations;
- b) Value addition in agro-processing;
- c) Market access information and opportunities for bulk produce;
- d) Establishment of a Farm House that is fully equipped with standard farm inputs and information center at the sub-county level serving all the parishes;
- e) Develop infrastructure for industrial parks to provide market for the produce;
- f) Establish dryers and storage facilities at sub-county levels; and,
- g) Recruit and train agents under the Village-Agent model for high value crops development.

3.4 Commercial farming

Commercial farming requires strategic and viable plans to ensure increased and bulk production, appropriate harvest, storage, processing and marketing. Large commercial farms are viable in Northern Uganda due to the available fertile land. Large commercial farms enable bulk production, provide market opportunities to small farmers/out-growers and employment opportunities in the local areas. The private sector is particularly of interest here and deserves to be attracted. Partnership and conducive government investment policies will be employed to attract investors and the private sector in general.

4.0 IMPLEMENTATION FRAMEWORK

4.1 Office of the Prime Minister

The Office of the Prime Minister (OPM) has been involved in the development of the Strategy and Plan right from its initial stages. It will therefore, guide NURDEF on government policies for effective harmonization and avoidance of contradictions. The OPM will undertake coordination through its framework to ensure a coherent, consistent and seamless implementation process. It will also monitor the whole process of implementation and conduct periodic reviews and evaluation for appraising government on the progress of implementing NURIP I.

4.2 The Steering Committee (15 members)

A steering committee of 15 district political and civic leaders representing the northern region has been put in place to mobilize and provide feed-back to Local Governments and ensure that the communities are comprehensively involved at all stages of implementation of the projects identified. The steering committee will supervise a three-member technical team put in place to provide technical support and attract investment for the projects identified. The steering team will be headed by the following key persons;

a) Chairman General:

The Chairman General will:

- i). Preside over the meetings of the steering committee;
- ii). Provide overall leadership of NURDEF; and,
- iii). Cause meetings of the Executive committee and Annual General Assembly.

b) Vice-Chairperson:

The Vice Chairperson will deputize the Chairman General

c) Secretary General:

The secretary General will be:

- iv). Secretary to the executive committee;
- v). Signatory to Accounts of NURDEF; and,
- vi). Responsible for compiling reports for submission to the Annual General Assembly.

4.3 The Advisory Board

An Advisory Board will be appointed by the steering committee to further enhance opportunities of implementing NURIP. The board will comprise five (5) members who have expertise in resource mobilization, lobbying and networking. It will report to the steering committee and will be coordinated by the secretariat, have a Bi-annual meeting with the steering committee. The role of the Advisory Board will be to:

- a) Expand opportunities for partnerships for NURDEF;
- b) Deepen advocacy and lobbying with government, private sector, development partners, civil society and many other stakeholders;

- a) Provide information on possible partnerships;
- b) Provide information on resource opportunities;
- c) Provide options for strategy and program effectiveness; and,
- d) Provide feedback on program performance and impact.

4.4 The Secretariat

The secretariat is the technical arm of NURDEF that manages the day to day business of NURDEF on behalf of the steering committee. The secretariat together with the steering committee has the role of supplementing the OPM in monitoring and supervising government programs in the region and provide feedback to OPM. The secretariat will create a conducive environment to attract the private sector and investors to support the implementation of NURIP. It will document challenges and lessons learnt at regional level and share them with OPM and other stakeholders operating in the region to influence programming in the region. The secretariat will also perform the role of building collaborations, partnerships and resource mobilization for purposes of implementing NUSIP-I.

The secretariat will be constituted by the:

a) Executive Director:

The Executive Director (ED) is the chief executive of the secretariat and shall report to the Steering Committee through the Chairman General. The ED will be the main person to put up a fundraising strategy, initiate and build collaboration and partnerships with investors and the private sector; coordinate planning, budgeting and ensure effective implementation of NURDEF programs.

b) Investments Officer:

The investments officer will be responsible in attracting and developing investments for commodities identified and any other assignment directed to him/her by the Executive Director and reports to the Executive Director.

c) Finance and Administrative Manager:

The Finance and Administrative Manager will report to the Executive Director and will manage NURDEF finance and material resources, oversee procurement and manage assets and the disposal of NURDEF assets as need arises.

d) Monitoring and Evaluation (M & E) specialist:

The M&E specialist shall report to the Executive Director and will be responsible for developing monitoring and evaluation tools and monitoring and appraisal of programs under NURDEF.

e) Three (3) sub-regional program managers; i.e. (Acholi, Lango and West Nile):

These will be based in the sub-regions and will report to the Executive Director and will coordinate and provide linkage with the Regional Office. They will in liaison with the districts and Lower Local Governments, monitors the implementation of NURIP I projects and documenting sub-regional development trends in collaboration NURDEF

f) Support staff:

The above key personnel will be supported by:

- i). A Secretary;
- ii). A Driver; and,
- iii). An Office attendant.

The steering committee members are to be drawn from the Local Governments. Their dues will be drawn from routine work and any other funds raised for the purpose. The Advisory Board will be persons with relevant expertise from the Government and the Private Sector. The Secretariat will be competent persons recruited on contract basis. They will support the implementation and Monitoring and Supervision of the programme under the office of the Prime Minister. Their salaries and emoluments of the Secretariat will be part of the OPM funds to support Northern Uganda Recovery and Pacification.

5.0 STAKEHOLDER'S ROLE IN IMPLEMENTATION OF NURIP I

The NURDEF fifteen (15) year development strategy and NUDSIP five (5) year First Investment Plan are documents intended to guide partners to plug their development programs and resources into the vision and objectives of the people and leaders of the northern region. The investment plan has so far twenty-three (21) development investments that are considered as key transformative drivers of NURDEF in sub-regions of Acholi, Lango and West Nile. The plan in an open financing framework which will seek financial and technical support from government, the partnerships private sector and development partners. The following stakeholders are key in the implementation of the plans:

5.1 Office of the Prime Minister

The Office of the Prime Minister (OPM) will fundamentally coordinate funding by government and subsequently mainstream implementation of the projects in the annual planning/budgeting cycle of the government of Uganda. In the course of investment plan implementation, the OPM will monitor and evaluate impact of the NURDEF

5.2 Ministry of Finance, Planning and Economic Development

Currently the Ministry of Finance, Planning and Economic Development (MFPED) has a full-fledged Public Private Partnership (PPP) Unit. The Ministry will therefore promote, provide coordination and capacity building to NURDEF in PPP frameworks. The MFPED will solicit and allocate funds to identified projects under NUSIP where possible. MFPED will also from time to time clear funds mobilized by NURDEF from the Private Sector and Development Partners for investment under NUSIP.

5.3 National Planning Authority

The National Planning Authority (NPA) will support alignment of the NUSIP and NURIP to NDPIII and United Nations (UN) SDGs. The Authority will also continuously guide the sub-regions in the course of implementation planning. NPA will equally provide capacity building to NURDEF on National and International development planning frameworks/protocols.

5.4 Development Partners

The Development Partners will support NURDEF to comply with Their and or MFPED funding guidelines / regulations and frameworks. For role elaboration and compliance, details will be stated in the Memorandum of Understanding (MoU) between NURDEF and each specific Development Partner and District of implementation. The Development Partners will ensure that:

- a) Their program interventions in Northern Uganda are aligned to NUSIP;
- b) They contribute to providing technical assistance in regard to strengthening the NURDEF secretariat; and,
- c) They contribute to resource mobilization and implementation of NURDEF projects.

5.5 Private Sector

Projects picked from NURDEF investment plan by the private sector for implementation will be subject to a Memorandum of Understanding (MoU) between NURDEF and the Private sector actors. The MoU will elaborate on the role of NURDEF and that particular private sector actor. All these partnerships will work within the government public specific sector standards requirements. Through the principle of corporate responsibility, the private sector will be part

of the NURIP I financing framework and will be engaged and contribute directly to the implementation of those projects that have both social and economic value for the people of Northern Uganda. Through PPPs, NURDEF investment plan projects implementation will particularly attract private sector participation in AGRO-Industrialization within the identified AGRO-industrial Parks for area-based commodity clusters. Role elaboration for NURDEF and other stakeholders will equally be detailed in MoUs and where the arrangement requires Public Private Partnerships (PPP) then the process implementation will be guided by the PPP Act 2015 and PPP Regulations (2016).

5.6 Ministry of Local Government

- a) The Ministry of Local Government (MoLG) will be offering support to NURDEF in Local Economic Development (LED) initiatives and conduct advocacy and influence policy in support of NURDEF;
- b) The Ministry will also be linking investors to NURDEF for purposes of implementing NURIP I; and,
- c) MoLG will play a key role in mobilizing the development partners for resources and enhancing the process of aligning development partners' program interventions to NURIP I.

5.7 District Local Governments

In the course of implementing NURIP I, District Local Governments (LGs) will perform the following roles:

- a) Provide land for projects and investments;
- b) Provide technical assistance at all levels of local governments; and,
- c) Support in activities related to massive community mobilization where applicable.

5.8 The Academia

The academia that largely constitutes the regional universities, that is, Muni, Gulu and Lira Universities will conduct appropriate, relevant resourceful research and innovations to support NURDEF interventions. Research reports will be used to develop and attract resources for funding under NURDEF.

5.9 Civil Society Organizations

The Civil Society Organizations (CSOs) will advocate and net-work to popularize NURIP I. The Civil Society Organizations will align their interventions to NURIP pillars and also contribute to resource mobilization.

5.10 Cultural Institutions

The Cultural Institutions will create an enabling environment for investors to access land and mobilize communities through their established structures to support the implementation of identified projects. Further, they will popularize NURDEF and also contribute to resource mobilization as may be required.

5.11 Local Community

The community in this context are the people of the region i.e. Acholi, Lango and West Nile who are fundamentally at the center of the NURDEF initiative and are inevitably the direct beneficiaries of the projects to be implemented. The community is expected to provide local labor, local raw materials and land where appropriate. The community is expected to support and own all the processes for the benefit and sustainability of the implemented interventions and projects.

6.0 SUMMARY OF IDENTIFIED COSTED PROJECTS BY PILLAR

Twenty-four (24) projects have already been identified and costed for implementation. The projects are organized and aligned to the four pillars of the Northern Uganda Regional Development Strategy. The table below summarizes the projects by pillar.

6.1 Identified Projects by Pillar

Table 4: Pillars and Respective Projects

| | | |
|---|--|--|
| Pillar 1: Development of Human Capital <i>Selected Projects</i> <ul style="list-style-type: none"> ● Northern Uganda LG System Strengthening Project (Client Charter) ● 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 2: Improve Infrastructure that Facilitates Inclusive Economic Growth <i>Selected Projects</i> <ul style="list-style-type: none"> ● Northern Uganda Small Scale Irrigation Schemes Project ● Solar Thermal Electricity (STE) Plants Project ● Historical and Cultural Tourism Development Project ● Clean Energy for improved livelihood for Northern Region project ● Solar Energy for Rural Transformation (SERT) in Northern Uganda ● Improving Post Harvest Handling in West Nile, Acholi And Lango Sub Regions | | |
| Pillar 3: Boost Private Sector Growth <i>Selected Projects</i> <ul style="list-style-type: none"> ● Northern Uganda Agro-Industrialization Parks Project ● Northern Uganda High-Value Crops (Cashew, Macadamia, Shea-nut, and Pomegranate) and Value Chain Project ● Northern Uganda Household Incomes and Food Security Enhancement Project ● Community-based honey value chain project ● Cassava production, processing and marketing project ● Development of Coffee Value Chain project | | |
| Pillar 4: Strengthen Social and Protection Systems for Resilience <i>Selected Projects</i> <ul style="list-style-type: none"> ● Northern Uganda Social System Support Project ● Cross-Regional Production and Consumption Quality Control Project ● Support to Security of Land Tenure and titling in Northern Uganda | | |
| Others Project Ideas <ul style="list-style-type: none"> ● Northern Uganda Regional Farming Development project (selected crop enterprise): <ul style="list-style-type: none"> ✓ Cotton Spinning Mill in Adjumani District ✓ Tea factory in Zombo District ✓ Palm Oil farming in Gulu and Amuru districts ✓ Development of Dairy and Meat processing plants | | |

The above projects are estimated to cost Uganda Shillings (UGX) two trillion, five hundred seventy-six billion (2.576 trillion). This cost is summarized in the table below by pillar and project.

6.2 Summary Cost per Pillar and Project

Table 5: Summary Cost per Pillar and Project

| Pillar | Projects | Estimated Cost (Billions) (UGX) |
|--|---|---------------------------------|
| Pillar 1: Human Capital Development | Northern Uganda LG System Strengthening Project | 32.22 |

| Pillar | Projects | Estimated Cost (Billions) (UGX) |
|--|--|--|
| | Northern Uganda Industry Ready Youth Skills Development | 183.14 |
| | Northern Uganda Science Technical Education and Innovation (STEI) Vocational Secondary Education | 683.70 |
| | Northern Uganda Public University Science, Technology, Engineering, and Innovation Hubs | 75.00 |
| | Northern Uganda Girls Academy Project | 56.10 |
| | Northern Uganda LG System Strengthening (Client Charter) | 9.34 |
| <i>Pillar 1 Total</i> | | <i>1,039.50</i> |
| Pillar 2: Improve Infrastructure that Facilitates Inclusive Economic Growth | Small Scale Irrigation Schemes Projects | 79.80 |
| | Solar Thermal Electricity (STE) Plants Project | 224.40 |
| | Development of cultural sites in Lango, Acholi, and West Nile sub-regions | 100.00 |
| | Clean Energy for improved Livelihood for Northern Region project | 50.00 |
| | Solar Energy for Rural Transformation (SERT) in Northern Uganda | 50.00 |
| | Improving Post Harvest Handling in West Nile, Acholi And Lango Sub Regions | 562.68 |
| <i>Pillar 2: Total</i> | | <i>1,066.88</i> |
| Pillar 3: Boost Private Sector Growth | Northern Uganda Agro-Industrialization Parks Project | 50.00 |
| | Promotion of High-Value Crops (cashew, macadamia, shea nut, and pomegranate) Value Chains in Northern Uganda | 10.65 |
| | Enhancement of Household Incomes through Agribusiness | 40.00 |
| | Community-Based Honey Value Chain | 9.97 |
| | Cassava Production, Processing and Marketing Project | 23.40 |
| | Development of Coffee Value Chain Project | 100.00 |
| | Northern Uganda Regional Farming Development (selected crop enterprises) Project | 179.00 |
| <i>Pillar 3 Total</i> | | <i>413.02</i> |
| Pillar 4: Strengthen Social and Protection Systems for Resilience | Support for Strengthening the Social System for Economic Transformation | 20.00 |
| | Enacting Ordinances to Increase Agriculture Product Quality, Support the | 3.00 |

| Pillar | Projects | Estimated Cost (Billions) (UGX) |
|--------------------|---|--|
| | Social System and Improve Environmental Protection in Northern Uganda Project | |
| | Support to Security of Land Tenure in Northern Uganda | 34.00 |
| 4 Total | | 57.00 |
| Grand Total | | 2,576.40 |

6.3 Financing Framework

The Northern Uganda Strategy and Investment Plan aims to attract resources from government, the Private Sector, Investors and the Development Partners. It calls for and encourages the involvement and participation of the local community and its leadership in development programs. The District Local Governments and NURDEF will initiate the proposals to the Ministries, the Private Sector, Investors and Development Partners on an annual basis. Other proposals initiated in the region from symposiums and project development events will also be flagged in the NURDEF forum. The different actors will then be able to choose the projects for implementation.

7.0 PROJECT PROFILES BY PILLAR

7.1 Introduction

The projects by pillar have been profiled and costed under this section. However, it is expected that some changes could occur in the course of undertaking feasibility studies for these projects. Also, more commodity proposals may arise in the course of NURIP implementation and these will need further analysis. From the initial consultations in the course of NURIP development, the commodity proposals which are expected to emerge include: Cotton Spinning Mill in Adjumani District, Tea factory in Zombo District, Palm Oil farming in Gulu and Amuru districts and Development of Dairy and Meat processing plants. The sub sections which follow provide profiles for the selected investments/projects.

7.2 Pillar 1: Human Capital Development: Projects

Project 1: Northern Uganda LG System Strengthening Project

Table 6: Northern Uganda LG System Strengthening Project

| PROJECT SUMMARY | |
|--|---|
| Project Title | Northern Uganda LG System Strengthening Project |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00005 |
| Location | 26 LGs in West Nile, Acholi and Lango sub-regions |
| Estimated Project Cost | UGX. 32.225 Bn |
| Total funding gap | UGX. 32.225 Bn |
| Project Duration/Lifespan (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| <p><u>Problem Statement</u> <u>Problem to be addressed</u></p> <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. <p><u>Causes of the problem</u></p> <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). | |
| <p><u>Situation Analysis</u> <u>Past achievements</u></p> <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. Office of the Prime Minister undertaking Local Government Performance assessment and capacity building.</p> | |
| <p><u>Ongoing interventions:</u> GAPP-USAID; ACFODE</p> | |
| <p><u>Challenges</u></p> <p>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.</p> <p>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.</p> <p>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.</p> | |

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

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

Likely preferred option

Donor Development Partnership

PROJECT ANNUALISED TARGETS

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|------------------|---------|---------|---------|---------|---------|
| 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 (UGX BILLION)

| Output | Source | Cumulative Expenditure up to 2019/20 (Billion) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|--------|--|---------|---------|---------|---------|---------|
| Sub-regional offices | GOU | | | | | | |
| | Donor | | 6.225 | 6.225 | 6.225 | 6.225 | 6.225 |
| 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) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|------------------|---------|---------|---------|---------|---------|
| Overall project progress (%) | | 20 | 40 | 60 | 80 | 100 |
| 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 |
| NURDEF Progress Reports | | | | | | 100 |
| NURDEF Mid Term Review Reports | | | | | | 100 |
| NURDEF End Evaluation Reports | | | | | | 100 |

RESULTS MATRIX

| Objective Hierarchy and Description | Indicators | Means of Verification | Baseline | Target | Assumptions |
|-------------------------------------|---|-----------------------|----------|--------|-------------|
| Goal | | | | | |
| Outcomes | Percentage of citizens participating in public affairs | | | 60 | |
| | The proportion of public investment projects aligned to the NURDEF and LGDP plans | | | 95 | |
| Outputs | | | | | |
| Activities | | | | | |

Project 2. Northern Uganda Industry Ready Youth Skills Development

Table 7: Northern Uganda Industry Ready Youth Skills Development

| PROJECT SUMMARY | |
|---|---|
| Project Title | Northern Uganda Industry Ready Youth Skills Development project- Phase 1 |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00004 |
| Location | Pakwach, Rhino Camp, Arua, Gulu, Lira |
| Estimated Project Cost | UGX. 183.14 Bn |
| Total funding gap | UGX. 183.14 Bn |
| Project duration/lifespan (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| <p>Problem statement</p> <p><u>Problem to be addressed</u></p> <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. <p><u>Causes of the problem</u></p> <ul style="list-style-type: none"> • 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. | |
| <p>Situation Analysis</p> <p><u>Past achievements</u></p> <p>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.</p> <p>Over the last five years, progress has been made mainly in informal areas of Business, Technical, Vocational Education and Training (BTVET), 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.</p> <p><u>Ongoing interventions</u></p> <p>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.</p> <p><u>Challenges</u></p> <p>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.</p> <p>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.</p> | |

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 BTVET institutions compared to demand from primary and S1-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 (UGX BILLION)

| Output | Source | Cumulative Expenditure up to 2019/20 (Billion) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|--------|--|---------|---------|---------|---------|---------|
| Science and Innovation Centre in Pakwach for multi skills development | GOU | | | | | | |
| | Donor | | 49.968 | 16.656 | 16.656 | | |
| Science and Innovation center at Rhino Camp for agri-business skills training | GOU | | | | | | |
| | Donor | | 22.44 | 7.48 | 7.48 | | |
| Science and Innovation center in Arua, Gulu and Lira for post-harvest handling | GOU | | | | | | |
| | Donor | | 37.476 | 12.492 | 12.492 | | |
| Graduates from Pakwach center Number: Graduates from, Rhino Camp Center Number: | GOU | | | | | | |
| | Donor | | | | | | |
| Graduates from, Arua, Gulu and Lira centers Number: Graduates from Pakwach center Number: | GOU | | | | | | |
| | Donor | | | | | | |
| Graduates from Rhino Camp center | GOU | | | | | | |
| | Donor | | | | | | |

| | | | | | | | |
|--------------|--|--|--|--|--|--|--|
| Number: | | | | | | | |
| 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 | | | | | |

Project 3: Northern Uganda Science Technical Education and Innovation (STEI) Vocational Secondary Education

Table 8: 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 | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00015 |
| 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 funding gap | UGX. 683.700 Bn |
| Project duration/ lifespan (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| Problem statement | |
| <u>Causes of the problem</u> | |
| The psychological impacts of the 20-year LRA insurgency on social and economic capital negatively affected human capital development in the region | |
| <u>Situation Analysis</u> | |
| <u>Past achievements</u> | |
| 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. | |
| <u>Ongoing interventions</u> | |
| The affirmative actions in place have been generic and lack focus especially for girls in Northern Uganda schools. | |
| <u>Challenges</u> | |
| Limited uptake of science subjects due to inadequate facilities in secondary schools and poor performance in sciences in UACE. | |
| <u>The relevance of the project idea</u> | |
| 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. | |
| <u>Stakeholders</u> | |
| <ul style="list-style-type: none"> ● Youths in Northern Uganda ● Parents/ guardians ● Secondary school dropouts ● Public sector ● Private sector | |
| <u>Project Objectives/Outcomes/Outputs</u> | |
| <u>Project objectives</u> | |
| <ul style="list-style-type: none"> ● 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. | |
| <u>Project outcomes</u> | |
| <ul style="list-style-type: none"> ● 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

Likely preferred option: Public investment

PROJECT ANNUALISED TARGETS

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|------------------|---------|---------|---------|---------|---------|
| 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 (UGX BILLION)

| Output | Source | Cumulative Expenditure up to 2019/20 (Billion) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|--------|--|---------|---------|---------|---------|---------|
| 9 model integrated STEM, vocational and business secondary school centers of excellence | GOU | | 227.9 | 227.9 | 227.9 | | |
| | Donor | | | | | | |
| 350 scholarships to public universities | GOU | | | | | | |
| | Donor | | 1.5 | 2.5 | 3.5 | 2.0 | 1.0 |

| | | | | | | |
|---|--|------------------------------|---------------------|---------------------|---------------------|---------------------|
| Total | | | | | | |
| PERCENTAGE PROGRESSION | | | | | | |
| Output | Actual (2019/20) | 2020/ 21 | 2021/ 22 | 2022/ 23 | 2023/ 24 | 2024/ 25 |
| 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 | Means of Verification | Baseline | Target | Assumptions | |
| 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 | | | | | | |

Project 4: Northern Uganda Public University Science, Technology, Engineering, and Innovation Hubs Development

Table 9: 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 | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00012 |
| Location | Muni, Gulu and Lira universities |
| Estimated Project Cost | UGX.75 Bn |
| Total funding gap | UGX. 75 Bn |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| Problem statement | |
| <p>Problem to be addressed: 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>Causes of the problem: 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 | |
| <p>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.</p> <p>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.</p> | |
| The relevance of the project idea | |
| <p>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.</p> | |
| Stakeholders | |
| <ul style="list-style-type: none"> ● 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 | |
| <ul style="list-style-type: none"> ● 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 | |
| <ul style="list-style-type: none"> ● 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 | |
| <ul style="list-style-type: none"> ● 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 | |
| <ul style="list-style-type: none"> ● 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

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 and Bilateral cooperation

Comparison of alternatives:

Public investment versus bilateral cooperation

Likely preferred option:

Bilateral cooperation

PROJECT ANNUALISED TARGETS

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|------------------|---------|---------|---------|---------|---------|
| 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. | | | 600 | 600 | 600 | 600 |

ESTIMATED PROJECT COST AND FUNDING SOURCES (UGX BILLION)

| Output | Source | Cumulative Expenditure up to 2019/20 (Billion) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|--------|--|-----------|-----------|-----------|-----------|-----------|
| Universities established for entrepreneurship development and writing skills | GOU | | | | | | |
| Scientists graduating from Gulu, Lira, and Muni | Donor | | 15 | 15 | 15 | 15 | 15 |
| | GOU | | | | | | |
| Total | | | 15 | 15 | 15 | 15 | 15 |

PERCENTAGE PROGRESSION

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|------------------|---------|---------|---------|---------|---------|
| Overall project progress (%) | | | | | | |
| Universities established for entrepreneurship development and writing skills | | 10 | 25 | 45 | 75 | 100 |
| 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 | | | | | |

Project 5: Northern Uganda Girls Academy Project

Table 10: Northern Uganda Girls Academy Project

| PROJECT SUMMARY | |
|---|---|
| Project Title | Northern Uganda Girls Academy Project |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00002 |
| Location | Omoror |
| Estimated Project Cost | UGX. 56.1 Bn |
| Total funding gap | UGX. 56.1 Bn |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| Problem statement | |
| <p><u>Problem to be addressed:</u> 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> <p><u>Causes of the problem:</u> LRA insurgency that lasted for 20 years and lack of alternative education/rehabilitation programme for war-affected children.</p> | |
| Situation Analysis | |
| <p><u>Past achievements:</u> 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 FAWA, MOES and the USA Embassy/Kampala in Gulu were inadequate and not sustainable for LRA war-affected girls in Northern Uganda.</p> <p><u>Challenges:</u> 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.</p> | |
| The relevance of the project idea | |
| <p>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.</p> | |
| Stakeholders | |
| <ul style="list-style-type: none"> ● 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 | |
| <u>Project objectives</u> | |
| <ul style="list-style-type: none"> ● 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. | |
| <u>Project outcomes</u> | |
| <ul style="list-style-type: none"> ● 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. | |
| <u>Project Outputs</u> | |
| <ul style="list-style-type: none"> ● Girls Academy Center established. ● Instructors trained. | |

| <ul style="list-style-type: none"> • War-affected children and child mothers enrolled and rehabilitated. • Former girl night commuters enrolled and rehabilitated. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|------------------|--|--|----------|----------|----------|----------|-------------------------------------|----------------------------------|-----|---|--|--|--|----------------------------------|--|-------|----|------|----|-----|--|---|---------------------|-----|-----|-----|-----|--|--|--|-------|--|--|--|--|--|--|--|-----|--|--|--|--|--|--|-------|--|--|--|--|--|--|--------------|--|--|-------------|----------|----------|----------|----------|
| <p>Project inputs/activities/interventions</p> <p>Inputs</p> <ul style="list-style-type: none"> • Agricultural farmlands on 2 square miles • Physical capital-construction materials • Financial capital • Human capital instructors <p>Activities</p> <ul style="list-style-type: none"> • Construction of Girls Academy Center • Training instructors • Enrolment and rehabilitation of war-affected children through skilling on income generating enterprises and life skills <p>Interventions</p> <p>Establishment of Northern Uganda Girls Academy in Omoro district.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>STRATEGIC OPTIONS</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Strategic options (indicate the existing asset, non-asset, and new asset solutions)</p> <p>Proposed solutions</p> <p>To improve the livelihoods of disadvantaged groups of society like rural women, youth and the disabled persons</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Alternative means of financing</p> <ul style="list-style-type: none"> • Public investment • Public-private partnership • Bilateral partnership • Multilateral partnerships • Foundation funds/donors <p>Comparison of alternatives:</p> <p>Public investment versus foundation funds/donors</p> <p>Likely preferred option: Foundation funds/donors</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>PROJECT ANNUALISED TARGETS</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th>Output</th> <th>Actual (2019/20)</th> <th>2020/21</th> <th>2021/22</th> <th>2022/23</th> <th>2023/24</th> <th>2024/25</th> </tr> </thead> <tbody> <tr> <td>Girls Academy Center established</td> <td></td> <td></td> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Instructors trained</td> <td></td> <td></td> <td>10</td> <td></td> <td></td> <td></td> </tr> <tr> <td>War-affected children enrolled and rehabilitated</td> <td></td> <td></td> <td>0.5</td> <td>.75</td> <td>1.5</td> <td>2.5</td> </tr> </tbody> </table> | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>ESTIMATED PROJECT COST AND FUNDING SOURCES (UGX BILLION)</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Output | Source | Cumulative Expenditure up to 2019/20 (Billion) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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 | | | 3.22 | 2 | 2 | 2 | 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>PERCENTAGE PROGRESSION</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 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 | | | | | |

Project 6: Northern Uganda LG System Strengthening Project through development of Clients Charter

Table 11: Northern Uganda LG System Strengthening Project through development of clients' charter

| PROJECT SUMMARY | |
|---|---|
| Project Title | Northern Uganda LG System Strengthening Project through development of clients' charter |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00019 |
| Location | LGs in West Nile, Acholi and Lango sub-regions |
| Estimated Project Cost | UGX 9,340,000,000 |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| <p>Problem statement Problem to be addressed</p> <ul style="list-style-type: none"> • Low interest and capacity for citizen participation and involvement in the service delivery process. • Low functionality of the accountability framework in the LGs' Client Charters. <p>Causes of the problem</p> <ul style="list-style-type: none"> • Limited knowledge and information on citizens' rights, roles and responsibilities in accountability and development. • Lack of documented and translated service delivery standards. • Poor comprehension of the purpose of client charters leading to non-implementation of charters by LG political leaders. | |
| <p>Situation Analysis Past achievements: Ministry of Public Service (MOPS) has conducted technical support trainings with LG leaders on development, dissemination and implementation of client charters in 7 of the 26 districts (including their urban councils) over the past two years. MOPS has also carried out compliance inspection in 9 of the 26 districts (including their urban councils) over the past two years and one of the key inspection areas is if the LG has developed, disseminated and implemented a client charter based on service delivery standards. MOPS has further administered a performance scorecard to LG leaders in 9 of the 26 districts and a key dimension of the scorecard (out of 4 dimensions) is CITIZEN/CLIENT/STAKEHOLDER PERSPECTIVE with 10 assessment areas. However, in all these activities, citizen engagement was low.</p> <p>Ongoing interventions: This FY 2019/20, compliance inspection to service delivery standards and client charters is planned for the LGs of Kole, Nwoya, Adjumani, Maracha, Zombo and their Urban Councils.</p> <p>Challenges</p> <ul style="list-style-type: none"> • Most LGs lack the technical capacity to develop client charters. • Many of the LGs with client charters lack the capacity to implement them. • Almost all Urban Councils are understaffed. • Fluctuating and sometimes substantially and consistently reducing quarterly releases to DLGs is diminishing the level of commitment to developing client charters. • A cultural disconnect between the purpose of the charter and the intentions of the LG technical and political leaders who are meant to champion the charter. The purpose of client charters is to enhance accountability and client focus in the provision of public services. | |
| <p>Relevance of the project idea: The project is linked to the NDPIII objective of strengthening the role of the State in guiding and facilitating development.</p> | |
| <p>Stakeholders Direct beneficiaries</p> <ul style="list-style-type: none"> • Northern Uganda Local Governments (LGs) • Civil Society Organisations (CSOs) <p>Indirect Beneficiaries</p> <ul style="list-style-type: none"> • Development Partners • Citizens | |

Project Objectives/Outcomes/Outputs**Project objectives**

- To enhance LG service delivery.
- To strengthen reporting frameworks for LG provides.
- To build capacity of LGs human resource and Northern Uganda citizens.

Project outcomes

- Efficient and effective service delivery.
- Enhanced capacity of LG staff and citizens.

Project outputs

- All client charters completed
- Training programs.

Project inputs/activities/interventions**Inputs**

- Resource persons
- Stationary
- Funds

Activities

- Hold meetings and focus group discussions with political and technical leaders at the LG and its Urban Council(s).
- Disseminate and popularize services, commitments and standards contained in the charters at parish, sub-county, district, sub-regional and regional levels
- Conduct mindset change sessions with leaders and communities on community inclusion, involvement and participation in the delivery of public services
- Conduct annual accountability meetings at community levels.
- Coordinate translation of the charters into local languages.
- Conduct launching of the client charters in all LGs.
- Coordinate institutionalization sessions of complaints and feedback handling mechanisms in all LGs.
- Conduct annual review meetings of the performance of the client charters with clients, stakeholders, CSOs, LG political and technical leaders.
- Undertake regular client and citizen surveys.

Interventions

- Establishment of client charter committees and focal point persons for client charters in all LGs.
- Strengthening monitoring and follow-up by instituting quarterly reporting by the LGs on the performance of their client charters.
- Operationalizing recognition and reward systems.
- Actively engage CSOs to popularize client charters.
- An annual assessment based on client charters be introduced.
- Client focus promotion awareness training for district and regional leaders.

STRATEGIC OPTIONS**Strategic options**

Proposed solutions: Undertaking sensitization campaigns, developing manuals and popularization of LG client charters

Alternative means of financing

- Government of Uganda
- Private Equity
- Grants
- Debt Finance

Comparison of alternatives: With the several modes of financing, the project requires manageable funds. Donor financing through grants is more suitable for this project.

Likely preferred option: Grant

PROJECT ANNUALISED TARGETS

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|------------------|---------|---------|---------|---------|---------|
| Workshops and focal persons | | | | | | |
| Review of client charters (consultants) | | | | | | |
| Development of manuals and training guides | | | | | | |
| M&E | | | | | | |

ESTIMATED PROJECT COST AND FUNDING SOURCES (UGX BILLION) (BILLIONS)

| Output | Source | Cumulative Expenditure up to 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|--------|--------------------------------------|-------------|-------------|-------------|-------------|-------------|
| Workshops and focal persons | GOU | | | | | | |
| | Donor | | 1.70 | 1.00 | 1.00 | 1.00 | 0.41 |
| Review of client charters (consultants) | GOU | | | | | | |
| | Donor | | 0.46 | 0.20 | 0.20 | 0.20 | 0.17 |
| Development of manuals and training guides | GOU | | | | | | |
| | Donor | | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 |
| M&E | GOU | | | | | | |
| | Donor | | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 |
| Total | | | 2.76 | 1.80 | 1.80 | 1.80 | 1.18 |

PERCENTAGE PROGRESSION

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|------------------|---------|---------|---------|---------|---------|
| Overall project progress (%) | | | | | | |
| Workshops and focal persons | | 50 | 60 | 70 | 80 | 100 |
| Review of client charters (consultants) | | | 70 | 100 | | |
| Development of manuals and training guides | | | 30 | 60 | 80 | 100 |
| M&E | | 20 | 20 | 20 | 20 | 20 |

RESULTS MATRIX

| Objective Hierarchy and Description | Indicators | Means of Verification | Baseline 2019 | Target 2025 | Assumptions |
|--|--|-----------------------|---------------|-------------|-------------|
| Goal To increase the sense of responsibility in LG service delivery and public demand for accountability | Speed of implementation of LG projects | Surveys | | | |
| Outcomes <ul style="list-style-type: none"> Efficient and effective service delivery. Enhanced capacity of LG staff and citizens. | <ul style="list-style-type: none"> Percentage progress in LG implementation Trainings undertaken to improve service delivery | Quarterly Reports | | | |
| Outputs <ul style="list-style-type: none"> All client charters completed Training programs. | <ul style="list-style-type: none"> Number of client charters completed Number of training programs conducted. | Quarterly Reports | | | |

| | | | | | |
|---|---|--------------------------|--|--|--|
| <p>Activities</p> <ul style="list-style-type: none"> • Hold meetings and focus group discussions with political and technical leaders at the LG and its Urban Council(s). • Disseminate and popularize services, commitments and standards contained in the charters at parish, sub-county, district, sub-regional and regional levels • Conduct mindset change sessions with leaders and communities on community inclusion, involvement and participation in the delivery of public services • Conduct annual accountability meetings at community levels. • Coordinate translation of the charters into local languages. • Conduct launching of the client charters in all LGs. • Coordinate institutionalization sessions of complaints and feedback handling mechanisms in all LGs. • Conduct annual review meetings of the performance of the client charters with clients, stakeholders, CSOs, LG political and technical leaders. • Undertake regular client and citizen surveys. | <ul style="list-style-type: none"> • Number of meetings • Number of focus group discussions conducted • No. of Charters translated into local languages • No. of charters launched in all the 26 LGs • No. of LGs with complaints and feedback handling mechanisms | <p>Quarterly Reports</p> | | | |
|---|---|--------------------------|--|--|--|

7.3 Pillar 2: Improve Infrastructure that Facilitates Inclusive Economic Growth

Project 1: Small Scale Irrigation Schemes Projects

Table 12: Northern Uganda Small Scale Irrigation Schemes Project

| PROJECT SUMMARY | |
|--|--|
| Project Title | Northern Uganda Small Scale Irrigation Schemes Project |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00013 |
| Location | Northern Uganda – West Nile, Acholi and Lango regions |
| Estimated Project Cost | UGX. 79.8 Bn |
| Total funding gap | UGX. 79.8 Bn |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| <p>Problem statement</p> <p>Problem to be addressed: 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> <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.</p> <p>Causes of the problem: Northern Uganda is greatly affected by adverse climate change which in essence is primarily drought or dry seasons.</p> | |
| <p>Situation Analysis</p> <p>Past achievements</p> <ul style="list-style-type: none"> • 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. <p>Ongoing interventions</p> <ul style="list-style-type: none"> • 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. <p>Challenges</p> <ul style="list-style-type: none"> • Adverse climate change - droughts and prolonged dry seasons. | |
| <p>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).</p> | |
| <p>Stakeholders: Farmers, women and children, LGs and development partners.</p> | |
| <p>Project Objectives/Outcomes/Outputs</p> <p>Project objectives</p> <ul style="list-style-type: none"> • 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 (Otukey) new irrigation system | | | | To be constructed | | |
| 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 (UGX BILLION)

| Output | Source | Cumulative Expenditure up to 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|--------|--------------------------------------|-------------|-------------|-------------|-------------|-------------|
| Construction of 78 new small-scale irrigation schemes | GOU | | 17.25 | 14.37 | 14.37 | 14.37 | 14.37 |
| | Donor | | | | | | |
| Rehabilitating Leye (Kole) through the removal of weeds and protection of catchment areas | GOU | | | 0.5 | 0.1 | | |
| | Donor | | | | | | |
| Constructing Akwera (Otukey) new irrigation system | GOU | | | | 0.17 | | |
| | Donor | | | | | | |
| WfP facility established in every parish | GOU | | 0.5 | 0.5 | 0.5 | 0.5 | 0.3 |
| | Donor | | | | | | |
| Sensitizing farmers on water harvesting for irrigation, livestock, and fisheries | GOU | | 0.4 | 0.4 | 0.4 | 0.54 | 0.4 |
| Total | | | 18.2 | 15.8 | 15.5 | 15.4 | 15.1 |

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 (Otukey) 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 | Number of people with access to water for production Reduction in the proportion of people living below the poverty line | Annual project reports UBOS statistical abstract | | | People are willing to venture into commercial agricultural |

| | | | | | |
|---|--|--|--|--|---|
| | Reduction in months of food scarcity in male/female-headed households per year | Uganda poverty status report | | | |
| Outcomes | % Increase in yields of major crops GDP growth from agricultural production | Crop forecast survey, UBOS | | | |
| <ul style="list-style-type: none"> ● Increased water for production ● Increased agricultural production and productivity ● Self-reliant communities | | | | | |
| Outputs | The acreage of newly irrigated areas (Ha) Number of people with access to water per parish Number of WfP facilities established Number of farmers trained on water harvesting | Quarterly and Annual Project reports, MoWE | | | Funding is readily available |
| <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 | | | | | |
| Activities | Number irrigation schemes established Number of workshops conducted | Quarterly and Annual Project reports | | | Land is available Funding is readily available Farmers are willing to learn |
| <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 | | | | | |

Project 2: Solar Thermal Electricity (STE) Plants Project

Table 13: Solar Thermal Electricity (STE) Plants Project

| PROJECT SUMMARY | |
|---|---|
| Project Title | Solar Thermal Electricity (STE) Plants Project |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00014 |
| Location | Pakwach, Lamwo and Otuke districts |
| Estimated Project Cost | UGX. 224.4 Bn |
| Total funding gap | UGX. 224.4 Bn |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| <p>Problem statement</p> <p>Problem to be addressed: 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: 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 addition in the sub-regions.</p> | |
| <p>Situation Analysis</p> <p>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.</p> <p>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.</p> <p>Challenges</p> <ul style="list-style-type: none"> ● 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. | |
| <p>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).</p> | |
| <p>Stakeholders: Business communities, agro-processors, education and health institutions, LGs and development partners.</p> | |
| <p>Project Objectives/Outcomes/Outputs</p> <p>Project objectives</p> <ul style="list-style-type: none"> ● To increase access to electricity through solar thermal power plants. ● To provide reliable and sufficient power supply for value addition. <p>Project 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. <p>Project Outputs</p> | |

- 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.

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 (UGX BILLION)

| 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 | | | | | | 100 |
| | Donor | | | | | | | | |
| Installation of Concentrated Solar Power (CSP) plants | GOU | | | 52.6 | 48.4 | 34.5 | | | 100 |
| | Donor | | | | | | | | |
| Establishment of mini grids per sub-region based on the CSP plants | GOU | | | | 22.3 | 22.3 | 22.3 | | 100 |
| | Donor | | | | | | | | |
| Transmission of energy to both rural and urban areas | GOU | | | | 4.5 | 4.3 | 5.2 | | 100 |
| | Donor | | | | | | | | |
| Total | | | 8 | 52.6 | 75.2 | 61.1 | 27.5 | | |

PERCENTAGE PROGRESSION

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|------------------|-------------|---------|---------|---------|---------|
| 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 | Baseline | Target | Assumptions |
|---|---|---|----------|--------|---|
| <p>Goal</p> <p>To promote the deployment of renewable power generation to augment the contribution of renewables in the total electricity mix.</p> | <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 • Sensitizing the community about renewable energy | <ul style="list-style-type: none"> • Number of awareness campaigns conducted • The acreage of new reservoirs (Ha) • Number of awareness materials produced and communicated • Gender-specific awareness conducted | <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> |

Project 3: Development of Cultural Sites in Lango, Acholi, and West Nile sub-regions

Table 14: Historical and Cultural Tourism Development Project

| PROJECT SUMMARY | |
|---|---|
| Project Title | Historical and Cultural Tourism Development Project |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00003 |
| Location | Lango, Acholi and West Nile regions |
| Estimated Project Cost | UGX.100 Bn |
| Total funding gap | UGX.100 Bn |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| <p>Problem statement</p> <p>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.</p> <p>Causes of the problem</p> <p>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.</p> <p>Situation Analysis</p> <p>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.</p> <p>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.</p> <p>Challenges: The limited development of cultural sites in the North is due to several factors:</p> <ul style="list-style-type: none"> ● Inadequate resources for investment. ● Limited tourism support infrastructure. ● Inadequate marketing of tourism sites in the North. <p>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.</p> <p>Stakeholders: Development partners, communities, private sector and Government.</p> <p>Project Objectives/Outcomes/Outputs</p> <p>Project objectives</p> <p>The project objectives are to:</p> <ul style="list-style-type: none"> ● 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. <p>Project outcomes</p> <ul style="list-style-type: none"> ● Increased foreign exchange earnings ● Increased employment opportunities ● Improved business opportunities in the North <p>Project Outputs</p> <ul style="list-style-type: none"> ● Developed cultural sites ● Extended utilities ● Improved road network | |

| | | | | | | | |
|--|-------------------------|---|----------------|----------------|----------------|-----------------|----------------|
| <ul style="list-style-type: none"> • General maps showing all cultural sites in Northern Uganda | | | | | | | |
| Project inputs/activities/interventions | | | | | | | |
| Inputs | | | | | | | |
| <ul style="list-style-type: none"> • Funds for project implementation. • Project studies and designs. | | | | | | | |
| Activities | | | | | | | |
| <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. | | | | | | | |
| Interventions | | | | | | | |
| <ul style="list-style-type: none"> • 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 | | | | | | | |
| <p>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.</p> <p>Proposed solutions: This project seeks to identify, select, develop or revitalize selected cultural sites in Northern Uganda.</p> | | | | | | | |
| Alternative means of financing | | | | | | | |
| <p>These are some of (but not limited to) alternative means of financing the project are being considered:</p> <ul style="list-style-type: none"> • PPP between the government and the private sector • Grants from development funders • GoU funding <p>Comparison of alternatives: PPP and GoU funding are the most likely attainable options.</p> <p>Likely preferred option: PPP would be a preferable option for this project as government financing could be slow.</p> | | | | | | | |
| 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 (UGX BILLION) | | | | | | | |
| Output | Source | Cumulative Expenditure up to 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| Negotiation with stakeholders | GoU | | | | | | |
| | Donor | | 5.0 | 0.5 | 0.5 | 0.5 | 0.5 |
| The undertaking project pre-feasibility and feasibility studies | GoU | | | | | | |
| | Donor | | 2.0 | 2 | 2 | 2 | 2 |
| Development of selected cultural sites | GoU | | | | | | |

| | | | | | | | |
|--------------|-------|--|------------|------------|-------------|-------------|-------------|
| | Donor | | | 0.2 | 0.5 | 0.4 | 0.1 |
| | GoU | | | | | | |
| | Donor | | | | 50 | 20 | 13 |
| Total | | | 7.0 | 2.7 | 53.0 | 22.9 | 15.6 |

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 • Increased foreign exchange earnings • Increased employment opportunities • Tourist arrivals to Northern Uganda • Improved business opportunities in the North | • Foreign exchange rates • Employment levels in Northern Uganda • The proportion of tourists to the North | UBOS reports Project reports | | | Political will |
| Outputs • Developed cultural sites • Extended utilities • Improved road network • General maps showing all cultural sites in Northern Uganda | • Number of cultural sites developed • Number of roads improved • Utilities extended • Maps of cultural sites | | | | Political will |
| 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 | • 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 | Project reports District reports Government reports | | | Political will |

Project 4: Promotion of Clean Energy for Improved livelihood for Northern Region

Table 15: Promotion of Clean Energy for improved livelihood for Northern Region

| PROJECT SUMMARY | |
|---|---|
| Project Title | Promotion of Clean Energy for improved livelihood for Northern Region |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00021 |
| Location | West Nile, Lango and Acholi |
| Estimated Project Cost | UGX 50,000,000,000 |
| Total funding gap | UGX 50,000,000,000 |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| <p>Problem statement</p> <p>Problem to be addressed: Northern Uganda continues to face insufficient and unreliable power sources which in the process causes damage to machinery and creates downtime losses, yet electricity is a necessary component for agro-processing and manufacturing in the region, this necessitates investment in sustainable energy. 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. Furthermore, according to the Climate and Development Knowledge Network (CDKN) (2015) assessment, there is a possibility that hydropower potential will decrease due to a reduction in rainfall in Uganda. The decline is estimated to be around 26% by 2050. Water volumes will likely drop during dry spells affecting hydro power generation capacity which will exacerbate the current situation. Therefore, investing in other sources of power generation is of utmost importance to improve access to power in the northern sub-regions.</p> <p>Causes of the problem: 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 hindering agro-processing and manufacturing in the sub-regions.</p> | |
| <p>Situation Analysis</p> <p>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.</p> <p>Ongoing interventions: Currently, there are several development projects such as Karuma hydro-electric power dam from which the region has benefited from. Rural Electrification Project is connecting new administrative headquarters to the national grid with offshoots to education institutions, health centers and rural growth centers.</p> <p>Challenges</p> <ul style="list-style-type: none"> • Insufficient and unreliable power sources to support agro-processing and manufacturing in the sub-regions • The high cost of electricity for both business and household usage | |
| <p>Relevance of the project idea: The project is linked to the NDPIII objective of enhancing value addition in key growth opportunities.</p> | |
| <p>Stakeholders: Business communities, agro-processors, Households, LGs, Institutions, and Development Partners</p> | |

Project Objectives/Outcomes/Outputs

Project Goal: The goal of the project is to improve access to modern energy services and the efficient use of energy by households and the private sector, especially in Northern Uganda

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

Project outputs

- 150,000 improved household stoves disseminated.
- 400 improved institutional stoves disseminated.
- 1,000 solar home systems disseminated.
- 100 solar institutional systems disseminated.
- At least 350,000 tons of wood saved each year.

Project inputs/activities/interventions**Inputs**

Funds, Machinery and Human Resources.

Activities

- Development of fuel efficiency policy commences
- Producing ToR
- Registration of participating enterprises done and inception workshop conducted
- 12,000 improved cook stoves distributed /constructed
- Training Programme Conducted for Public institutions in Northern Uganda.
- Energy Efficiency Awareness Materials Disseminated to Targeted Consumers
- Field surveys of the potential sites
- Monitor solar PV activities in Northern Uganda
- Stakeholders consultations conducted.
- Routine data collection from the Wind Resources Assessment Project.

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

Proposed solutions

Investment in Promotion of Clean Energy for Improved Livelihood for the Northern Region (PCE).

Alternative means of financing

- Government of Uganda
- Private Equity Participation
- Mobilization of Grants
- Debt Finance

Comparison of alternatives:

With the several modes of financing, the project requires high cost of capital investment. The government of Uganda will be the best option because it is more sustainable.

Likely preferred option: GOU Funding of the Four-Year Start-Up Phase

PROJECT ANNUALISED TARGETS

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|------------------|-------------------------------|-------------|-------------|-------------|-----------------|
| Dissemination of 150,000 improved household stoves. | | To commence in the first year | To continue | To continue | To continue | To be finalized |

| | | | | | | |
|--|--|-------------------------------|-------------|-------------|-------------|-----------------|
| Dissemination of 400 improved institutional stoves disseminated. | | To commence in the first year | To continue | To continue | To continue | To be finalized |
| Dissemination of 1,000 solar home systems. | | To commence in the first year | To continue | To continue | To continue | To be finalized |
| Dissemination of 100 solar institutional systems. | | To commence in the first year | To continue | To continue | To continue | To be finalized |

ESTIMATED PROJECT COST AND FUNDING SOURCES (UGX BILLION) (BILLIONS)

| Output | Source | Cumulative Expenditure up to 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|--------|--------------------------------------|-------------|-------------|-------------|-------------|--------------|
| Dissemination of 150,000 improved household stoves. | GOU | | 0.80 | 0.60 | 0.60 | 0.60 | 0.60 |
| | Donor | | | | | | |
| Dissemination of 400 improved institutional stoves disseminated. | GOU | | 2.16 | 2.16 | 2.16 | 2.16 | 2.16 |
| | Donor | | | | | | |
| Dissemination of 1,000 solar home systems. | GOU | | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 |
| | Donor | | | | | | |
| Dissemination of 100 solar institutional systems. | GOU | | 4.50 | 4.50 | 4.50 | 4.50 | 5.50 |
| | Donor | | | | | | |
| Total | | | 9.96 | 9.76 | 9.76 | 9.76 | 10.76 |

PERCENTAGE PROGRESSION

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|------------------|---------|---------|---------|---------|---------|
| Overall project progress (%) | | | | | | |
| Dissemination of 150,000 improved household stoves. | | 25% | 44% | 63% | 81% | 100% |
| Dissemination of 400 improved institutional stoves disseminated. | | 20% | 40% | 60% | 80% | 100% |
| Dissemination of 1,000 solar home systems. | | 20% | 40% | 60% | 80% | 100% |
| Dissemination of 100 solar institutional systems. | | 19% | 38% | 57% | 77% | 100% |

RESULTS MATRIX

| Objective Hierarchy and Description | Indicators | Means of Verification | Baseline | Target | Assumptions |
|--|--|---|----------|--------|---|
| Goal To improve access to modern energy services and the efficient use of energy by households and the private sector, especially in Northern Uganda | <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 |
| Outcomes <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 Improved livelihood in the Northern Region | <ul style="list-style-type: none"> Number of villages with access solar systems Number of services in each village equipped with solar systems Population benefited Percentage of women beneficiaries Reduction in the cost of electricity Reduction in the Households, institutions and business energy expenditure by 30% Number of jobs created of which at least 40% for women through Training of stove producers, productive usage of electricity Reduction in smoke related diseases especially for women Increase in the forest conservation rate | Quarterly and Annual Project reports, MEMD | | | <ul style="list-style-type: none"> Villages are not sparsely located Community is willing to adopt this development |

| | | | | |
|---|--|--|--|--|
| <p>Outputs</p> <ul style="list-style-type: none"> • Dissemination of 150,000 improved household stoves. • Dissemination of 400 improved institutional stoves disseminated. • Dissemination of 1,000 solar home systems. • Dissemination of 100 solar institutional systems. | <ul style="list-style-type: none"> • No. of improved institutional stoves disseminated • No. of improved institutional stoves disseminated • No. of solar home systems disseminated • No. of solar institutional systems disseminated | <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"> • Development of fuel efficiency policy commences • Producing ToR • Registration of participating enterprises done and inception workshop conducted • Training Programme Conducted for Public institutions in Northern Uganda. • Energy Efficiency Awareness Materials Disseminated to Targeted Consumers • Field surveys of the potential sites • Monitor solar PV activities in Northern Uganda • Stakeholders consultations conducted. • Routine data collection from the Wind Resources Assessment Project | <ul style="list-style-type: none"> • Fuel efficiency policy in place • TORs developed • No. of participating enterprises registered • No. of trainings conducted • No. of energy efficiency materials disseminated to target consumers • No. field surveys conducted • Number of trainees on the operation and maintenance (disaggregated by sex) • Number of awareness campaigns conducted • The acreage of new reservoirs (Ha) • Gender-specific awareness conducted | <ul style="list-style-type: none"> • Quarterly and Annual Project reports | | <p>Funding is readily available</p> <p>Community welcomes the clean energy</p> |

Project 5: Solar Energy for Rural Transformation (SERT) in Northern Uganda Region

Table 16: Solar Energy for Rural Transformation (SERT) in Northern Uganda

| PROJECT SUMMARY | |
|---|---|
| Project Title | Solar Energy for Rural Transformation (SERT) in Northern Uganda |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00022 |
| Location | West Nile, Lango and Acholi |
| Estimated Project Cost | UGX 50,000,000,000 |
| Total funding gap | UGX 50,000,000,000 |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| <p>Problem statement Problem to be addressed: Northern Uganda continues to face scarce and unreliable power sources causing damage to machinery and creates period of time losses, nonetheless electricity could be a necessary part for agro-processing and producing within the region, this necessitates investment in energy.</p> <p>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>This has led to the increased use of traditional biomass leading to a reduction in the forest cover in the Northern region exacerbating the effects climate change. Additionally, there has also been an increase in the respiratory diseases especially for the women as a result of greenhouse gas emissions.</p> <p>Causes of the problem: 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 hindering agro-processing and manufacturing in the sub-regions.</p> | |
| <p>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: Currently, there are several development projects such as Karuma hydro-electric power dam from which the region has benefited from. Rural Electrification Project is connecting new administrative headquarters to the national grid with offshoots to education institutions, health centers and rural growth centers.</p> <p>Challenges</p> <ul style="list-style-type: none"> • Insufficient and unreliable power sources to support agro-processing and manufacturing in the sub-regions • The high cost of electricity for both business and household usage | |
| <p>Relevance of the project idea: The project is linked to the NDPIII objective of enhancing value addition in key growth opportunities.</p> | |
| <p>Stakeholders: Business communities, agro-processors, Households, LGs, Institutions, and Development Partners</p> | |

Project Objectives/Outcomes/Outputs

Project Goal

To increase access to electricity in West Nile Region areas of Uganda and reduce greenhouse gas emissions.

Project outcomes

- Increased access to electricity in the sub-regions
- Increase in renewable energy power generation capacity
- Reduction in the greenhouse gas emissions

Project outputs

- Completion of the impact evaluation for SERT
- National standards for Pico PV systems adopted by UNBS
- National standards for SHS adopted by UNBS
- Distribution lines constructed under the project
- Rural schools with solar PV systems installed
- Rural health centers with solar PV systems installed
- Rural water pumping stations with solar PV systems installed.
- Solar for Water pumping systems Installed

Project inputs/activities/interventions

Inputs :

Funds, Machinery and Human Resources

Activities

- Capacity Building by OWC, MEMD, OPM.
- Energy saved through installed energy efficiency solutions in high load consumers
- Supervision of subsidy disbursements, payments and inspection of solar water heater installations per quarter
- Quarterly GIS updates and at least 1 beneficiary unit trained
- 1 grid extension site inspected each quarter
- Connections to solar PV and the national grid in household, institutions and commercial buildings inspected
- Increased access to ICT services in rural areas
- Inspection of community information centers in each quarter on Improved Social Service Delivery.

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

Proposed solutions : Investment in Promotion of Clean Energy for Improved Livelihood for the Northern Region (PCE)

Alternative means of financing

- Government of Uganda
- Private Equity Participation
- Mobilization of Grants
- Debt Finance

Comparison of alternatives: With the several modes of financing, the project requires high cost of capital investment. The government of Uganda will be the best option because it is more sustainable

Likely preferred option: GOU Funding of the Four-Year Start-Up Phase

PROJECT ANNUALISED TARGETS

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|------------------|-----------------------------------|---------|---------|---------|---------|
| Completion of the impact evaluation for SERT | | To be finalized in the first year | | | | |

| | | | | | | | |
|--|--|-----------------------------------|-------------|-----------------|-------------|-----------------|--|
| National standards for Pico PV systems adopted by UNBS | | To be finalized in the first year | | | | | |
| National standards for SHS adopted by UNBS | | To be finalized in the first year | | | | | |
| Distribution lines constructed under the project | | To commence in the first year | To continue | To be finalized | | | |
| Rural schools with solar PV systems installed | | To commence in the first year | To continue | To continue | To continue | To be finalized | |
| Rural health centers with solar PV systems installed | | To commence in the first year | To continue | To continue | To continue | To be finalized | |
| Rural water pumping stations with solar PV systems installed | | To commence in the first year | To continue | To continue | To continue | To be finalized | |
| Solar for Water pumping systems Installed | | To commence in the first year | To continue | To continue | To continue | To be finalized | |

ESTIMATED PROJECT COST AND FUNDING SOURCES (UGX BILLION) (BILLIONS)

| Output | Source | Cumulative Expenditure up to 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|--------|--------------------------------------|-------------|-------------|-------------|-------------|--------------|
| Completion of the impact evaluation for SERT | GOU | | 0.10 | | | | |
| | Donor | | | | | | |
| National standards for Pico PV systems adopted by UNBS | GOU | | 0.05 | | | | |
| | Donor | | | | | | |
| National standards for SHS adopted by UNBS | GOU | | 0.05 | | | | |
| | Donor | | | | | | |
| Distribution lines constructed under the project | GOU | | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | Donor | | | | | | |
| Rural schools with solar PV systems installed | GOU | | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 |
| | Donor | | | | | | |
| Rural health centers with solar PV systems installed | GOU | | 2.16 | 2.16 | 2.16 | 2.16 | 2.16 |
| | Donor | | | | | | |
| Rural water pumping stations with solar PV systems installed | GOU | | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 |
| | Donor | | | | | | |
| Solar for Water pumping systems Installed. | GOU | | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 |
| | Donor | | | | | | |
| Total | | | 9.96 | 9.76 | 9.76 | 9.76 | 10.76 |

PERCENTAGE PROGRESSION

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|------------------|---------|---------|---------|---------|---------|
| Overall project progress (%) | | | | | | |
| Completion of the impact evaluation for SERT | | 100% | | | | |
| National standards for Pico PV systems adopted by UNBS | | 100% | | | | |
| National standards for SHS adopted by UNBS | | 100% | | | | |
| Distribution lines constructed under the project | | 33% | 70% | 100% | | |
| Rural schools with solar PV systems installed | | 25% | 44% | 63% | 81% | 100% |
| Rural health centers with solar PV systems installed | | 20% | 40% | 60% | 80% | 100% |
| Rural water pumping stations with solar PV systems installed | | 20% | 40% | 60% | 80% | 100% |
| Solar for Water pumping systems Installed | | 20% | 40% | 60% | 80% | 100% |

RESULTS MATRIX

| Objective Hierarchy and Description | Indicators | Means of Verification | Baseline | Target | Assumptions |
|--|---|---|----------|--------|--|
| Goal To increase access to electricity in West Nile Region areas of Uganda and reduce greenhouse gas emissions | <ul style="list-style-type: none"> Energy generated (Mw) % increase in the Rural Electrification rate | <ul style="list-style-type: none"> Annual project reports MEMD Annual reports | | | Availability of sunlight |
| Outcomes <ul style="list-style-type: none"> Increased access to electricity in the sub-regions Increase in renewable energy power generation capacity | <ul style="list-style-type: none"> % reduction in greenhouse gas emission in households No. of communities with access to electricity | Quarterly and Annual Project reports, MEMD | | | <ul style="list-style-type: none"> Villages are not sparsely located Community is willing to adopt |

| | | | | | |
|--|---|--|--|--|--|
| <ul style="list-style-type: none"> Reduction in the greenhouse gas emissions | <ul style="list-style-type: none"> % contribution to the total electricity mix | | | | <p>this development.</p> |
| <p>Outputs</p> <ul style="list-style-type: none"> Completion of the impact evaluation for SERT National standards for Pico PV systems adopted by UNBS National standards for SHS adopted by UNBS Distribution lines constructed under the project Rural schools with solar PV systems installed Rural health centers with solar PV systems installed Rural water pumping stations with solar PV systems installed. Solar for Water pumping systems Installed | <ul style="list-style-type: none"> Impact evaluation for SERT in place National standards for Pico PV systems adopted by UNBS National standards for SHS adopted by UNBS Coverage of distribution lines No. of Rural schools with solar PV systems installed No. of Rural health centers with solar PV systems installed No. of Rural water pumping stations with solar PV systems installed No. of Solar for Water pumping systems Installed | <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"> Capacity Building by OWC, MEMD, OPM. Energy saved through installed energy efficiency solutions in high load consumers Supervision of subsidy disbursements, payments and inspection of solar water heater installations per quarter Quarterly GIS updates and at least 1 beneficiary unit trained 1 grid extension site inspected each quarter Connections to solar PV and the national grid in household, institutions and commercial buildings inspected Increased access to ICT services in rural areas Inspection of community information centers in each quarter on Improved social Service Delivery. | <ul style="list-style-type: none"> No. of capacity building sessions conducted No. of energy efficiency materials disseminated to target consumers No. of inspections conducted of solar water heater installations per quarter Quarterly GIS updates done One GIS beneficiary unit trained No. field surveys conducted No. Household connections to the Solar PV and National Grid No. commercial buildings connections to the Solar PV and National Grid No. institutions connections to the Solar PV and National Grid Number of inspections of community information centers in each quarter on Improved Social Service Delivery. | <ul style="list-style-type: none"> Quarterly and Annual Project reports | | | <p>Funding is readily available</p> <p>Community welcomes the clean energy</p> |

Project 6: Nile River Water Bulk Transfer Project

Table 17: Nile River Water Bulk Transfer Project

| PROJECT SUMMARY | |
|---|---|
| Project Title | Nile River Water Bulk Transfer Project |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00006 |
| Location | Yumbe and Adjumani/Pakelle |
| Estimated Project Cost | UGX 52,220,000,000 |
| Total funding gap | UGX 52,220,000,000 |
| Project Duration/Life span (Financial Years) | Start date: 2020/21 End date: 2024/25 |
| PROJECT INTRODUCTION | |
| <p>Problem statement <u>Problem to be addressed</u> Inadequacies in bulk water supply for commercial agriculture and value addition and also urban water supply for the ever-increasing population in major towns.</p> <p><u>Causes of the problem</u> The ever-increasing urban population growth and limited large water reserves and potentials to harness for large scale agricultural production.</p> <p><u>Situation Analysis</u> <u>Past achievements</u></p> <ul style="list-style-type: none"> • 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. <p><u>Ongoing interventions</u></p> <ul style="list-style-type: none"> • New large-scale dams under construction are Tochi, Oyam; and Irrigation Scheme in Wadelai Nebbi • Feasibility studies underway for 2 Large scale Irrigation Scheme systems Nyimuru (Lamwo) and Unyama (Amuru and Gulu) <p><u>Challenges</u></p> <ul style="list-style-type: none"> • The high population growth rate • High dependency burden • Refugee influx in the region <p><u>Relevance of the project idea</u> To provide the necessary impulse to the economy, Government will embark on front-loading of investments in infrastructure among which are investments in water for production; (Vision 2040 pg 17)</p> <p><u>Stakeholders:</u> Farmers, women and children, LGs and Development Partners</p> <p><u>Project Objectives/Outcomes/Outputs</u> <u>Project objectives</u></p> <ul style="list-style-type: none"> • 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). <p><u>Project outcomes</u></p> <ul style="list-style-type: none"> • Increased supply of water for production and consumption in the region • Increased agricultural production and productivity <p><u>Project outputs</u></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 <p><u>Project inputs/activities/interventions</u> Inputs Land, Construction and plumbing materials Activities</p> | |

- 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 works 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

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

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|-------------------------|---|---|--|--|---------------------------|
| 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 |
|---|---------------|---|----------------|----------------|----------------|----------------|----------------|
| Land acquisition for the water reservoirs | GOU | | 0.8 | | | | |
| | Donor | | | | | | |
| Establishment of piped water systems from the Nile Yumbe and Adjumani Districts | GOU | | 12.5 | 12.5 | 10.4 | 2.32 | |
| | Donor | | | | | | |
| Establishment of water reservoirs | GOU | | | 4.8 | 4.8 | | |
| | Donor | | | | | | |
| | GOU | | | | 1.3 | 1.5 | 1.3 |

| | | | | | | | |
|---|--|--|-----------------|----------------|---|----------------|------------|
| Providing access to clean and safe drinking water to Yumbe and Adjumani Urban centers | Donor | | | | | | |
| Total | | | 13.3 | 17.3 | 16.5 | 3.82 | 1.3 |
| PERCENTAGE PROGRESSION | | | | | | | |
| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | |
| 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 | | |
| Goal To sustainably harness water from the Nile River and its tributaries for commercial agriculture and value addition | <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 | | | People are willing to venture into commercial agricultural | | |
| Outcomes <ul style="list-style-type: none"> Increased supply of water for production and consumption in the region Increased agricultural production and productivity | <ul style="list-style-type: none"> Number of villages with access to clean water % increase in the yields | <ul style="list-style-type: none"> Quarterly and Annual Project reports, MoWE Crop forecast survey, UBOS | | | | | |
| Outputs <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 | | |
| Activities <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 | | |

Project 7: Improving Post Harvest Handling in West Nile, Acholi And Lango Sub Regions Project

Table 18: Improving Post Harvest Handling in West Nile, Acholi And Lango Sub Regions Project

| IMPROVING POST HARVEST HANDLING IN WEST NILE, ACHOLI AND LANGO SUB REGIONS | |
|--|---|
| PROJECT SUMMARY | |
| Project Title | Improving Post Harvest Handling in West Nile, Acholi and Lango Sub regions |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00025 |
| Location | 28 districts in West Nile, Acholi and Lango sub regions |
| Estimated Project Cost | UGX 562,680,000,000 |
| Total funding gap | UGX 562,680,000,000 |
| Project Duration/Life span (Financial Years) | Start date: 2020/21 End date: 2024/25 |
| PROJECT INTRODUCTION | |
| Problem statement | <p><u>Problem to be addressed</u> The North and Eastern Parts of Uganda involve in commercial farming of a number of agricultural products including Maize, Soya Beans, sun flower, simsim, g-nuts, Rice, millet, Sorghum, etc and sale most of the produce as non-value added in both the local and international Markets which is as a result poor post-harvest handling. Furthermore, government has not concentrated on the establishment of proper post-harvest Technologies to curb challenges of post-harvest losses, Low Market, Agro-processing and value addition challenges.</p> <p>The fore mentioned challenges however have to be addressed by embracing post-harvest Technologies to tackle Low Quality yields, Losses, inappropriate storage, etc. which go a long in solving issues of Low price and Quality when grains are properly kept in good facilities.</p> |
| | <p><u>Causes of the problem</u> Lack of proper storage facilities and appropriate post-harvest handling mechanisms has not only resulted into low quality yields but also low prices for produce and an increase in post-harvest losses within the region.</p> |
| Situation Analysis | <p><u>Past achievements</u> In Karamoja, WFP provided technical support, using WFP's system SCOPE (beneficiary and transfer management platform), to the government to model a social protection single registry, coordinating with the Office of the Prime Minister (OPM) and the Ministry of Gender, Labour and Social Development. By the end of the year, more than 116,000 individuals in Moroto district had been registered into the system. The plan is to register all households in Karamoja into the system by mid-2017.</p> |
| | <p><u>Ongoing interventions</u> Government has exerted efforts to boost production through agencies like operation wealth creation (OWC), NAADS among others, has resulted into good magnitude of production of grains among farmers.</p> |
| | <p><u>Challenges</u></p> <ul style="list-style-type: none"> • Post-harvest losses due to poor storage facilities. • Low Market due to low value addition. • Limited agro-processing and value addition due to lack of appropriate technologies. |

| IMPROVING POST HARVEST HANDLING IN WEST NILE, ACHOLI AND LANGO SUB REGIONS | |
|---|---|
| Relevance of the project idea | Vision 2040 acknowledges the enormous opportunity for value addition through agro processing and improved post-harvest handling to enhance Uganda's competitiveness on the world market, boost foreign exchange earnings and employment. |
| Stakeholders | <p>Direct beneficiaries</p> <ul style="list-style-type: none"> • Individual large- and small-scale farmers • Farmer Cooperatives registered • Processors • Registered Farmer Associations <p>Indirect beneficiaries</p> <ul style="list-style-type: none"> • Agro Input dealers • Transporters, • Produce dealers • Exporters • Local communities surrounding the Agro-processing plants in terms of on-site and off-site employment opportunities. <p>Likely project affected persons</p> <p>Improving storage and post-harvest handling in Uganda by Northern Uganda Regional Development Forum, will impact positively on the lives of the small-scale farmers, Agricultural sector, Manufacturers and other relevant stakeholders.</p> |
| Project Objectives/Outcomes/Outputs | <p><u>Project Goal</u> To alleviate postharvest losses in Northern Uganda through training of farmers and putting in place the requisite post-harvest handling, storage and processing infrastructure.</p> <p><u>Project outcomes</u></p> <ul style="list-style-type: none"> • Improved post-harvest handling practices and reduction of post-harvest losses in northern Uganda. • Increased food security in northern Uganda. • Improved agro-processing and value addition. • Improved productivity on existing farmland. <p><u>Project outputs</u></p> <ul style="list-style-type: none"> • Acquisition and installation of a Grain Handling Silo Plant Systems at Regional level and Sub-Regional level • Acquisition and installation of a Grain Handling Silo Plant Systems at District level • Acquisition and installation of a Grain Handling Silo Plant Systems at county level • Mobilisation and sensitisation of farmers • Capacity building for farmers in improved post-harvest management methods |
| Project inputs/activities/interventions | <p><u>Inputs</u> Funds, Machinery and equipment; and Human Resources (Trainers of Trainers)</p> <p><u>Activities</u></p> <ul style="list-style-type: none"> • Organizing farmers into cooperatives at district level • Training of farmers on best post-harvest handling practices • Ensuring availability of quality farm inputs |

| IMPROVING POST HARVEST HANDLING IN WEST NILE, ACHOLI AND LANGO SUB REGIONS | | | | | | | |
|--|--|---|--|--|--|--|---------|
| | <ul style="list-style-type: none"> Establishing post-harvest handling, storage and processing infrastructure at regional, sub regional, district and county levels. | | | | | | |
| | <u>Interventions</u> <ul style="list-style-type: none"> Improvement of post-harvest handling, storage and processing practices in northern Uganda. | | | | | | |
| STRATEGIC OPTIONS | | | | | | | |
| Strategic options (indicate the existing asset, non-asset, and new asset solutions) | <u>Proposed solutions</u> Government needs to emphasize efforts to develop modern Post-Harvest Technologies like storage silos in Districts, and sub-regions to provide reliable storage facilities to farmers to ensure availability of efficient storage equipment to farmers. | | | | | | |
| | <u>Alternative means of financing</u> <ul style="list-style-type: none"> Government of Uganda Private Equity Participation Mobilization of Grants Debt Finance | | | | | | |
| | <u>Comparison of alternatives</u> With the several modes of financing, the project requires manageable funds. The government of Uganda will be the best option because it is more sustainable. | | | | | | |
| | <u>Likely preferred option</u> GOU Funding of the Four-Year Start-Up Phase | | | | | | |
| Coordination with government agencies | NURDEF, OPM, MFPED, NPA, MAAIF | | | | | | |
| PROJECT ANNUALISED TARGETS | | | | | | | |
| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | |
| Acquisition and installation of a Grain Handling Silo Plant Systems at Regional level and Sub-Regional level | | 1 model four plant at regional level 1 model three plant at sub-regional level | | | | | |
| Acquisition and installation of a Grain Handling Silo Plant Systems at District level | | | 7 model two plants at 7 selected districts | 7 model two plants at 7 selected districts | 7 model two plants at 7 selected districts | 7 model two plants at 7 selected districts | |
| Acquisition and installation of a Grain Handling Silo Plant Systems at county level | | | 4 model one plants at 7 counties | 4 model one plants at 7 counties | 4 model one plants at 7 counties | 4 model one plants at 7 counties | |
| Mobilisation and sensitisation of farmers | | To commence | To continue | To continue | To continue | To continue | |
| Capacity building for farmers in improved post-harvest management methods | | | Training sessions commence | Training sessions continue | Training sessions continue | Training sessions continue | |
| ESTIMATED PROJECT COST AND FUNDING SOURCES (UGX BILLION) | | | | | | | |
| Output | Source | Cumulative Expenditure up to 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| Acquisition and installation of a Grain Handling Silo Plant Systems at Regional level and Sub-Regional level | GO U | | 20.8 | | | | |
| | Donor | | | | | | |
| Acquisition and installation of a Grain Handling Silo Plant Systems at District level | GO U | | | 29.09 | 29.09 | 29.09 | 29.09 |

| IMPROVING POST HARVEST HANDLING IN WEST NILE, ACHOLI AND LANGO SUB REGIONS | | | | | | | |
|--|--|---|---------------|---------------|---|---------------|---------------|
| | Do nor | | | | | | |
| Acquisition and installation of a Grain Handling Silo Plant Systems at county level | GO U | | 100.92 | 100.92 | 100.92 | 100.92 | |
| | Do nor | | | | | | |
| Mobilisation and sensitisation of farmers | GO U | 0.75 | 0.75 | 0.75 | 0.75 | 0.75 | |
| | Do nor | | | | | | |
| Capacity building for farmers in improved post-harvest management methods | GO U | | 4.65 | 4.65 | 4.65 | 4.65 | |
| | Do nor | | | | | | |
| Total | | | 21.03 | 135.41 | 135.41 | 135.41 | 135.41 |
| PERCENTAGE PROGRESSION | | | | | | | |
| Output | Actual (2019/20) | 2020 /21 | 2021 /22 | 2022 /23 | 2023 /24 | 2024 /25 | |
| Overall project progress (%) | | 24 | 43 | 62 | 81 | 100 | |
| Acquisition and installation of a Grain Handling Silo Plant Systems at Regional level and Sub-Regional level | | 100 | | | | | |
| Acquisition and installation of a Grain Handling Silo Plant Systems at District level | | | 25 | 50 | 75 | 100 | |
| Acquisition and installation of a Grain Handling Silo Plant Systems at county level | | | 25 | 50 | 75 | 100 | |
| Mobilization and sensitization of farmers | | 20 | 40 | 60 | 80 | 100 | |
| Capacity building for farmers in improved post-harvest management methods | | | 25 | 50 | 75 | 100 | |
| RESULTS MATRIX | | | | | | | |
| Objective Hierarchy and Description | Indicators | Means of Verification | Baseline 2019 | Target 2025 | Assumptions | | |
| Goal To alleviate postharvest losses in Northern Uganda through training of farmers and putting in place the requisite post-harvest handling, storage and processing infrastructure. | | Ministerial Policy Statements Quarterly Reports | | | Political will | | |
| Outcomes <ul style="list-style-type: none"> Improved post-harvest handling practices and reduction of post-harvest losses in northern Uganda. Increased food security in northern Uganda. Improved agro-processing and value addition. Improved productivity on existing farmland. | %ge Reduction in post-harvest losses Improvement in food security Increase in high-quality yields | Ministerial Policy Statements Quarterly Reports | | | Political will | | |
| Outputs <ul style="list-style-type: none"> Acquisition and installation of a Grain Handling Silo Plant Systems at Regional level and Sub-Regional level Acquisition and installation of a Grain Handling Silo Plant Systems at District level Acquisition and installation of a Grain Handling Silo Plant Systems at county level Mobilisation and sensitisation of farmers Capacity building for farmers in improved post-harvest management methods | Number of Grain Handling Silo Plant Systems established at Regional level and Sub-Regional Number of Grain Handling Silo Plant Systems established at district level Number of Grain Handling Silo Plant Systems established at county level Number of farmers sensitised Number of training and workshops conducted | Ministerial Policy Statements Quarterly Reports | | | Political will Availability of funds Community buy-in | | |
| Activities <ul style="list-style-type: none"> Organizing farmers into cooperatives at district level Training of farmers on best post-harvest handling practices Ensuring availability of quality farm inputs Establishing post-harvest handling, storage and processing infrastructure at regional, sub regional, district and county levels. | Number of farmers registered Number of farmers trained on best post-harvest handling practices Number of post-harvest handling, storage and processing | Ministerial Policy Statements Quarterly Reports | | | Political will Availability of funds | | |

IMPROVING POST HARVEST HANDLING IN WEST NILE, ACHOLI AND LANGO SUB REGIONS

| | | | | | |
|--|---|--|--|--|------------------|
| | infrastructure in place and operational | | | | Community buy-in |
|--|---|--|--|--|------------------|

7.4 Pillar 3: Boost Private Sector Growth

Project 1: Northern Uganda Agro-Industrialization Parks Project

Table 19: Northern Uganda Agro- Industrialization Parks Project

| PROJECT SUMMARY | |
|--|---|
| Project Title | Northern Uganda Agro- Industrialization Parks Project |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00007 |
| LOCATION: | AGRO-LED CROPS/BUSINESS |
| Kitgum/Lamwo/Lira | Sim-Sim |
| Pader/Otuke/Arua/ | Shea Butter |
| Zombo | Coffee & Tea |
| Kitgum/Pader/Adjumani | Cotton |
| Apac/Lira/Pader/Kitgum | Cassava |
| Lira/Otuke/Nwoya | Rice |
| Pader/Lira/Omoro | Soya beans & Sun flower |
| Kitgum/Otuke | Macademia |
| Gulu/Lira/Arua i.e Secondary cities | Business |
| Estimated Project Cost | UGX. 50 Bn |
| Total funding gap | UGX. 50 Bn |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| <p>Problem statement</p> <p>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.</p> <p>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.</p> <p>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.</p> | |
| <p>Situation Analysis</p> <p>Ongoing interventions</p> <ul style="list-style-type: none"> • 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. <p>Challenges</p> <ul style="list-style-type: none"> • 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

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|------------------|-----------------------------------|---|---|---|------------------------|
| 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 (UGX BILLION)

| Output | Source | Cumulative Expenditure up to 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|--------|--------------------------------------|------------|-------------|-------------|-----------|------------|
| Land acquisition for the industrial parks | GoU | | 2.0 | | | | |
| | Donor | | | | | | |
| Establishment of 3 Agro-industrialization parks | GoU | | | 14.6 | 14.6 | 14.6 | 2.5 |
| | Donor | | | | | | |
| Sensitizing farmers about the benefits of commercial agriculture and better farming practices | GoU | | | 0.2 | 0.5 | 0.4 | 0.1 |
| Total | | | 2.0 | 14.8 | 15.1 | 15 | 2.6 |

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 |
|--|--|---|----------|--------|--|
| Goal To improve agriculture's contribution to economic growth and promote inclusive development through sustained agro-industrialization. | Agricultural per capita GDP (agriculture value added hectare - measuring combined crop-livestock-fishery productivity) | Annual project reports, MAAIF UBOS Survey Reports Ministry of Trade and Industry – Annual | | | Processing plant to support value addition are available |
| Outcomes <ul style="list-style-type: none"> 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 | <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 primary raw material Number of jobs created % reduction in the poverty rate % change in the human development indicator Number of commodities traded | Annual project reports, MAAIF Ministry of Trade and Industry – annual report country reports LGs M Monitoring and Evaluation reports | | | Community's mindset towards agro-industrialization is positive Low cost of mechanization Efficient transport network |
| Outputs <ul style="list-style-type: none"> Land acquisition 3 Agro-industrialization parks established (Nwoya, Lamwo, and Yumbe) | <ul style="list-style-type: none"> The acreage of land for agro-industrialization (Ha) Number of Agro-industrialization parks established | Quarterly and annual project reports, | | | Land is available |

| | | | | | |
|---|---|---|--|--|--|
| <ul style="list-style-type: none"> • Sensitizing farmers about the benefits of commercial agriculture and better farming practices | <ul style="list-style-type: none"> • Number of farmers venturing into commercial agriculture | | | | |
| <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 Funding is readily available</p> |

Project 2: Promotion of High-Value Crops (Cashew, Macadamia, Shea, and Pomegranate) Value Chains in Northern Uganda

Table 20: 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 | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00010 |
| 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 funding gap | UGX10.65 Bn |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| <p>Problem statement</p> <p>Problem to be addressed: 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. <p>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.</p> <p>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.³</p> | |

³ NaFORRI, Famine Foods for Unhand

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%⁴. 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.

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

⁴ ZION Market Research, Global Macadamia Market Research, 2018

- 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 | |
|--|--------------------------|--------------------|---|-----------------------|-------------------|--|
| 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 (UGX BILLION)

| Output | Source | Cumulative Expenditure up to 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|----------------|--------------------------------------|---------|---------|---------|---------|---------|
| Finalization of negotiations with the Government | GOU | | | | 0 | | |
| | Donor | | | | 0 | | |
| Acquisition of land | GOU | | | 1.5 | | | |
| | Private sector | 0.17 | 0.05 | 0.05 | 0.05 | 0 | 0 |
| Procurement of machinery and equipment | GOU | | | | 2.5 | | |
| | Donor | | | | | | |
| Establishment of irrigation systems and facilities | GOU | | 0.5 | | 0.5 | | |
| | Donor | | | | | | |
| Construction of industrial production centers | GOU | | | | | 3.6 | |
| | Donor | | | | | | |
| Procurement of farm inputs | GOU | | 0.5 | | 0.5 | 0.5 | |
| | Donor | | | | | | |
| Total UGX (10.65BN) | | 0.17 | 1.05 | 1.55 | 3.55 | 4.1 | 0 |

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 l i n e | T a r g e t | Assumptions |
|-------------------------------------|------------|-----------------------|--------------------------------------|----------------------------|-------------|
| | | | | | |

| | | | | |
|--|---|--|--|---|
| <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 centers and tools | <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 tools | <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> |
| <p>Activities</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> |

Project 3: Enhancement of Household Incomes through Agribusiness

Table 21: Northern Uganda Household Incomes and Food Security Enhancement Project

| PROJECT SUMMARY | |
|---|---|
| Project Title | Northern Uganda Household Incomes and Food Security Enhancement Project |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00009 |
| 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 funding gap | UGX 80 Bn |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| <p>Problem statement</p> <p>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.</p> <p>Causes of the problem: The causes of low incomes among households in Northern Uganda include:</p> <ul style="list-style-type: none"> ● Inadequate capital to startup businesses. ● Limited skills in agri-business. ● Lack of model farmers to guide and teach other farmers. ● Limited access to markets. | |
| <p>Situation Analysis</p> <p>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.</p> <p>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.</p> <p>While operating in Kanungu district, the private sector investment has registered the following achievements:</p> <ul style="list-style-type: none"> ● 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. | |

| |
|--|
| <ul style="list-style-type: none"> ● 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. <p>Trained farmers in farm record management. 870 farmers were profiled and trained in farm records management with support from FIT Uganda.</p> <p><u>Ongoing interventions:</u> 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.</p> <p><u>Challenges:</u> The above achievements notwithstanding for Kanungu district, the following challenges are predicted in the course of replicating the project in Northern Uganda:</p> <ul style="list-style-type: none"> ● Low social cohesion ● Poor land use ● Land tenure system ● Relatively low skills in agriculture ● Different climate |
| <p>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.</p> |
| <p>Stakeholders: Omukazi W’omutima (OWL), private sector, government, citizens of Northern Uganda, and development partners.</p> |
| <p>Project Objectives/Outcomes/Outputs</p> <p><u>Project objectives</u></p> <ul style="list-style-type: none"> ● 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. <p><u>Project outcomes</u></p> <ul style="list-style-type: none"> ● Increased capacity in agribusiness ● Improved household incomes ● Improved nutrition ● Improved standards of living ● Widened tax base ● Increased GDP <p><u>Project Outputs</u></p> <ul style="list-style-type: none"> ● Model farms established ● Animals distributed to the community ● Households using biogas energy |
| <p>Project inputs/activities/interventions</p> <p><u>Inputs</u></p> <ul style="list-style-type: none"> ● Well stocked farms ● Training ● Animals and agricultural stock <p><u>Activities</u></p> <ul style="list-style-type: none"> ● 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 <p><u>Interventions</u></p> <ul style="list-style-type: none"> ● 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 and inputs (seedlings) | | | | To be completed by the end of 2022/23 | | |
| Conducting extension services | | | | To commence in 2022/23 | | |
| Promotion of bio-gas energy | | | | | To commence in 2023/24 | |

ESTIMATED PROJECT COST AND FUNDING SOURCES (UGX BILLION)

| Output | Source | Cumulative Expenditure up to 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|--------|--------------------------------------|---------|---------|---------|---------|---------|
| Establishment of partnerships with the Government and development partners | GOU | | 1 | | | | |
| | Donor | | | | | | |
| Community mobilization and sensitization | GOU | | | 2 | | | |
| | Donor | | | | | | |
| Land acquisition | GOU | | | 10 | | | |

| | | | | | | | |
|---|-------|-------------|-------------|--------------|--------------|-------------|-------------|
| | Donor | | | | | | |
| Establishment of model stock farms and inputs (seedlings) | GOU | | | | 65 | | |
| | Donor | | | | | | |
| Conducting extension services | GOU | | | | 1 | | |
| | Donor | | | | | | |
| Promotion of bio-gas energy | GOU | | | | 1 | | |
| | Donor | | | | | | |
| Total | | 0.00 | 1.00 | 12.00 | 67.00 | 0.00 | 0.00 |

PERCENTAGE PROGRESSION

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|------------------|---------|---------|---------|---------|---------|
| 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 agribusiness 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 |
| Outputs Stock farms established Animals distributed to the community Households using bio-gas energy | Number of functional model stock farms Number of alive animals distributed Number of households using bio-gas energy | Project reports District reports NGO reports UBOS surveys | | | Political will Communities will accept the project |
| Activities Community mobilization and sensitization Establish collaborations and partnerships with Government, NGOs and development partners Establishment of model stock farms | Number of people mobilized and sensitized Number of collaborations and partnerships established with Government, NGOs and Development Partners | Project reports District reports NGO reports MOU's Meeting Minutes | | | Political will Communities will accept the project |

| | | | | | |
|--|---|--|--|--|--|
| Distribution / cheap sale of animals and crops | Number of modal stock farms established | | | | |
| Conducting extension services | Number of animals distributed | | | | |
| Promotion of bio- gas energy | A number of bio- gas systems established. | | | | |

Project 4: Supporting community- based honey value chain

Table 22: Supporting Community-Based Honey Value Chain

| PROJECT SUMMARY | |
|---|---|
| Project Title | Enhancing Income Security in Northern Uganda through Supporting – Community Based Honey Value Chain |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00016 |
| Location | Acholi, Lango and West Nile regions |
| Estimated Project Cost | UGX. 9.97 Bn |
| Total funding gap | UGX. 9.97 Bn |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| <p>Problem statement Problem to be addressed: Due to the continued rising levels of poverty in the areas of Acholi, Lango and West Nile coupled with development disparities resulting in the poverty reversing trend the country is now experiencing, bee farming presents an opportunity to combat this trend. In Uganda, honeybees are a ‘wonderful’ resource for natural resource conservation and improvement of agricultural crop yields; not forgetting production of valuable bee products, which are of various socio-economic importance.</p> <p>Causes of the problem</p> <ul style="list-style-type: none"> • High population growth rates and resultant high dependency burden • Ignorance and high illiteracy rates limiting the population of informal employment • Regional instability that stunted development efforts during LRA insurgency • Environmental degradation mainly through deforestation | |
| <p>Situation Analysis Past achievements</p> <ul style="list-style-type: none"> • Government of Uganda has put in place policy and planning frameworks that support the agricultural sub-sector • Build capacity of District Local Governments for strategic bee management planning <p>Ongoing interventions</p> <ul style="list-style-type: none"> • Sensitizations and training of local communities on sustainable agriculture land use. • Training and rolling out of bee keeping initiatives in the community • Building capacity to carryout strategic bee management and planning at district local government and community levels. <p>Challenges: There is an exponential reduction in the number of honeybees each year mainly due to chemical poisoning (especially pesticides); land clearing for agricultural and industrial development; and bush fires, which destroy honeybees and their fodder (bee-forage).</p> | |
| <p>Relevance of the project idea: The project is linked to the NDPIII objective of increasing the productivity and social wellbeing of the population.</p> | |
| <p>Stakeholders Direct beneficiaries</p> <ul style="list-style-type: none"> • Individual large-scale farmers • Farmer Cooperatives registered • Processors • Registered Farmer Associations <p>Indirect beneficiaries</p> <ul style="list-style-type: none"> • Agro Input dealers • Transporters, • Produce dealers • Exporters • Local communities surrounding the processing plants in terms of on-site and off-site employment opportunities. • Non-Governmental organizations • Other Ministries Departments and Agencies • Development partners and other players along the value chain | |

Likely project affected persons: Establishment of Processing and Value addition plants in Uganda by Northern Uganda Regional Development Forum, will impact positively on the lives of the small-scale farmers, Agricultural sector, Manufacturers and other relevant stakeholders.

Project Objectives/Outcomes/Outputs

Project goal: To contribute to income security in Northern Uganda through supporting community-based honey value chain

Project outcomes

- Quality honey and beeswax produced and traded each year from the project area, generating at least US\$210,000
- Technical and agri-business skills of active beekeepers, local artisans (input manufacturers), bulkers and processors built

Project outputs

- Build the technical and agri-business capacity of 120 groups of beneficiary beekeepers, equipment manufacturers/dealers, bulkers and processors built
- 120 demonstration apiaries for bee forage and beehive products production established and supported
- 60 centers for beehive products bulking, value-addition and group marketing established and equipped

Project inputs/activities/interventions

Inputs: Funds, Machinery and Human Resources

Activities

- Development of training materials and data collection tools
- Mobilisation and sensitization of Local leaders and community
- Training of extension staff from government and NGOs in beekeeping agribusiness
- Stakeholder selection, analysis and formation of beneficiaries into groups/associations
- Baseline data collection
- Beneficiary farmer training in beekeeping agribusiness
- Site selection and establishment of apiary demonstration units
- Procurement and distribution of equipment
- Establishment of centers for bee products bulking, processing and marketing
- Organize study tours/ exchange visits (internal and regional) for beneficiaries
- Carry out monitoring/technical backstopping

Interventions

- Improving Agricultural Markets and Value Addition for bee products.
- Strengthen high level farmer organization to enhance farmer participation in market development activities.
- Strengthen linkages between farmers and production support services (including financial services, capacity development and marketing).
- Promote commodity-based value addition and agro processing, storage as a means to increasing access to domestic and regional market, through demonstrations and PPPs.
- Promote appropriate technologies and practices for minimizing post-harvest losses along the entire commodity value chain.
- Develop and improve product handling, marketing and distribution systems and linkages to local and export markets.

STRATEGIC OPTIONS

Strategic options

Proposed solutions : Carry out reforms to create an effective and efficient honey value chain in West Nile, Acholi and Lango regions.

Alternative means of financing

- Government of Uganda
- Private Equity Participation
- Mobilization of Grants
- Debt Finance

Comparison of alternatives: With the several modes of financing, the project requires high cost of capital investment. The government of Uganda will be the best option because it is more sustainable.

Likely preferred option: GOU funding.

PROJECT ANNUALISED TARGETS

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|------------------|---------------------------|---------|---------|---------|---------|
| Build the technical and agri-business capacity of 120 groups of beneficiary | | To start and be finalized | | | | |

| | | | | | | | |
|--|--|--|----------|-------------|-------------|-----------------|--|
| beekeepers, equipment manufacturers/dealers, bulkers and processors built | | | | | | | |
| 120 demonstration apiaries for bee forage and beehive products production established and supported | | | To start | To continue | To continue | To be finalised | |
| 60 centers for beehive products bulking, value-addition and group marketing established and equipped | | | | To start | To continue | To be finalised | |

ESTIMATED PROJECT COST AND FUNDING SOURCES (UGX BILLION)

| Output | Source | Cumulative Expenditure up to 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|--------|--------------------------------------|---------|---------|---------|---------|---------|
| Build the technical and agri-business capacity of 120 groups of beneficiary beekeepers, equipment manufacturers/dealers, bulkers and processors built | GOU | | 0.57 | | | | |
| | Donor | | | | | | |
| 120 demonstration apiaries for bee forage and beehive products production established and supported | GOU | | | 4.4 | 0.1 | 0.1 | 0.1 |
| | Donor | | | | | | |
| 60 centers for beehive products bulking, value-addition and group marketing established and equipped | GOU | | | | 3.2 | 1.0 | 0.5 |
| | Donor | | | | | | |
| Total (9.97 Bn.) | | | 0.57 | 4.4 | 3.3 | 1.1 | 0.6 |

PERCENTAGE PROGRESSION

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|------------------|---------|---------|---------|---------|---------|
| Overall project progress (%) | | | | | | |
| Build the technical and agri-business capacity of 120 groups of beneficiary beekeepers, equipment manufacturers/dealers, bulkers and processors built | | 100% | | | | |
| 120 demonstration apiaries for bee forage and beehive products production established and supported | | | 90% | 93.3% | 96.6% | 100% |
| 60 centers for beehive products bulking, value-addition and group marketing established and equipped | | | | 85% | 95% | 100% |
| Etc. | | | | | | |

RESULTS MATRIX

| Objective Hierarchy and Description | Indicators | Means of Verification | Baseline | Target | Assumptions |
|--|---|---|----------|---|--|
| Goal To contribute to income security in Northern Uganda through supporting community-based honey value chain | GDP per capita of Northern Uganda | <ul style="list-style-type: none"> Annual project reports MAAIF UBOS Uganda poverty status report | | 3 sub-regions | People willing to venture into commercial beekeeping |
| Outcomes <ul style="list-style-type: none"> Quality honey and beeswax produced and traded each year from the project area, generating at least US\$210,000 Technical and agri-business skills of active beekeepers, local artisans (input manufacturers), bulkers and processors built | <ul style="list-style-type: none"> Quantity (MT) of honey and beeswax produced, processed and sold Number of beneficiaries using the imparted technical and agri-business skills in the honey value chain | Quarterly and annual project reports | | <ul style="list-style-type: none"> 60 MT of honey and 6 MT of beeswax 3,850 project beneficiaries | Beneficiaries are willing to learn |
| Outputs <ul style="list-style-type: none"> The technical and agribusiness capacity of groups of beneficiary beekeepers, equipment manufacturers/dealers, bulkers and processors built Demonstration apiaries for bee forage and | <ul style="list-style-type: none"> Number of beneficiary groups mobilized and trained Number of demonstration | Quarterly and Annual project reports | | <ul style="list-style-type: none"> 120 groups 120 apiaries | Funding readily available |

| | | | | |
|---|---|---|--|--|
| <p>beehive products production established and supported</p> <ul style="list-style-type: none"> Centres for beehive products bulking, value-addition and group marketing established and equipped | <p>units established and supported</p> <ul style="list-style-type: none"> Number centres established and equipped | | <ul style="list-style-type: none"> 60 centres | |
| <p>Activities</p> <ul style="list-style-type: none"> Development of training materials and data collection tools Mobilisation and sensitization of Local leaders and community Training of extension staff from government and NGOs in beekeeping agribusiness Stakeholder selection, analysis and formation of beneficiaries into groups/associations Baseline data collection Beneficiary farmer training in beekeeping agribusiness Site selection and establishment of apiary demonstration units Procurement and distribution of equipment Establishment of centres for bee products bulking, processing and marketing Organize study tours/ exchange visits (internal and regional) for beneficiaries Carry out monitoring/technical backstopping | <ul style="list-style-type: none"> Copies of training material and data collection tools developed Number of stakeholders mobilized and sensitized Number of extension staff trained Number of beneficiary groups/associations formed Number of sub-regions where data is collected Number of beneficiary farmers trained Number of apiary demonstration units established sets of equipment procured and distributed Number of centres established Number of study tours/exchange visits organized Number of monitoring trips | <p>Quarterly and Annual project reports</p> | <ul style="list-style-type: none"> 500 copies 7,000 stakeholder 150 extension staff 120 groups and associations 3 sub-regions 3,850 beneficiaries 120 Demonstration units 60 centres 3 study tours 10 monitoring/back stopping trips | |

Project 5: Support to Cassava Production, Processing and Marketing

Table 23: Support to Cassava Production, Processing and Marketing

| PROJECT SUMMARY | |
|---|---|
| Project Title | Support to Cassava Production, Processing and Marketing |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00017 |
| Location | West Nile, Northern Uganda, Eastern Uganda |
| Estimated Project Cost | 23.4 Billion UGX (3,700 USD) |
| Total funding gap | 23.4 Billion UGX (3,700 USD) |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| <p>Problem statement</p> <p>Problem to be addressed: Much as there has been effort by the government to boost cassava production through research, it has not been so much applied to solve some of the existing challenges that have been stagnating cassava value chain.</p> <p>Causes of the problem</p> <ul style="list-style-type: none"> • Pests and diseases especially African Cassava Mosaic Virus disease, Cassava blight and mealy bug • Lack of suitable planting varieties and bitterness in cassava which affects the demand and in turn impacts on production • Lack of appropriate storage facilities which affects the quality of Cassava and its final products, • Inappropriate post-harvest handling technologies which leads to loss of quality and quantity among others. | |
| <p>Situation Analysis</p> <p>Past achievements:</p> <p>Previously, the Government of the Republic of Uganda has tried to improve cassava subsector performance through:</p> <ul style="list-style-type: none"> • Support to a cassava research program with National Crop Resources Research Institute (NaCRRI) which aims at increasing food, income and food security, National Agricultural Research Organization (NARO) Ngetta ZARDI to improve and find new varieties. • Provision of cassava extension services through Sub County and District Agricultural Officers • Developing and implementing a sustainable system for production and distribution of disease free cassava planting materials through Operation Wealth Creation. • Support cassava farmers and SMEs to engage in processing of quality flour and chips; and other products/by-products as well as agribusiness enterprises. • NAADS/OWC • Production and Marketing Grant • Uganda Multi Sectorial Food Security and Nutrition Project • Agricultural Cluster Development Project (ACDP) <p>Ongoing interventions: Cassava is grown in most parts of the country and plays a major role in both household and national food security. Cassava is the second most important staple food after banana and is grown by over 75% of all farm households in Uganda (MAAIF 2014). Commercialization of higher value cassava products is occurring at a small scale with High Quality Cassava Flour (HQCF) being the main product traded. Sales of High Quality Cassava Flour have increased year on year. Between March 2011 and March 2012 a total of 805.3 tons of High Quality Cassava Flour was sold.</p> <p>Challenges</p> <ul style="list-style-type: none"> • Pests and Crop diseases • Access to Land • Use of inferior and low yielding varieties as planting material • Declining soil fertility • Low coverage of Post-harvest handling and processing machines and processing skills • Fluctuating prices and low access to markets with better prices | |
| <p>Relevance of the project idea: The project is linked to the NDPIII objective of increasing the productivity and social wellbeing of the population.</p> | |
| <p>Stakeholders</p> <p>Direct beneficiaries</p> | |

- Individual large-scale farmers
- Farmer Cooperatives registered
- Processors
- Registered Farmer Associations

Indirect beneficiaries

- Agro Input dealers
- Transporters,
- Produce dealers
- Exporters
- Local communities surrounding the Agro-processing plants in terms of on-site and off-site employment opportunities.
- Non-Governmental organizations
- Other Ministries Departments and Agencies
- Development partners and other players along the value chain

Likely project affected persons: Establishment of Processing and Value addition plants in Uganda by Northern Uganda Regional Development Forum, will impact positively on the lives of the small-scale farmers, Agricultural sector, Manufacturers and other relevant stakeholders.

Project Objectives/Outcomes/Outputs

Project objectives

- To Increase production of cassava from 12t/ha to 15t/ha through use of high yielding cassava varieties and mechanization.
- To Support Cassava Farmers to engage in profitable processing and marketing of increased volumes of cassava products in the regional and International markets.
- To build capacity of cassava value chain actors on cassava agronomy, processing/value addition, standards and marketing through Training of trainers (TOT's), nutrition education, demonstrations and technical backstopping.

Project outcomes

- Increased cassava production at least 15 tons per hectare.
- Increased value-added to cassava produced by farmers and sent to market
- Increased knowledge of farmers on best practices to increase productivity and sustainable farming

Project outputs

Objective 1 Outputs:

- District staff facilitated to select possible farmer beneficiaries
- Cassava planting materials/mother gardens inspected and certified
- Certified cassava cuttings procured and distributed
- Cassava processing equipment and other materials procured and installed
- Benefiting farmers trained on good quality and profitable production methods of cassava

Objective 2 Output:

- Cassava value addition groups or cooperatives mobilized and formed
- Trainers of trainers trained on group formation, agribusiness skills and cassava processing
- Awareness training conducted on cassava standards and marketing information
- Formation of PPP supported to construct cassava mills and storage facilities
- Farmer follow up visits conducted to ensure good quality cassava produced
- Farmers trained on packing and post-harvest management
- Cassava processing centres (3) established in the target regions
- Cassava testing laboratories established
- Agro processing and value addition equipment procured, distributed and installed for the benefiting groups

Objective 3 Output:

- District LG extension staff and service providers trained and sensitized on cassava agronomy, processing/value addition, standards and marketing
- Exposure visits/trips for extension staff organized and facilitated
- The upgrading process of the private service providers to large scale entrepreneurs in the cassava sub sector
- Trade fairs and exchange studies conducted

Project inputs/activities/interventions

Inputs: Funds, Machinery and Human Resources

Activities

Objective 1 activities

- Awareness and mobilization campaigns of Cassava stakeholders at district and sub-county levels in the project districts
- Launching the project at National and district levels
- Facilitation of district staff to select farmers
- Inspect and certify cassava planting materials/mother gardens
- Procure and distribute certified Cassava cuttings for beneficiary farmers
- Procure Cassava processing equipment and other project materials.
- Train and supervise farmers to grow and produce cassava roots

Objective 2 activities

- Mobilization and formation of Cassava value addition groups/cooperatives in the cassava processing center coverage areas.
- TOT on group formation, dynamics, cooperative and agribusiness skills
- TOT on processing of cassava for staff and private sector actors
- Awareness training on cassava standards and marketing information for cassava producers, processors and traders
- Support Public-Private-Partnerships to construct and operate cassava mills and stores for appropriate value addition and product diversification (food, feed & industrial raw material)
- Follow up supervision to monitor utilization of quality standards in processing and fair trading.
- Training on packing and post - harvest management
- Identification, acquisition and assessment of cassava processing centers
- Procurement, Distribution and Installation of Agro processing and Value Addition Equipment of small cassava value addition equipment for farmers
- Establish cassava testing laboratories at the cassava processing centres in the regions

Objective 3 activities

- TOT for district local government extension staff and service providers on cassava agronomy, processing/value addition, cassava standards and marketing
- Exposure visits/trips for extension staff to cassava processing/value addition facilities
- Facilitation of the upgrading process for the private service providers to large scale entrepreneurs in the cassava sub sector
- Conduct trade fairs and exchange study tours to create greater awareness about cassava standards, technologies and potential markets

Interventions

- Improving Agricultural Markets and Value Addition for prioritized commodities.
- Strengthen high level farmer organization to enhance farmer participation in market development activities.
- Strengthen linkages between farmers and production support services (including financial services, capacity development and marketing).
- Promote commodity-based value addition and agro processing, storage as a means to increasing access to domestic and regional market, through demonstrations and PPPs.
- Promote appropriate technologies and practices for minimizing post-harvest losses along the entire commodity value chain.
- Develop and improve food handling, marketing and distribution systems and linkages to local and export markets.

STRATEGIC OPTIONS

Strategic options

Proposed solutions: Carry out reforms to create an effective and efficient cassava value chain in West Nile, Northern Uganda and Eastern Uganda

Alternative means of financing

- Government of Uganda
- Private Equity Participation
- Mobilization of Grants
- Debt Finance

Comparison of alternatives: With the several modes of financing, the project requires high cost of capital investment. The government of Uganda will be the best option because it is more sustainable

Likely preferred option: A mix of both GOU Funding and external funding through grants and loans

PROJECT ANNUALISED TARGETS

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | Budget Estimates |
|--|------------------|---------------------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Objective 1: To Increase production of cassava from 12t/ha to 15t/ha through use of high yielding cassava varieties and mechanization | | | | | | | UG X Bn |
| District staff facilitated to select possible farmer beneficiaries | | To start and be finalised | | | | | 1.5 |
| Cassava planting materials/mother gardens inspected and certified | | | To start | To continue | To continue | To be finalised | 2.0 |
| Certified cassava cuttings procured and distributed | | To start | | To continue | To be finalised | | 2.0 |
| Cassava processing equipment and other materials procured and installed | | | To start | To continue | To continue | To be finalised | 2.5 |
| Benefiting farmers trained on good quality and profitable production methods of cassava | | | | To continue | To continue | To be finalised | 2.0 |
| Objective 2: To Support Cassava Farmers to engage in profitable processing and marketing of increased volumes of cassava products in the regional and International markets | | | | | | | |
| Trainers of trainers trained on group formation, agribusiness skills and cassava processing | | To start | To be finalised | | | | 2.0 |
| Awareness training conducted on cassava standards and marketing information | | To start | To continue | To be finalised | | | 2.0 |
| Farmer follow up visits conducted to ensure good quality cassava produced | | | | To start | To continue | To be finalised | 1.5 |
| Farmers trained on packing and post-harvest management | | | To start | To continue | To continue | To be finalised | 0.5 |
| Cassava processing centres (3) established in the target regions and Agro processing equipment installed | | | To start | To continue | To continue | To be finalised | |
| Cassava testing laboratories established | | | To start | To continue | To continue | To be finalised | 2.0 |
| Objective 3: To build capacity of cassava value chain actors on cassava agronomy, processing/value addition, standards and marketing | | | | | | | |
| District LG extension staff and service providers trained and sensitized on cassava agronomy, processing/value addition, standards and marketing | | To start | To continue | To continue | To be finalised | To start | 0.4 |
| Exposure visits/trips for extension staff organized and facilitated | | | To start | To continue | To continue | To be finalised | 0.2 |
| The upgrading process of the private service providers to large scale entrepreneurs in the cassava sub sector | | To start | To continue | To continue | To be finalised | To start | 0.2 |
| Trade fairs and exchange studies conducted | | | To start | To continue | To continue | To be finalised | 4.0 |
| Other Miscellaneous Costs | | To start | To continue | To continue | To be finalised | To start | 0.4 |
| Total | | | | | | | 23.4 bn |

ESTIMATED PROJECT COST AND FUNDING SOURCES (UGX BILLION)

| Output | Source | Cumulative Expenditure up to 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|--------|--------------------------------------|------------|------------|------------|------------|------------|
| To Increase production of cassava from 12t/ha to 15t/ha through use of high yielding cassava varieties and mechanization. | GOU | | 1.5 | 2 | 2 | 2.5 | 2 |
| | Donor | | | | | | |
| To Support Cassava Farmers to engage in profitable processing and marketing of increased volumes of cassava products in the regional and International markets | GOU | | 2 | 2 | 1.5 | 0.5 | 2.0 |
| | Donor | | | | | | |
| To build capacity of Cassava value chain actors on utilization of diverse cassava products in baking, confectionery, and cuisines among other uses through Training of trainers (TOT's), nutrition education, demonstrations and technical backstopping | GOU | | | | | | |
| | Donor | | 0.4 | 0.2 | 0.2 | 0.2 | |
| Project Coordination and Management | | | | 1 | 1 | 1 | 1 |
| Other Miscellaneous Costs | | | | 0.1 | 0.1 | 0.1 | 0.1 |
| TOTAL | | | 3.9 | 5.3 | 4.8 | 4.3 | 5.1 |

PERCENTAGE PROGRESSION

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|------------------|---------|---------|---------|---------|---------|
| Overall project progress (%) | | | | | | |
| To Increase production of cassava from 12t/ha to 15t/ha through use of high yielding cassava varieties and mechanization. | | 20% | 40% | 60% | 80% | 100% |
| To Support Cassava Farmers to engage in profitable processing and marketing of increased volumes of cassava products in the regional and International markets | | 20% | 40% | 60% | 80% | 100% |
| To build capacity of Cassava value chain actors on utilization of diverse cassava products in baking, confectionery, and cuisines among other uses through Training of trainers (TOT's), nutrition education, demonstrations and technical backstopping | | 20% | 40% | 60% | 80% | 100% |

RESULTS MATRIX

| Objective Hierarchy and Description | Indicators | Means of Verification | Baseline | Target | Assumptions |
|---|---|--|----------|--------|-------------|
| To Increase production of cassava from 12t/ha to 15t/ha through use of high yielding cassava varieties and mechanization. | <ul style="list-style-type: none"> Increase in acreage of Cassava gardens. Increase in productivity per acre of cassava. Presence of certificate of compliance for the mother gardens. Availability of new certified cassava varieties at farmer level. | <ul style="list-style-type: none"> Annual sector performance reports Quarterly and Annual Project reports, MAAIF | | | |
| To Support Cassava Farmers to engage in profitable processing and marketing of increased volumes of cassava products in the regional and International markets. | <ul style="list-style-type: none"> Number of Cassava farmer groups in place and operational. Number of participants trained and skilled in Agribusiness, group dynamics. Processing equipment in place and operational. Public private partnership agreements signed. Number of Agro processing centres established Cassava testing laboratories in place | <ul style="list-style-type: none"> Annual sector performance reports Quarterly and Annual Project reports, MAAIF | | | |

| | | | | | |
|---|--|--|--|--|--|
| To build capacity of Cassava value chain actors on utilization of diverse cassava products in baking, confectionery, and cuisines among other uses through Training of trainers (TOT's), nutrition education, demonstrations and technical backstopping | <ul style="list-style-type: none"> • Number of trainer participants in district training • Number of cassava products on the market • The quality of cassava on the market • Number of trainings done by MAAIF staff • Number of trade fairs conducted and participants | <ul style="list-style-type: none"> • Annual project reports • MAAIF Annual reports | | | |
| To strengthen coordination, implementation and monitoring of the Cassava project to realize commercialization of the sub sector through quarterly review meeting, quarterly technical back-up visits, quarterly and annual reports, annual M&Es. | <ul style="list-style-type: none"> • Number of re-activated cassava coordination structures • Number of technical back up visits made • Number of radio talk shows and adverts run on T.Vs and other medias houses • Reports submitted Annual and Quarterly • Standard specifications of cassava products in the market | | | | |

Project 6: Development of Coffee Value Chain in Northern Region

Table 24: Development of Coffee Value Chain in West Nile, Acholi and Lango Sub regions

| PROJECT SUMMARY | |
|---|---|
| Project Title | Development of Coffee Value Chain in West Nile, Acholi and Lango Sub regions |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00018 |
| Location | 28 districts in West Nile, Acholi and Lango sub regions |
| Estimated Project Cost | 100 UGX Billion |
| Total funding gap | 100 UGX Billion |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| Problem statement | |
| <p>Problem to be addressed: Coffee plays a leading role in the livelihoods of Ugandans and contributes substantially to the national economy. Nearly 42% of farming households grow some coffee and coffee has contributed an average of 30% to the country's foreign exchange earnings over the past 20 years. It is the country's third most important foreign exchange earner after tourism and remittances from Ugandans working abroad. The Government of Uganda regards coffee as a strategic commodity whose development should be accelerated to enhance agricultural production and productivity.</p> | |
| Causes of the problem | |
| <ul style="list-style-type: none"> • Low quality inputs used in coffee farming • Limited value addition to coffee produced and exported | |

Situation Analysis**Past achievements**

- Formation of cooperatives for coffee farmers throughout the country
- Provision of extension services to farmers
- Formation of regulatory body to enforce standards guides
- Increased coffee exports year on year

Challenges

- Pests and Crop diseases
- Access to Land
- Use of inferior and low yielding varieties as planting material
- Declining soil fertility
- Low coverage of Post-harvest handling and processing machines and processing skills
- Fluctuating prices and low access to markets with better prices

Relevance of the project idea: The project is linked to the NDPIII objective of increasing the productivity and social wellbeing of the population.

Stakeholders**Direct beneficiaries**

- Large- and small-scale farmers in West Nile, Acholi and Lango regions.
- Farmer Cooperatives registered
- Processors
- Registered Farmer Associations

Indirect Beneficiaries: Development Partners

Project Objectives/Outcomes/Outputs

Project objectives: The Project objective is to raise productivity, production, and commercialization of coffee in specified clusters of districts across the country. The purpose is enhanced production and productivity of selected commodities for exports to the regional markets; and increased proportion of coffee marketed to the regional and international markets through formal channels.

Project outcomes

- Increased coffee production in West Nile, Acholi and Lango
- Reduced post-harvest losses in the coffee value chain
- Regulatory standards and guidelines in place and enforced
- Value-addition to coffee through agro-processing

Project outputs

- Increased availability of seedlings and planting materials.
- Increased access and use of quality agro inputs
- Improved integrated pest & disease control
- Stakeholders trained on good agricultural practices.
- Irrigation and drainage infrastructure
- Integrated soil and water conservation including watershed protection
- Improved farm- and community-level post-harvest handling and storage
- Improved input & output regulatory functions and standards

Project inputs/activities/interventions**Inputs:** Funds, Machinery and Human Resources**Activities**

- Organizing farmers into cooperatives at district level
- Ensuring availability of quality farm inputs
- Strengthening and aligning extension services at sub-county level with respect to regional based enterprises/ commodities
- Customizing research to identified enterprises
- Developing a sustainable funding mechanism for each agro enterprise
- Establishing regional/sub-regional coffee enterprises
- Establishing post-harvest handling, storage and processing infrastructure including dryers, warehouses and warehouse receipt system
- Establishing district demonstration farms of coffee
- Increasing market access and competitiveness of Ugandan coffee i.e. (market information centers, standards, Packaging)

Interventions: Implementation of the agro-industrialization program which aims to:

- Organize farmers into cooperatives at district level
- Ensure availability of quality farm inputs
- Strengthening and aligning extension services at sub-county level
- Customizing research to identified enterprises
- Establishing agro-industrial parks/export processing zones (in Acholi, West Nile and Lango)
- Establishing post-harvest handling, storage and processing infrastructure including silos, dryers and warehouses.
- Establishing demonstration farms for coffee in the selected region.
- Increasing market access and competitiveness of selected regional commodities/ enterprises (market information centers, standards, Packaging)

STRATEGIC OPTIONS**Strategic options****Proposed solutions:** Carry out reforms to create an effective and efficient coffee value chain in West Nile, Acholi and Lango regions.**Alternative means of financing**

- Government of Uganda
- Private Equity Participation
- Mobilization of Grants
- Debt Finance

Comparison of alternatives: With the several modes of financing, the project requires manageable funds. The government of Uganda will be the best option because it is more sustainable.**Likely preferred option:** GOU Funding of the Four-Year Start-Up Phase**PROJECT ANNUALISED TARGETS**

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|------------------|-------------------------------|-----------------|-------------|-------------|-----------------|
| Increased availability of seedlings and planting materials. | | To commence in the first year | To be finalised | | | |
| Improved integrated pest & disease control | | To commence in the first year | To continue | To continue | To continue | To be finalized |
| Stakeholders trained on good agricultural practices. | | To commence in the first year | To continue | To continue | To continue | To be finalized |
| Irrigation and drainage infrastructure | | To commence in the first year | To continue | To continue | To continue | To be finalized |

| | | | | | | | |
|---|---|---|----------------------|--------------------|--------------------|-----------------|----------------|
| Integrated soil and water conservation including watershed protection | | To commence in the first year | To continue | To continue | To continue | To be finalized | |
| Improved farm- and community-level post-harvest handling and storage | | | | To commence | To continue | To be finalized | |
| Improved input & output regulatory functions and standards | | To commence in the first year | To continue | To continue | To continue | To be finalized | |
| ESTIMATED PROJECT COST AND FUNDING SOURCES (UGX BILLION) (BILLIONS) | | | | | | | |
| Output | Source | Cumulative Expenditure up to 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| Increased availability of seedlings and planting materials. | GOU | | 5 | 5 | | | |
| | Donor | | | | | | |
| Improved integrated pest & disease control | GOU | | 2 | 2 | 2 | 2 | 2 |
| | Donor | | | | | | |
| Stakeholders trained on good agricultural practices. | GOU | | 2 | 5 | 2 | 2 | 2 |
| | Donor | | | | | | |
| Irrigation and drainage infrastructure | GOU | | 4 | 4 | 4 | 4 | 4 |
| | Donor | | | | | | |
| Integrated soil and water conservation including watershed protection | GOU | | 4 | 2 | 2 | 1 | 1 |
| | Donor | | | | | | |
| Improved farm- and community-level post-harvest handling and storage | GOU | | | | | 10 | 10 |
| | Donor | | | | | | |
| Improved input & output regulatory functions and standards | GOU | | 2 | 5 | 2 | 2 | 6 |
| | Donor | | | | | | |
| Total | | | 19 | 23 | 12 | 21 | 25 |
| PERCENTAGE PROGRESSION | | | | | | | |
| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | |
| Overall project progress (%) | | | | | | | |
| Increased availability of seedlings and planting materials. | | | | | | 100 | |
| Improved integrated pest & disease control | | | | | | 100 | |
| Stakeholders trained on good agricultural practices. | | | | | | 100 | |
| Irrigation and drainage infrastructure | | | | | | 100 | |
| Integrated soil and water conservation including watershed protection | | | | | | 100 | |
| Improved farm- and community-level post-harvest handling and storage | | | | | | 100 | |
| Improved input & output regulatory functions and standards | | | | | | 100 | |
| RESULTS MATRIX | | | | | | | |
| Objective Hierarchy and Description | Indicators | Means of Verification | Baseline 2019 | Target 2025 | Assumptions | | |
| Goal To develop the coffee value chain in West Nile, Acholi and Lango Sub regions | | Ministerial Policy Statements Quarterly Reports | 0% | 100% | | | |
| Outcomes <ul style="list-style-type: none"> Increased coffee production in West Nile, Acholi and Lango Reduced post-harvest losses in the coffee value chain Regulatory standards and guidelines in place and enforced Value-addition to coffee through agro-processing | <ul style="list-style-type: none"> Increase in acreage of Coffee gardens. Increase in productivity per acre of coffee planted. Presence of certificate of compliance for the mother gardens. Availability of new certified coffee varieties at farmer level | Ministerial Policy Statements Quarterly Reports | 0% | 100% | | | |

| | | | | | |
|---|--|--|-----------|-------------|--|
| <p>Outputs</p> <ul style="list-style-type: none"> • Increased availability of seedlings and planting materials. • Increased access and use of quality agro inputs • Improved integrated pest & disease control • Stakeholders trained on good agricultural practices. • Irrigation and drainage infrastructure • Integrated soil and water conservation including watershed protection • Improved farm- and community-level post-harvest handling and storage • Improved input & output regulatory functions and standards | <ul style="list-style-type: none"> • Processing equipment in place and operational. • Public private partnership agreements signed. • Number of Agro processing centres established • Coffee testing laboratories in place | <p>Ministerial Policy Statements Quarterly Reports</p> | <p>0%</p> | <p>100%</p> | |
| <p>Activities</p> <ul style="list-style-type: none"> • Organizing farmers into cooperatives at district level • Ensuring availability of quality farm inputs • Strengthening and aligning extension services at sub-county level with respect to regional based enterprises/ commodities • Customizing research to identified enterprises • Developing a sustainable funding mechanism for each agro enterprise • Establishing regional/sub-regional coffee enterprises • Establishing post-harvest handling, storage and processing infrastructure including dryers, warehouses and warehouse receipt system. • Establishing district demonstration farms of coffee. • Increasing market access and competitiveness of Ugandan coffee i.e. (market information centers, standards, Packaging). | <ul style="list-style-type: none"> • Number of Coffee farmer groups in place and operational. • Number of participants trained and skilled in Agribusiness, group dynamics. | <p>Ministerial Policy Statements Quarterly Reports</p> | | | |

Project 7: Northern Uganda Regional Farming Development Project (Selected commodity enterprise)

Table 25: Northern Uganda Regional Farming Development Project (NURFDEP)

| PROJECT SUMMARY | |
|--|--|
| Project Title | Northern Uganda Regional Farming Development Project (NURFDEP) |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00020 |
| Location | 26 LGs in West Nile, Acholi and Lango sub-regions |
| Estimated Project Cost | UGX 179,000,000,000 |
| Total funding gap | UGX 179,000,000,000 |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| <p>Problem statement Problem to be addressed Ever since the Government of Uganda (GOU) introduced Peace, Recovery and Development Program (PRDP) in 2007, many interventions to raise the household income of the war affected families have been undertaken including Development Partners (DPs). Although National Agriculture Advisory Services (NAADS) and Northern Uganda Social Action Fund (NUSAF) under the GOU have attained some of their respective objectives, a lot remains to be done.</p> <p>The agriculture sector in Northern Uganda is currently underperforming compared with other economic sectors. While it has benefited from the liberalisation measures introduced in the 1980s, its growth has not always kept up with that of the population. Notably, Agriculture is the primary source of livelihood for over 80 percent of households in Acholi, Lango, and West Nile sub-regions. 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. Among advantages, the north has in agriculture is the possibility to grow a diverse variety of crops such as Rice, Vegetable oil (Sunflower, Simsim, Cotton Seed, Shea butter, Soya). Also, essential cash crops like tobacco, shea nut, and cotton are grown across the region. The crop mix is dominated by annual crops, which provide flexibility to respond to market demand by changing crops to seek the highest income potential. Furthermore, the north has the capability to venture into fish farming and poultry.</p> <p>Causes of the problem</p> <ul style="list-style-type: none"> • Limited access to high value markets. • Low level of agriculture mechanization, • Low manufacturing in the northern region • Use of low-quality inputs. • Limited knowledge of best practices. • Low input usage (e.g. low usage of pesticides). • Low fertiliser usage. • Few extension workers in the northern sub-regions | |
| <p>Situation Analysis Past achievements: A number of DPs have also earnestly been involved in projects such as Agricultural Livelihoods Recovery Program (ALREP) and Restoration of Agricultural Livelihoods in Northern Uganda (RALNUC) under the European Union and Danish Government respectively. Post war interventions such as NUSAF and PRDP focused on economic recovery (2000-2016).</p> <p>Ongoing interventions: Northern Uganda Farmers' Livelihood Improvement Project is being implemented by JICA in close collaboration with MAAIF aimed at improving the livelihoods of Ugandans in the Acholi Sub-regions.</p> <p>Challenges</p> <ul style="list-style-type: none"> • Low yields • Limited processing capacity • Limited access to higher value markets • Climate change | |

Relevance of the project idea: The project is linked to the NDPIII objective of increasing the productivity and social wellbeing of the population.

Stakeholders: Business communities, agro-processors, Households, LGs, Institutions, and Development Partners

Project Objectives/Outcomes/Outputs

Project Goal: To stimulate the growth potential in the northern subregions through area-based Agribusiness and Local Economic Development initiatives

Project outcomes

- Increased production in the agricultural sector
- Increased employment opportunities
- Improved food security and nutrition
- Reduction in poverty levels in the northern region.
- Increased commercial agriculture productivity and agro-processing

Project outputs

- Establishment of regional/sub-regional cooperatives
- Establishment of regional/sub-regional enterprises based on area commodities (Rice, Vegetable oil (Sunflower, Simsim, Cotton Seed, Shea butter, Soya), Fish, Irish potatoes, cotton, Tea, Poultry)
- Establishment post-harvest handling, storage and processing infrastructure.
- Capacity building for farmers on best agriculture practices
- Operationalisation of extension workers at parish level

Project inputs/activities/interventions

Inputs: Funds, Machinery and Human Resources

Activities

- Operationalisation of extension services at parish level
- Post-harvest handling
- Provision of access to finance
- Formulation and strengthening of farmer groups
- Provision of quality inputs and postharvest management
- Adoption of the 'Parish' model
- Mechanization of agriculture and value addition
- Establishment fish farms and ponds in the region
- Provision of high yielding and climate resistant planting materials

Interventions

- Increased market access and competitiveness of selected regional commodities/ enterprises (market information centres, standards, Packaging)
- Modernisation and commercialisation of agriculture
- Post-harvest handling, storage and processing
- Adoption of best farming practices in the northern sub-regions
- Implementation of regional development initiatives in Northern Uganda

STRATEGIC OPTIONS

Strategic options

Proposed solutions: Investment in regional development initiatives especially in the agriculture sector to stimulate growth potential in the northern sub-regions, in turn contributing to improvement in people's livelihoods and reduction in poverty levels.

Alternative means of financing

- Government of Uganda
- Private Equity Participation
- Mobilization of Grants
- Debt Finance

Comparison of alternatives: With the several modes of financing, the project requires a significant level investment. The government of Uganda will be the best option because it is more sustainable.

Likely preferred option: GOU Funding of the Four-Year Start-Up Phase

PROJECT ANNUALISED TARGETS

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|------------------|-------------------------------|-------------|-------------|-------------|-----------------|
| Establishment of regional/sub-regional cooperatives | | To commence in the first year | To continue | To continue | To continue | To be finalized |
| Establishment of regional/sub-regional enterprises based on area commodities | | To commence in the first year | To continue | To continue | To continue | To be finalized |
| Establishment post-harvest handling, storage and processing infrastructure. | | To commence in the first year | To continue | To continue | To continue | To be finalized |
| Capacity building for farmers on best agriculture practices | | To commence in the first year | To continue | To continue | To continue | To continue |
| Operationalisation of extension workers at parish level | | To commence in the first year | To continue | To continue | To continue | To be finalized |

ESTIMATED PROJECT COST AND FUNDING SOURCES (UGX BILLION) (BILLIONS)

| Output | Source | Cumulative Expenditure up to 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|--------|--------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Establishment of regional/sub-regional cooperatives | GOU | | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Donor | | | | | | |
| Establishment of regional/sub-regional enterprises based on area commodities | GOU | | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 |
| | Donor | | | | | | |
| Establishment post-harvest handling, storage and processing infrastructure. | GOU | | 7.50 | 7.50 | 7.50 | 7.50 | 7.50 |
| | Donor | | | | | | |
| Capacity building for farmers on best agriculture practices | GOU | | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 |
| | Donor | | | | | | |
| Operationalisation of extension workers at parish level | GOU | | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 |
| | Donor | | | | | | |
| Total | | | 35.80 | 35.80 | 35.80 | 35.80 | 35.80 |

PERCENTAGE PROGRESSION

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|------------------|---------|---------|---------|---------|---------|
| Overall project progress (%) | | | | | | |
| Establishment of regional/sub-regional cooperatives | | 20% | 40% | 60% | 80% | 100% |
| Establishment of regional/sub-regional enterprises based on area commodities) | | 20% | 40% | 60% | 80% | 100% |
| Establishment post-harvest handling, storage and processing infrastructure. | | 20% | 40% | 60% | 80% | 100% |
| Capacity building for farmers on best agriculture practices | | 20% | 40% | 60% | 80% | 100% |
| Operationalisation of extension workers at parish level | | 20% | 40% | 60% | 80% | 100% |

RESULTS MATRIX

| Objective Hierarchy and Description | Indicators | Means of Verification | Baseline | Target | Assumptions |
|---|---|---|----------|--------|-----------------------------------|
| Goal To stimulate the growth potential in the northern subregions through area-based Agribusiness and Local Economic Development initiatives | <ul style="list-style-type: none"> No. of agribusiness in the region No. Local Economic Development initiatives | Ministerial Policy Statements, Annual project reports Quarterly Project Reports | | | |
| Outcomes <ul style="list-style-type: none"> Increased production in the agricultural sector Increased employment opportunities Improved food security and nutrition Reduction in poverty levels in the north. Increased commercial agriculture productivity and agro-processing | <ul style="list-style-type: none"> Proportion of yields in the agriculture sector No. of Jobs created % reduction in the poverty levels Proportion of malnutrition in the region Proportion of commercial agriculture Proportion of agro-processing | Ministerial Policy Statements, Annual project reports Quarterly Project Reports | | | Community with a positive mindset |

| | | | | |
|--|---|--|--|--|
| <p>Outputs</p> <ul style="list-style-type: none"> • Establishment of regional/sub-regional cooperatives • Establishment of regional/sub-regional enterprises based on area commodities • Establishment post-harvest handling, storage and processing infrastructure. • Capacity building for farmers on best agriculture practices • Operationalisation of extension workers at parish level | <ul style="list-style-type: none"> • No. of regional/sub-regional cooperatives established • No. of regional/sub-regional enterprises established • No. of extension workers in the region • No. of storage infrastructure in the region • No. of processing facilities in the region • No. farmers adopting best farming practices • Proportion of high-quality yields | <p>Ministerial Policy Statements, Annual project reports Quarterly Project Reports</p> | | <ul style="list-style-type: none"> • LGs are ready to implement |
| <p>Activities</p> <ul style="list-style-type: none"> • Operationalisation of extension services at parish level • Post-harvest handling • Provision of access to finance • Formulation and strengthening of farmer groups • Provision of quality inputs and postharvest management • Adoption of the 'Parish' model • Mechanization of agriculture and value addition • Establishment fish farms and ponds in the region • Provision of high yielding and climate resistant planting materials | <ul style="list-style-type: none"> • No. of extension workers at parish level • No. of farmer groups established • No. of farmers with access to quality farm inputs • No. of farmers with access to high yielding and climate resistant planting materials • No. of capacity building sessions conducted • No. of farmers engaged in mechanised agriculture • No. of fish farms in the region • No of fish ponds in the region | <p>Ministerial Policy Statements, Annual project reports Quarterly Project Reports</p> | | <p>Funding is readily available</p> <p>Community welcomes the initiatives</p> |

Project 8: Development of Tea Value Chain in West Nile, Acholi and Lango Sub regions

Table 26: Development of Tea Value Chain in West Nile, Acholi and Lango Sub regions

| PROJECT SUMMARY | | |
|---|---|--|
| Project Title | Development of Tea Value Chain in West Nile, Acholi and Lango Sub regions | |
| NDPIII Programme | Regional Development | |
| Sector | Local Development | |
| NDP PIP Code | REG3-00024 | |
| Location | Zombo | |
| Estimated Project Cost | UGX 10 billion | |
| Total funding gap | UGX 10 billion | |
| Project Duration/Life span (Financial Years) | Start date: 2020/21 End date: 2024/25 | |
| PROJECT INTRODUCTION | | |
| <p>Problem statement <u>Problem to be addressed</u> There is not a single CTC tea processing factory that is located in Northern Uganda, yet the region has in the past been encouraged by Government through the NAADS and Operation Wealth Creation to adopt tea growing. Preliminary statistics show that NAADS started supporting tea growing in the target region in 2015.</p> <p><u>Causes of the problem</u></p> <ul style="list-style-type: none"> • Lack of proper sensitization of farmers • Lack of proper farmer institutions to undertake the project • Local political disagreements, and disagreements between district leaderships and the Alur Kingdom on who was best suited to spearhead the tea planting project. • Poor management by farmers and destruction by wild fires | | |
| <p>Situation Analysis <u>Past achievements</u> Encouragement by Government through the NAADS and Operation Wealth Creation to adopt tea growing.</p> <p><u>Ongoing interventions</u></p> <ul style="list-style-type: none"> • Compliance inspection to service delivery standards • Provision of extension services to farmers • Training and capacity building on good farming practices <p><u>Challenges</u></p> <ul style="list-style-type: none"> • Pests and Crop diseases • Access to Land • Use of inferior and low yielding varieties as planting material • Declining soil fertility • Low coverage of Post-harvest handling and processing machines and processing skills • Fluctuating prices and low access to markets with better prices <p>Relevance of the project idea Vision 2040 recognises that Uganda is a major producer of tea globally and acknowledges the enormous opportunity for value addition through agro processing to enhance Uganda's competitiveness on the world market, boost foreign exchange earnings and employment. Because of these opportunities, Uganda aspires to transform the agriculture sector from subsistence farming to commercial agriculture. (Vision 2040, Pg. 45).</p> <p>NDPII also goes on to prioritize key growth opportunities among which is Agriculture where emphasis will be placed on developing value chains of 12 enterprises among which is Tea. Focus will be on: Strengthening agricultural research; implementing the single spine extension system; technology adaptation at the farm level; increasing access to and effective use of critical farm inputs; promoting sustainable land use and soil management; increasing access to agricultural finance with specific options for women farmers; and strengthening agricultural institutions for effective coordination and service delivery. (NDPII, Pg. xxv).</p> | | |
| <p>Stakeholders <u>Direct beneficiaries</u></p> <ul style="list-style-type: none"> • Individual large-scale farmers • Farmer Cooperatives registered • Processors • Registered Farmer Associations | | |

Indirect beneficiaries

- Agro Input dealers
- Transporters,
- Produce dealers
- Exporters
- Local communities surrounding the Agro-processing plants in terms of on-site and off-site employment opportunities.
- Non-Governmental organizations
- Other Ministries Departments and Agencies
- Development partners and other players along the value chain

Likely project affected persons

Establishment of Processing and Value addition plants in Uganda by Northern Uganda Regional Development Forum, will impact positively on the lives of the small-scale farmers, Agricultural sector, Manufacturers and other relevant stakeholders.

Project Objectives/Outcomes/Outputs**Project objectives**

- Increase in the incomes of the target tea farmers by providing a ready market for their fresh produce;
- Promote value addition and its related linkages

Project outcomes

- Value-addition to Tea through agro-processing
- Increased Tea production in West Nile, Acholi and Lango
- Reduced post-harvest losses in the Tea value chain
- Regulatory standards and guidelines in place and enforced

Project outputs

- Procured and installed machinery and equipment in tea factory
- Increased access and use of quality agro inputs
- Stakeholders trained on good agricultural practices.
- Integrated soil and water conservation including watershed protection
- Improved farm- and community-level post-harvest handling and storage
- Improved input & output regulatory functions and standards

Project inputs/activities/interventions**Inputs**

- Resource persons,
- Machinery and equipment,
- Funds

Activities

- Organizing farmers into cooperatives at district level
- Ensuring availability of quality farm inputs
- Strengthening and aligning extension services at sub-county level with respect to regional based enterprises/ commodities
- Customizing research to identified enterprises
- Developing a sustainable funding mechanism for each agro enterprise
- Establishing sub-regional tea enterprises
- Establishing post-harvest handling, storage and processing infrastructure including dryers, warehouses and warehouse receipt system
- Establishing district demonstration farms of Tea
- Increasing market access and competitiveness of Ugandan Tea i.e. (market information centers, standards, Packaging)

Interventions

- Organize farmers into cooperatives at district level
- Ensure availability of quality farm inputs
- Strengthen and align extension services at sub-county level
- Customize research to identified enterprises
- Establishing post-harvest handling, storage and processing infrastructure including silos, dryers and warehouses.
- Establishing demonstration farms for coffee in the selected region.

- Increasing market access and competitiveness of selected regional commodities/ enterprises (market information centers, standards, Packaging)

STRATEGIC OPTIONS

Strategic options

Proposed solutions

Carry out reforms to create an effective and efficient Tea value chain in West Nile, Acholi and Lango regions.

Alternative means of financing

- Government of Uganda
- Private Equity Participation
- Mobilization of Grants
- Debt Finance

Comparison of alternatives

With the several modes of financing, the project requires manageable funds. The government of Uganda will be the best option because it is more sustainable.

Likely preferred option: GOU funding and local private capital

| | |
|---------------------------------------|-----------------|
| Coordination with government agencies | OPM, MFPED, NPA |
|---------------------------------------|-----------------|

PROJECT ANNUALISED TARGETS

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|------------------|-------------|-------------|-----------------|-------------|-----------------|
| Procured and installed machinery and equipment in tea factory | | To commence | To continue | To be finalized | | |
| Increased access and use of quality agro inputs | | To commence | To continue | To continue | To continue | To be finalized |
| Stakeholders trained on good agricultural practices. | | To commence | To continue | To continue | To continue | To be finalized |
| Integrated soil and water conservation including watershed protection | | To commence | To continue | To continue | To continue | To be finalized |
| Improved farm- and community-level post-harvest handling and storage | | | | To commence | To continue | To be finalized |
| Improved input & output regulatory functions and standards | | To commence | To continue | To continue | To continue | To be finalized |
| | | | | | | |

ESTIMATED PROJECT COST AND FUNDING SOURCES (BILLIONS)

| Output | Source | Cumulative Expenditure up to 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|--------|--------------------------------------|----------|------------|------------|------------|------------|
| Procured and installed machinery and equipment in tea factory | GOU | | 0.1 | 0.1 | 5 | | |
| | Donor | | | | | | |
| Increased access and use of quality agro inputs | GOU | | 0.2 | 0.2 | 0.2 | 0.1 | 0.1 |
| | Donor | | | | | | |
| Stakeholders trained on good agricultural practices | GOU | | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 |
| | Donor | | | | | | |
| Integrated soil and water conservation including watershed protection | GOU | | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 |
| | Donor | | | | | | |
| Improved farm- and community-level post-harvest handling and storage | GOU | | | | 0.5 | 0.5 | 0.5 |
| | Donor | | | | | | |
| Improved input & output regulatory functions and standards | GOU | | 0.5 | 0.2 | 0.2 | 0.1 | 0.5 |
| | Donor | | | | | | |
| Total | | | 1 | 0.7 | 6.1 | 0.9 | 1.3 |

PERCENTAGE PROGRESSION

| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|------------------------------|------------------|---------|---------|---------|---------|---------|
| Overall project progress (%) | | | | | | |

| | | | | | | |
|---|--|----|----|------|------|-----|
| Procured and installed machinery and equipment in tea factory | | 25 | 50 | 100 | | |
| Increased access and use of quality agro inputs | | 25 | 50 | 75 | 85 | 100 |
| Stakeholders trained on good agricultural practices | | 20 | 40 | 60 | 80 | 100 |
| Integrated soil and water conservation including watershed protection | | 20 | 40 | 60 | 80 | 100 |
| Improved farm- and community-level post-harvest handling and storage | | | | 33.3 | 66.6 | 100 |
| Improved input & output regulatory functions and standards | | 30 | 45 | 60 | 75 | 100 |

RESULTS MATRIX

| Objective Hierarchy and Description | Indicators | Means of Verification | Baseline 2019 | Target 2025 | Assumptions |
|---|---|---|---------------|-------------|-------------|
| Goal Promote value addition to the earmarked tea growing areas and spur their related cross cutting sector benefits | | Ministerial Policy Statements Quarterly Reports | 0% | 75% | |
| Outcomes <ul style="list-style-type: none"> Value-addition to Tea through agro-processing Increased Tea production in West Nile, Acholi and Lango Reduced post-harvest losses in the Tea value chain Regulatory standards and guidelines in place and enforced | <ul style="list-style-type: none"> Increase in value earned from Tea sales per acre planted. Increase in productivity per acre of tea planted. Presence of certificate of compliance for the mother gardens. Availability of new certified tea varieties at farmer level | Ministerial Policy Statements Quarterly Reports | 0% | 75% | |
| Outputs <ul style="list-style-type: none"> Procured and installed machinery and equipment in tea factory Increased access and use of quality agro inputs Stakeholders trained on good agricultural practices. Integrated soil and water conservation including watershed protection Improved farm- and community-level post-harvest handling and storage Improved input & output regulatory functions and standards | <ul style="list-style-type: none"> Tea factory established and operational Capacity of farming to practice good farming techniques Level of environmental degradation | Ministerial Policy Statements Quarterly Reports | 0 | 75% | |
| Activities <ul style="list-style-type: none"> Organizing farmers into cooperatives at district level Ensuring availability of quality farm inputs Strengthening and aligning extension services at sub-county level with respect to regional based enterprises/commodities Customizing research to identified enterprises Developing a sustainable funding mechanism for each agro enterprise Establishing sub-regional tea enterprises Establishing post-harvest handling, storage and processing infrastructure including dryers, warehouses and warehouse receipt system Establishing district demonstration farms of Tea Increasing market access and competitiveness of Ugandan Tea i.e. (market information centers, standards, Packaging) | <ul style="list-style-type: none"> Number of cooperatives established Quality of inputs used by farmers Access to extension services Availability of storage and processing infrastructure at all stages. Established Tea demonstration farms Improved quality Tea produced | Ministerial Policy Statements Quarterly Reports | | | |

7.5 Pillar 4: Support for Strengthening the Social System for Economic Transformation

Project 1: Support for Strengthening the Social System for Economic Transformation

Table 27: Northern Uganda Social System Support Project

| PROJECT SUMMARY | |
|--|---|
| Project Title | Northern Uganda Social System Support Project |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00011 |
| Location | Acholi, Lango and West Nile Regions (20 clans per region) |
| Estimated Project Cost | UGX. 20 Bn |
| Total funding gap | UGX. 20 Bn |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| <p>Problem statement</p> <p>Problem to be addressed: 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 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> <p>Causes of the problem</p> <ul style="list-style-type: none"> • Postwar effects • High poverty levels • Dependency on donor support | |
| <p>Situation Analysis</p> <p>Past achievements</p> <ul style="list-style-type: none"> • 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 <p>Ongoing interventions: Government, donors, CSOs, and the private sector continue to intervene in the region.</p> <p>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:</p> <ul style="list-style-type: none"> • 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. | |
| <p>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.</p> | |
| <p>Stakeholders: Citizens, development partners, private sector and the Government</p> | |
| <p>Project Objectives/Outcomes/Outputs</p> <p>Project objectives</p> <ul style="list-style-type: none"> • 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. <p>Project outcomes</p> <ul style="list-style-type: none"> • Increased productivity of communities. • Positive attitude and mindsets in the community. • Self-reliant communities. <p>Project Outputs</p> <ul style="list-style-type: none"> • Communities trained. • Training materials developed. | |
| <p>Project inputs/activities/interventions</p> <p>Inputs: Training materials</p> | |

| | | | | | | | |
|--|---|---|---|---|---|---|----------------|
| Activities | | | | | | | |
| <ul style="list-style-type: none"> • Development of training materials • Conducting workshops • Illustrations to communities | | | | | | | |
| Interventions | | | | | | | |
| <ul style="list-style-type: none"> • 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 | | | | | | | |
| <ul style="list-style-type: none"> • 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 (UGX BILLION) | | | | | | | |
| Output | Source | Cumulative Expenditure up to 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| Development of training materials | GoU | | | | | | |
| | Donor | | 0.5 | 0.1 | 0.1 | 0.1 | 0.1 |
| Conducting trainings and illustrations | GoU | | | | | | |
| | Donor | | | | | | |
| Total | | | 0.5 | 0.1 | 0.1 | 0.1 | 0.1 |
| 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"> • Project reports | | | <ul style="list-style-type: none"> • Political will | | |

| | | | | | |
|--|--|--|--|--|--|
| <ul style="list-style-type: none"> ● Increased productivity of communities ● Positive attitude and mindsets in the community ● Self-reliant communities | <ul style="list-style-type: none"> ● New economic activities adopted by the community. ● Percentage increase in economic participation by the communities. ● Percentage increase in self-reliant communities. | <ul style="list-style-type: none"> ● Local Government reports ● Reports by community leaders | | | <ul style="list-style-type: none"> ● Community willingness to learn and undertake interventions as guided by the project |
| <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 | | | <ul style="list-style-type: none"> ● Political will ● Development partners are willing to implement the project ● Communities will accept the project |

Project 2: Cross-Regional Quality Controls for Agriculture Production, Waragi Consumption & Production, and Environmental Protection Ordinances

Table 28: Cross-Regional Production and Consumption Quality Control Project

| PROJECT SUMMARY | |
|--|---|
| Project Title | Cross-Regional Production and Consumption Quality Control Project |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00008 |
| Location | 26 Northern Uganda districts in the Acholi, Lango and West Nile sub-regions |
| Estimated Project Cost | UGX 3 Bn |
| Total funding gap | UGX 3 Bn |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| <p>Problem statement</p> <p>Problem to be addressed: 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. 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> <p>Causes of the problem</p> <ul style="list-style-type: none"> • 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. | |
| <p>Situation Analysis</p> <p>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.</p> <p>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</p> | |

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 and 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 (UGX BILLION)

| Output | Source | Cumulative Expenditure up to 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|-------------------------------------|--------|--------------------------------------|------------|------------|------------|------------|------------|
| Hire of legal services | GoU | | | | | | |
| | Donor | | 0.2 | | | | |
| Stakeholder consultation meetings | GoU | | | | | | |
| | Donor | | 0.4 | 0.4 | 0.4 | | |
| Ordinance development and enactment | GoU | | | | | | |
| | Donor | | | 0.1 | 0.5 | | |
| Trainings | GoU | | | | | | |
| | Donor | | | | | 0.3 | 0.3 |
| Dissemination | GoU | | | | | | |
| | Donor | | | | | | 0.4 |
| Total | | | 0.6 | 0.5 | 0.9 | 0.3 | 0.7 |

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 |
|---|--|--|----------|--------|---|
| Goal To reduce environmental degradation and improve the quality of agricultural products from Northern Uganda. | <ul style="list-style-type: none"> The volume of exports from Northern Uganda | <ul style="list-style-type: none"> UBOS reports | | | |
| Outcomes <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><u>Outputs</u></p> <p>Ordinances on environment</p> <p>Ordinances on alcohol and drug abuse</p> <p>Ordinances on environmental degradation</p> | <p>Number of ordinance provisions on environment</p> <p>Number of ordinance provisions on alcohol and drug abuse</p> <p>Number of ordinance provisions on environmental degradation</p> | <p>Project reports</p> <p>District reports</p> | | | <p>Political will</p> |
| <p><u>Activities</u></p> <p>Hire a legal consultant to support ordinance drafting and alignment to other national laws</p> <p>Hold stakeholder consultations</p> <p>Conduct validation meetings</p> <p>Conduct trainings on ordinance application and enforcement</p> <p>Dissemination of ordinances</p> | <p>Number of legal advisors hired</p> <p>Number of stakeholder meetings conducted</p> <p>Number of people trained</p> <p>Number of ordinances disseminated</p> | <p>Training reports</p> <p>Workshop reports</p> <p>Annual reports</p> <p>Project reports</p> | | | <p>Political will</p> <p>Development partners are willing to implement the project</p> <p>Communities will accept the project</p> |

Project 3: Support to Security of Land Tenure in Northern Uganda

Table 29: Support to Security of Land Tenure in Northern Uganda

| PROJECT SUMMARY | |
|--|---|
| Project Title | Support to Security of Land Tenure in Northern Uganda |
| NDPIII Programme | Regional Development |
| Sector | Local Government |
| NDP PIP Code | REG3-00023 |
| Location | West Nile, Lango and Acholi |
| Estimated Project Cost | UGX 34 billion |
| Total funding gap | UGX 34 billion |
| Project Duration/Life span (Financial Years) | Start date: 2020 End date: 2025 |
| PROJECT INTRODUCTION | |
| <p>Problem statement Problem to be addressed: The project objective is to create an efficient and effective land administration system by rolling out reforms to West Nile, Lango and Acholi. It will facilitate systematic formalization and registration of land rights, and encourage the creation of an effective land market, positively impact enterprise creation and socio-economic transformation by supporting land owners in both rural and urban areas to register their land assets.</p> <p>Causes of the problem</p> <ul style="list-style-type: none"> • An inefficient land administration system • Poor land tenure system • Unclear boundary • Illegal settlers | |
| <p>Situation Analysis Past achievements</p> <ul style="list-style-type: none"> • A number of new zonal land offices have been constructed around the country. • ULC- Review Legal, Institutional and Operational Aspects of Uganda Land Commission and Recommend Programs for Implementation <p>Ongoing interventions</p> <ul style="list-style-type: none"> • Strengthening Land Use Planning and the Land Valuation Function • Production of base maps for land administration and sharing them with other users • Technical Supervision and working area Selection Criteria Learning Route • Monitoring and Technical Support Supervision of Systematic Titling/Certification Project Activities • Organization of Communal Land Associations • Diagnostic Study, Legal Framework and Sensitization • Demarcation, Survey and Registration of Communal Lands in Northern Uganda • Demarcation, Survey & Registration- Individual Lands in Northern Uganda • Demarcation and Registration of High Value Rural and Peri-Urban Land based on Detailed survey of Boundaries • Compilation and Dissemination of Relevant Legal Documents to Raise Awareness of laws and land rights <p>Challenges</p> <ul style="list-style-type: none"> • High levels of corruption among public officials involved in the land sector • Insufficient funds to implement all project interventions and achieve desired targets | |
| <p>Relevance of the project idea: The project is linked to the NDPIII objective of consolidating and increasing the stock and quality of productive infrastructure.</p> | |
| <p>Stakeholders: Individual land owners, Business community, Farmers, LGs, Institutions, and Development Partners</p> | |
| <p>Project Objectives/Outcomes/Outputs Project Goal: To facilitate systematic formalization and registration of land rights and encourage the creation of an effective land market to foster socio-economic transformation in West Nile, Lango and Acholi.</p> <p>Project outcomes: Enhanced, Accessible and affordable Land related services</p> <p>Project outputs</p> | |

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|---|-------------------------|---|----------------|----------------|----------------|-----------------|----------------|
| <ul style="list-style-type: none"> • Zonal land office buildings in place for the 28 districts in West Nile, Lango and Acholi. • Land use planning and Land Valuation function strengthened. • Policy and guidelines for GRF, Network Systems Design developed and implemented • Base maps for land administration produced and shared | | | | | | | |
| <p>Project inputs/activities/interventions</p> <p>Inputs: Funds, Equipment and Human Resources</p> <p>Activities</p> <ul style="list-style-type: none"> • Construct regional zonal offices • Capacity building on land evaluation, valuation and accounting • Develop and disseminate land management guidelines <p>Interventions: Improved land management and administration</p> | | | | | | | |
| <p>STRATEGIC OPTIONS</p> | | | | | | | |
| <p>Strategic options</p> <p>Proposed solutions: Carry out reforms to create an effective and efficient land administration system.</p> <p>Alternative means of financing</p> <ul style="list-style-type: none"> • Government of Uganda • Private Equity Participation • Mobilization of Grants • Debt Finance <p>Comparison of alternatives: With the several modes of financing, the project requires high cost of capital investment. The government of Uganda will be the best option because it is more sustainable</p> <p>Likely preferred option: A mix of both External finance and GOU funding</p> | | | | | | | |
| <p>PROJECT ANNUALISED TARGETS</p> | | | | | | | |
| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | |
| Zonal land office buildings in place for the 28 districts in West Nile, Lango and Acholi. | | To commence in the first year | To continue | To continue | To continue | To be finalized | |
| Land use planning and Land Valuation function strengthened. | | To commence in the first year | To continue | To continue | To continue | To be finalized | |
| Policy and guidelines for GRF, Network Systems Design developed and implemented | | To commence in the first year | To continue | To continue | To continue | To be finalized | |
| Base maps for land administration produced and shared | | To commence in the first year | To continue | To continue | To continue | To be finalized | |
| <p>ESTIMATED PROJECT COST AND FUNDING SOURCES (UGX BILLION) (BILLIONS)</p> | | | | | | | |
| Output | Source | Cumulative Expenditure up to 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| Zonal land office buildings in place for the 28 districts in West Nile, Lango and Acholi. | GOU Donor | | | | | | |
| Land use planning and Land Valuation function strengthened | GOU Donor | | | | | | |
| Policy and guidelines for GRF, Network Systems Design developed and implemented | GOU Donor | | | | | | |
| Base maps for land administration produced and shared | GOU Donor | | | | | | |
| Total | | | | | | | |
| <p>PERCENTAGE PROGRESSION</p> | | | | | | | |
| Output | Actual (2019/20) | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | |
| Overall project progress (%) | | | | | | | |
| Zonal land office buildings in place for the 28 districts in West Nile, Lango and Acholi. | | 25% | 44% | 63% | 81% | 100% | |
| Land use planning and Land Valuation function strengthened. | | 20% | 40% | 60% | 80% | 100% | |
| Policy and guidelines for GRF, Network Systems Design developed and implemented | | 20% | 40% | 60% | 80% | 100% | |
| Base maps for land administration produced and shared | | 19% | 38% | 57% | 77% | 100% | |

RESULTS MATRIX

| Objective Hierarchy and Description | Indicators | Means of Verification | Baseline | Target | Assumptions |
|--|--|--|----------|--------|---|
| <p>Goal To facilitate systematic formalization and registration of land rights and encourage the creation of an effective land market to foster socio-economic transformation in West Nile, Lango and Acholi.</p> | | Annual project reports MLHUD Annual reports | | | |
| <p>Outcomes</p> <ul style="list-style-type: none"> Enhanced, Accessible and affordable Land related services | | Quarterly and Annual Project reports, MLHUD | | | Community is willing to adopt this development |
| <p>Outputs</p> <ul style="list-style-type: none"> Zonal land office buildings in place for the 28 districts in West Nile, Lango and Acholi. Land use planning and Land Valuation function strengthened. Policy and guidelines for GRF, Network Systems Design developed and implemented Base maps for land administration produced and shared | <ul style="list-style-type: none"> Number of land office buildings constructed Percentage of land cover surveyed and titled Policies and guidelines in place Number of base maps produced and shared | Quarterly and Annual Project reports, MLHUD | | | LGs are ready to implement |
| <p>Activities</p> <ul style="list-style-type: none"> Construct regional zonal offices Capacity building on land evaluation, valuation and accounting Develop and disseminate land management guidelines | <ul style="list-style-type: none"> Number of regional zonal offices built Number of awareness campaigns conducted Land management guidelines in place | Quarterly and Annual Project reports | | | Funding is readily available Community welcomes the clean energy |