



Northern Uganda Regional Development Strategy 2020/21-2034/35



August 2019

Vision:

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

Goal:

“Structural Transformation leads to long-Term Sustainable and Inclusive Socio-Economic Development in Northern Uganda”

Acknowledgements:

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Disclaimer:

The views expressed in this document do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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Foreword

District leaders of the sub-regions of West Nile, Acholi and Lango have together developed a Northern Uganda Development Strategy. This is towards developing the region in a coordinated manner. Particularly, the Strategy strives to accelerate structural transformation, to enable long term sustainable and inclusive socio-economic development. This is in line with the Local Government Act (Cap 243) which provides for respective district local governments within a geographical focus to cooperate for purposes of development.

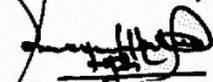
The initiative is consistent with integrated and participatory bottom up planning that fall within the mandate of National Planning Authority (NPA). Indeed, NDPIII will build on regional plans and other development initiatives to define regional specific strategic direction for development.

The Northern Uganda Development Strategy is in line with the aspirations of Uganda Vision 2040, Second National Development Plan (NDPII) and the strategic direction for the Third National Development Plan (NDPIII). The Strategy identifies binding constraints whilst informing and focusing investments to address specific development needs and aspirations of Northern Uganda. The strategy will therefore provide inputs into the NDPIII formulation process and at the same time drive the regional development agenda of northern Uganda during this period.

All stakeholders should support and endeavor to implement this Strategy to develop the Northern Uganda in a coordinated manner. The area local governments should take coordination leadership for implementation and strive to implement this Strategy. The relevant Ministries, Departments and Agencies (MDAs) should provide the relevant policy, supervision and capacity building. The private sector, development partners, civil society, faith-based and cultural institutions are urged to support the implementation of the strategy. With your commitments and collaboration, the goal of socio-economic transformation in Northern Uganda will be achieved.

Finally, the NPA encourages such similar approach from other regions of the country.

For God and my Country.



Joseph Muvawala (Ph.D)

For Chairperson National Planning Authority

Forward

Northern Uganda has immensely improved from the devastating effects of the two (2) decades conflict. Various interventions by the government through affirmative action and development framework like NUSAF and PRDP respectively has laid a good foundation for community involvement and participation.

Through the above programmes the basic socio-economic infrastructure has been rejuvenated. Steadily, the people are now engaged in extensive and commercial agriculture giving rise to specific commodity development and niches in the region. Cassava, rice, tea, coffee, fruits, sunflower/soya beans, sugarcane and fish are some of the commodities whose production are growing fast.

This strategy for Northern Uganda recognizes the contribution made by NUSAF and PRDP upon which other drivers for economic transformation in Northern Uganda can be developed. At the moment Northern Uganda annual per capita GDP ranges from \$64 in Alebtong and \$704 in Nwoya.

Northern Uganda now needs to be targeted from the meso-level with innovations that can increase production, improve income and create employment. Besides, the large and increasing number of youth will require special intervention to create livelihood skills and knowledge for economic development.

Strategic intervention in the current situation include attracting investors and the private sector in

- (i) Boosting agriculture production through strategic commercial agriculture
- (ii) Skilling the youth to create employment and improve income levels,
- (iii) Development of industrial parks in order to provide for value addition (storage and processing) and marketing,
- (iv) Promoting innovations like; irrigation technologies,
- (v) Economic definition of land use and ownership mechanism and,
- (vi) Development of human capital important to turn around and improve the economic situation in Northern Uganda.

Looking forward to energizing involvement of the people and the private sector in the transformation of Northern Uganda.



Kwiyucwiny Grace Freedom

MINISTER OF STATE NORTHERN UGANDA REHABILITATION

JUNE 2020

Abbreviations

CSO	Civil Society Organization
DDP	District Development Plan(s)
DFID	Department for International Development
DINU	Development Initiative for Northern Uganda
EU	European Union
DLT	District League Table
FY	Fiscal Year
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GoU	Government of Uganda
HIV/ AIDS	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
ICT	Information Communication Technology
LRA	Lord's Resistance Army
MOH	Ministry of Health
NDP	National Development Plan
NEETs	Not in Employment, Education, or Training
NGO	Non-Governmental Organization
NPA	National Planning Authority
NU	Northern Uganda
NUSAF	Northern Uganda Social Action Fund
OSBP	One Stop Border Post
PPP	Private and Public Partnerships
PRDP	Peace, Recovery and Development Plan
SC	Steering Committee
SGBV	Sexual and Gender-Based Violence
SME	Small to Medium Enterprises
SRHR	Sexual Reproductive Health and Rights
TVET	Technical and Vocational Education Training
UGX	Uganda Shillings
UIA	Uganda Investment Authority
ULGA	Uganda Local Governments Association
UNDP	United Nations Development Programme
US	United States
USAID	United States Agency for International Development

Chapter 1: Introduction

We envision a Northern Uganda¹ that is economically prosperous and peaceful with a high quality of life for its people. With the Northern region's abundant, arable agricultural land, youthful workforce, and with support from both the Government and development partners, inclusive socioeconomic transformation is possible. This document will contribute towards efforts to drive positive change in the region over the next five years, 2019/2020 -2024/2025. This strategy was developed through a bottom-up approach, starting with the people of Northern Uganda, working with local and regional leadership, and concluding with national-level validation. The Prime Ministers Delivery Unit in the Office of the Prime Minister and The Office of the Minister of State for Northern Uganda was essential in contributing to and guiding the development of this Strategy and mobilizing support for the plan.

“Northern Uganda will be great again, not by its size alone, but by the will, cohesion, stamina, [and] discipline of the people, and the quality of the leaders.”

-Hon. Lyandro Komakech, MP Gulu Municipality – key stakeholder

Although, Northern Uganda has experienced a decade of peace it is still hampered by economic and social challenges. As a result, the North ranks poorly across all human development indicators. The three northern sub-regions of West Nile, Acholi and Lango all share commonalities in history, geographic location, climate, and level of development. The principal development challenges in the region are no longer peace and recovery but are instead centered on addressing significant economic and social difficulties. Northern Uganda's future prosperity and security depend on sustaining economic growth and creating a vast number of employment opportunities amid a limited private sector and a rapidly growing population.

Such a transition raises three critical questions from a development perspective. First, how can the Government of Uganda's national development agenda represent Northern Uganda's priorities and result in meaningful action? Second, what structures need to be in place to lead a development process for the region? Finally, what strategic investments can be catalysts for sustained and inclusive economic development?

In response to these questions, the regional Steering Committee led the formulation of this strategy to further influence the development interventions. The strategy formulation process began in December 2016, when the Uganda Local Government Association (ULGA), with support from USAID/Uganda, convened a stakeholders' meeting in Gulu to propose a regional partnership. This was after an initial scoping meeting held in Kampala attended by the Minister of State for Northern Uganda, Prime Ministers Delivery Unit and Members of Parliament from Northern Uganda. In March 2017, a group of approximately 200 stakeholders in Northern Uganda assembled in Arua, agreed to embark on a regional development process, and selected an interim steering committee to lead the development of a regional strategy. Once established, the steering committee began a process of consulting with various sections of the citizenry in Northern Uganda, including local government and private sector officials. These consultations, paired with commissioned research, informed the steering committee's understanding of

¹ For the purposes of this strategy we define West Nile, Acholi and Lango sub-regions as Northern Uganda.

the development context and the formulation and prioritization of development objectives. To complete the process, the committee consulted with the National Planning Authority (NPA) and aligned regional plans with the national development framework, the Second National Development Plan (NDP 2). The Steering Committee validated the strategy with input from the Office of the Prime Minister, members of Parliament, various ministries, departments, and agencies (MDAs), and development partners. Throughout the strategy development process the Steering Committee has actively sought the participation and advice of local and regional constituents and regional and national partners.

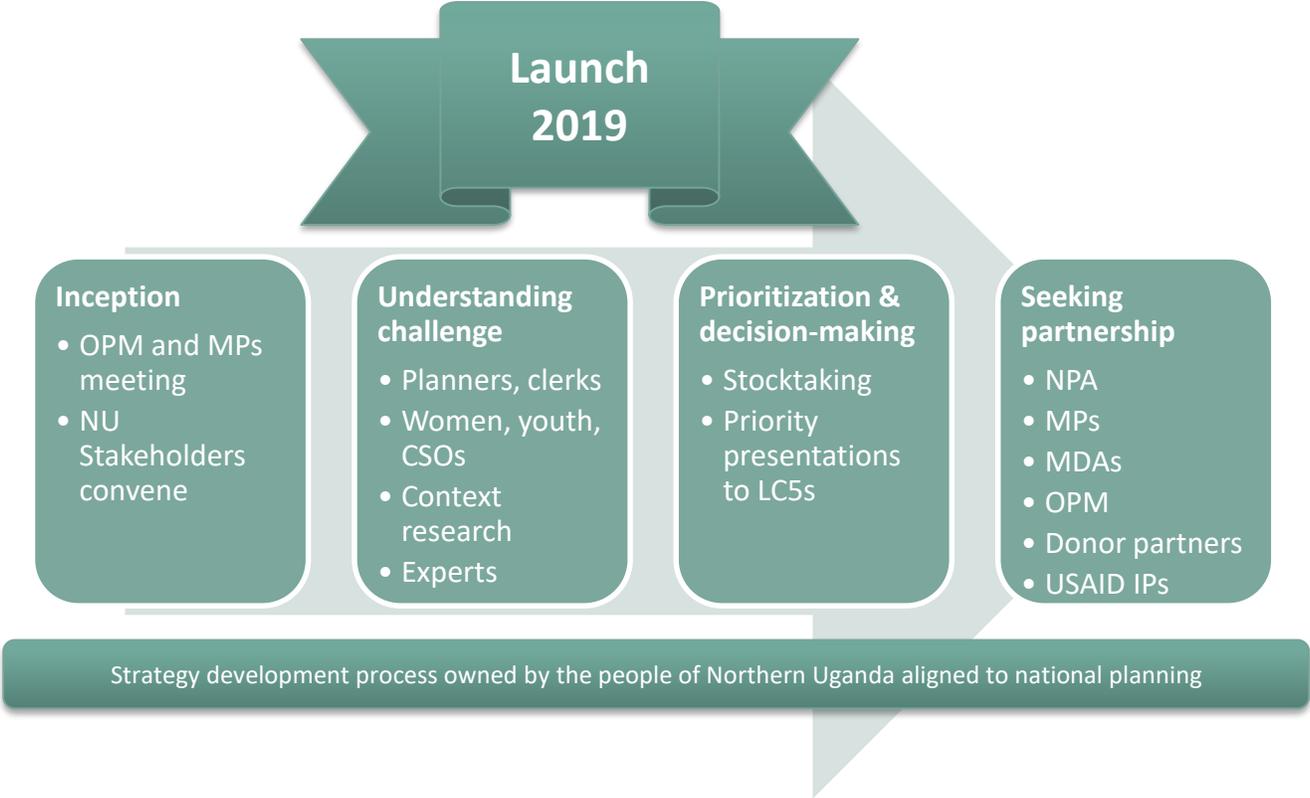


Figure 1: Strategy development process

The Government of Uganda’s efforts through the national decentralization policy aim to bring services closer to the people. However there was a need expressed to increase efforts for large-scale investment and the planning for and effective management of shared resources beyond district boundaries. Many districts, because of their size, 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. Relying on the Government of Uganda’s national strategic planning documents, Vision 2040, and the series of National Development Plans, districts rightly align District Development Plans (DDPs) and work to develop their own respective administrative areas. However, these DDPs often fail to seize larger, inter-district and intra-region, development opportunities.

In addition, development partners, specifically donors and international non-governmental organizations, often plan and implement strategic (and regional) development agenda without equal

partnership and representation from regional stakeholders. These development partners develop district-by-district relationships, often with unequal power in partnerships. Districts respond by incorporating, and influencing or guiding, development interventions in their respective areas, but those districts are not in strategic positions to move beyond budget response, continuously acting as recipients, influencers, or gatekeepers only. This strategy seeks true partnership and influence over the development agenda of Northern Uganda – whereby development partners and the Government of Uganda recognize the intrinsic role of the people of Northern Uganda in their own development initiatives.

Thus, the strategy notes the need for regional coordination initiated by the people and leaders of the region.



Figure 2: USAID representatives with members of the Steering Committee, supporters and Hon. Grace Kwiwucwinyi, Minister of State for Northern Uganda

The Northern Uganda Regional Development Strategy aims to steer a paradigm shift that promotes high productivity through engagement in commercial agriculture and the manufacturing sector. This fifteen-year strategy recognizes that advancing high employment and high productivity in manufacturing is not immediately possible. Instead, it seeks to set the groundwork and the necessary preconditions for large-scale development to occur. We know that Northern Uganda has a long way to go. The ultimate vision of economic prosperity with a high quality of life is possible through the achievement of actionable,

strategic steps. There is firm commitment on the part of the constituents and leaders involved to ensure that the development efforts in the region bring this vision to reality.

In the formulation of this document, national development frameworks were reviewed to ensure alignment to the extent possible. These include the Second National Development Plan (NDP II), Uganda's Vision 2040, and the Peace, Recovery, and Development Plans (PRDPs). It also recognized that the Development Initiative for Northern Uganda (DINU) was launched in May 2018. Other development strategies provide an opportunity to leverage commonalities to mutually achieve similar goals.

However, this document is distinct from other development plans. It is purposely broad, identifying key thematic areas for development, based on the recognition that real inclusive economic growth requires a holistic approach that integrates food security, economic growth, health, education, climate change, and resilience programming interventions into a larger development context. The strategy is also not yet directly tied to funding but rather is intended to guide partners to plug their development programs into the vision and objectives of the people and leaders of the northern region. However, this strategy will be accompanied by feasible, signature development investments and policy agenda, some proposed herein and some in development. The people of Northern Uganda, the Northern Uganda Regional Development Forum, and their respective Steering Committee, seek partnership to further develop, fund, plan, and implement these investments and their agenda.

The document articulates the goals, objectives, and actionable steps agreed upon by the Steering Committee. Following the discussion of this framework, the Steering Committee has prioritized a series of signature investments, prioritized for action. While these priority investments are not the only investments needed, they are described in some detail and costed, to facilitate immediate partnerships. To be sure, the Steering Committee, is inviting investments and partnerships across the goals and objectives of the strategy. The fifteen-year goal of this plan is to **“accelerate structural transformation to enable long-term sustainable and inclusive socio-economic development in Northern Uganda.”** Achieving this goal will require strengthening the competitiveness of agriculture production and processing for international markets. Aligning to the goal are four thematic areas (pillars), each with respective objectives addressing critical issues for development.

The four development pillars are:

Development of Human Capital: To increase productivity and drive business growth there needs to be a skilled and available workforce in the north. To steer development efforts we must also promote capable leadership.

Improve Infrastructure, which Facilitates Inclusive Economic Growth: To increase agriculture production, improve access to markets and attract private sector investment there is a need to upgrade the infrastructure of the region.

Boost Private Sector Growth: To facilitate new business growth the region must address constraints, such as those related to commercial land use, agricultural productivity, and financial capital.

Strengthen Social and Protection Systems for Resilience: To strengthen the wellbeing of people, households, and communities, there should be a focus on the social service delivery and protection systems which enable people to overcome those shocks and stresses which would otherwise negatively affect their living standards and hamper their long-term, sustained socio-economic growth.

Chapter 2: Northern Uganda Regional Development Context

Overview

Over the past 13 years since the conflict ended, several efforts have been made to rebuild Northern Uganda. With assistance from the Government of Uganda (GoU) and development actors, various development efforts have expanded health, education, necessary infrastructure, and most importantly allowed people to resettle in their communities. While the region is experiencing peace, the effects of the conflict are still palpable.

Contextual factors such as geography, resources, history, culture, and demographics profoundly influence conflict dynamics. Historical divisions reached a peak with the conflict between the Lord's Resistance Army (LRA) and the GoU, destroying much of the society and degrading the social fabric within communities across the northern region. The aftermath of the 20-year (1986-2006) civil war negatively affected livelihoods, education, and health, all of which contributed to widespread poverty. Together these factors limit future progress in human development.²

Development efforts need to address several inhibiting factors for inclusive economic development to take shape. The following provides a summary of the critical development challenges the northern region faces.

For the purposes of this strategy, the northern region consists of West Nile, Acholi, and Lango sub-regions. The three sub-regions, while not identical, share many similarities, including geographic location, climates, household size, prolonged internal and external conflicts, and reliance on subsistence farming. More importantly, the districts therein face the same risks of falling below the poverty line, risks exacerbated by poorly functioning markets. The following subsections provide information about each critical area for development.

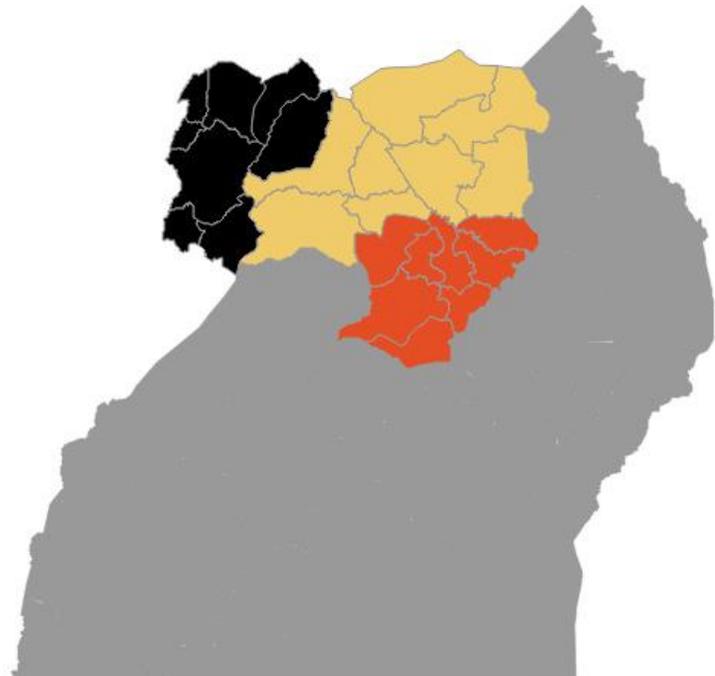


Figure 3: Northern Uganda Regional Development Forum three sub-regions.

Gross Domestic Product (GDP)

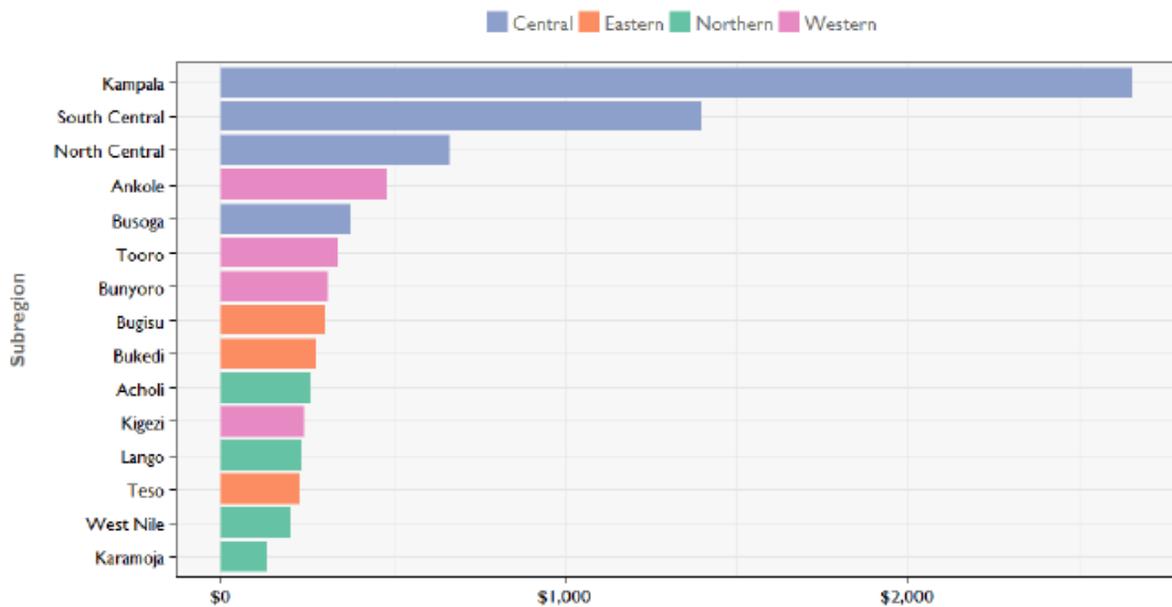
When comparing districts across Uganda by per capita GDP the distribution is severely lopsided. Six of the ten poorest districts are in Northern

² UNDP, Uganda Human Development Report 2015

Uganda.³ The central region districts of Wakiso and Kampala are among the highest with a per capita GDP of \$3,250 and \$2,655 respectively.⁴ In comparison, the highest performing northern district of Nwoya has \$704 per capita GDP.⁵

The three largest urban centers in the north have per capita GDP of \$261 (Arua), \$449 (Lira), and \$599 (Gulu). Collectively these three northern economic hubs produce approximately only one-third of Northern Uganda’s GDP. GDP estimates strongly correlate with distributions of human development and thus can help to target development interventions. Furthermore, the district GDP rates show a strong divide across the country, economically, with the largest percentage of GDP coming from the central region.

Figure 4: Sub-regional Per Capita GDP



Source: USAID, Frederick S. Pardee Center for International Futures, QED, Estimating District GDP in Uganda, Nov. 2017

Poverty

Poverty rates and economic insecurity are much higher in the northern areas of West Nile, Acholi, and Lango compared to central and western regions. While the national poverty rate has decreased, there are substantial disparities in poverty levels across the country. In the northern districts included in this strategy, the Acholi sub-region has the highest poverty rates at 34.7 percent, followed by West Nile at

³ USAID, Frederick S. Pardee Center for International Futures, QED, Estimating District GDP in Uganda, Nov. 2017

⁴ Ibid

⁵ Ibid

27.2 percent, and Lango at 17.6 percent. ⁶ For comparison, the central areas of Wakiso and Kampala have poverty rates at 7.5 and 5.9 percent respectively.⁷

Poverty in Northern Uganda is related to demographics, food insecurity, lower educational attainment, limited higher-productivity employment opportunities, and reduced household resilience to financial and environmental shocks. In Northern Uganda, 82 percent of households earn their living from subsistence farming, ⁸ and the region's high concentration in agriculture is particularly risky because of the susceptibility to extreme weather conditions, pests and diseases, price volatility, and counterfeit inputs that are beyond the farmer's immediate control. Another contributing factor to poverty is the high number of unemployed young people, which creates a situation of intergenerational and persistent poverty. ⁹ The fact that a large number of young people are inactive in the labor market could undermine development interventions and ultimately threaten the established stability currently enjoyed.

Gender disparities

While Uganda's constitution protects gender equality, women still face significant inequality compared to men in practice. Gender disparities lead to a vicious cycle of reduced human capital development, fewer labor market opportunities, early marriage, and risky sexual behavior for adolescent girls. ¹⁰ Gender disparities result in higher poverty rates for women compared to men.

The Gender and Growth Assessment carried out by the World Bank ¹¹ concluded that in Uganda:

- Women have fewer economic opportunities because of discrimination in business ownership, skills development, access to financial resources, nonagricultural employment, and inheritance rights.
- While women comprise a significant share of the workforce in agriculture, they have unequal access to and control over productive resources, such as land, limiting their ability to move beyond subsistence agriculture.
- Only a third of girls enrolled in primary education 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. ¹²
- Early marriages and low girl primary school completion and low secondary school enrollment are principal contributors to a high fertility rate and a high maternal mortality rate; and

⁶ Uganda National Household Survey 2016/17 Final Presentation, Page 119

⁷ Ibid

⁸ National Population and Housing Census 2014

⁹DRT, 2005, UBOS 2009/10

¹⁰ The World Bank, Gender, Economic Productivity and Development in Uganda, 2014

¹¹ The World Bank, Gender, Economic Productivity and Development in Uganda, 2014

¹² Stoebenau, K., Warner, A., Edmeades, J.D., Sexton, M. "Girls are like leaves on the wind": How gender expectations impact girls' education - A closer look from West Nile, Uganda. Washington: International Center for Research on Women, 2015.

- Gender-based violence is common in Uganda. For example, 60 percent of women in Uganda have experienced physical abuse since the age of 15 and 86 percent of the violence women suffer in Uganda is from their current or former intimate partner.

However, there are some positive trends among younger generations. For example literacy rates are improving which shows momentum that can lead to accelerated progress. ¹³

Demographic challenges

The population growth rate for Northern Uganda is expanding faster than the rest of the country. The population in the three sub-regions is growing at 3.2 percent compared to the national average of 3.0 percent. ¹⁴ Interestingly, Nwoya district has the highest growth rate at 9.9 percent. ¹⁵

By 2027, the northern region will add 3.1 million people ¹⁶ to their total population of 6.4 million. ¹⁷ If nothing is done to slow the population growth, there will be further strains on public resources such as healthcare facilities, schools, roadways, and markets.

Another challenge in regard to population is not only the number but also the proportion of young people. The population is overwhelmingly young and dependent on older generations for subsistence. This scenario creates a high dependency burden caused by a combination of high fertility rates, a large percentage of the population under 18, and larger household sizes. Therefore, poverty rates and demographics have a direct correlation because of the financial costs of caring for large numbers of children.

Education

The Government of Uganda recognizes that primary school is a fundamental human right; however, the provision of free education to all children is constrained by systemic challenges. Some of the problems include a high level of teacher and student absenteeism; weak school management; limited learning materials; and inadequate teacher to student ratios. ¹⁸ All these factors affect the quality of education and learning outcomes. For example, in Northern Uganda, literacy and numeracy rates are lower than national averages. ¹⁹ While the Government tries to provide free primary education, there are still hidden costs involved – uniforms, materials, and other contributions to the school.

These associated education costs are an inhibiting factor for those who cannot afford it. Lacking school fees, many children drop out of school to work and contribute to the household income. For instance, children ages 10-17 in Dokolo, Otuke, Zombo, Yumbe, Moyo, and Agago districts are more than twice as likely to be working as to be in school. ²⁰ Besides primary education, there is also a mismatch in skills

¹³ QED, Regional Development Meeting: Evidence Highlights; The Greater Northern Region

¹⁴ National Population and Housing Census 2014

¹⁵ Ibid.

¹⁶ Ibid.

¹⁷ Estimation based on 2014 Census Data. Figures taken for West Nile, Acholi, and Lango

¹⁸ Education in Uganda". www.globalpartnership.org. Retrieved 1/April/2018

¹⁹ QED, Regional Development Meeting: Evidence Highlights; The Greater Northern Region

²⁰ Ibid.

acquired and market demands, hence the high proportion of youth Not in Education or Engaged in Training (NEET).

For girls, school drop-out is both a cause and effect of vulnerability. Some girls may drop-out due to early pregnancy and marriage. Others become pregnant and/or married after dropping out of school. Also, girls are more vulnerable to societal and family pressure to delay or quit school. For instance, families may prefer to use financial resources to support male children in school. Not completing school for girls means they experience fewer life choices.²¹ Family and community norms play a significant role in girls' attendance. Many parents fail to invest in their daughters' education, seeing it as a waste of resources, prioritizing boys instead.²²

Child health and protection

Child poverty is higher in rural areas and Northern Uganda than it is in the rest of the country,²³ which contributes to poor health and poor welfare for children. Children from economically insecure households are more likely to be engaged in child labor and less likely to attend school.

Children in the north experience higher rates of infant, neonatal, and under-5 mortality than the national average.²⁴ Furthermore, of the 1.6 million people who lack access to safe drinking water, large percentages are children who are exposed to water-borne diseases.²⁵

In the northern context, the legacy of the LRA has severe consequences for those who perpetrated sexual and physical violence. For instance, the child soldiers previously abducted have challenges reintegrating into society.²⁶ There is a critical need for trained law enforcement and social protection services to address child protection issues as well as work to change social norms around parenting and abuse.²⁷

Refugee influx

Northern Uganda hosts over one million refugees, mostly from South Sudan. The government's liberal policy on refugees gives them land to settle on and provides access to essential public services. While the international community has praised Uganda's stance on refugees, the sudden influx has increased pressure on already limited resources and public services. Over two dozen refugee settlements, reception centers, and refugee camps have been established to accommodate the refugees, who are primarily women and children. Providing water, food, shelter, services, and even land to refugees comes at a high cost. In FY 2016/2017 more than 320 million USD was spent hosting over one million refugees.²⁸ Investment in water for production could boost availability and access to clean and safe water for

²¹ Ibid.

²² Situation Analysis of Children in Uganda 2015, UNICEF

²³ Ibid.

²⁴ QED, Regional Development Meeting: Evidence Highlights; The Greater Northern Region

²⁵ Ibid.

²⁶ Situation Analysis of Children in Uganda 2015, UNICEF

²⁷ Ibid.

²⁸ Charlie Goldsmith Associates & Imani Development, Northern Uganda Regional Investment Research, 2017

consumption. Besides the strain on resources, the influx can create an imbalance between refugees and the host community population. For instance, the Bidibidi camps house 272,206 people in Yumbe District, which has a total population of 484,822, meaning 36 percent of the people in the district are refugees.²⁹

The influx of refugees presents some opportunities as well. The aid refugees receive from humanitarian organizations provides a boost to the local economy. For instance, research suggests that for every dollar given in food aid, \$1.30 of it is generated in the local community. The multiplier effect of cash aid is even more significant, creating \$1.50 in value in the local economy for every \$1.00 a refugee receives.³⁰

²⁹ Situation Analysis of Children in Uganda 2015, UNICEF

³⁰ Ibid.

Chapter 3: Top 10 Assets and Challenges in Northern Uganda

This subsection provides an overview of the top ten assets for Northern Uganda and the challenges associated with them.³¹

Peace and security

One of the most significant assets of the northern region has been the decade of peace. Peace in Northern Uganda is the foremost driver of economic growth and poverty reduction.³² Regional security encourages investment and allows people to live healthy lives; i.e., children can go to school, farmers can cultivate crops, businesses can grow, and people have freedom of movement.

There are several issues, which will still need careful attention to ensure lasting peace. One of the problems is ongoing resettlement and reintegration of households and individuals. Migration has strained and reshaped cultural norms in Northern Uganda and affects land tenure security, educational attainment, and leadership.³³ Also, the tension between people groups and sub-regions remains. A looming challenge to peace in Northern Uganda is the conflict in South Sudan. At present, the conflict itself has not spilled over into the region, but over a million refugees have.

Abundant land

One of the most important resources is the abundant land in Northern Uganda. Fortunately, the land is a plentiful resource in Northern Uganda, with a population density of just 116 people per square kilometer compared to 173 people per square kilometer across Uganda.³⁴ 86 percent of men and 63 percent of women in Acholi, Lango, and West Nile sub-regions report to own land.³⁵

Land tenure security is a critical issue for Northern Uganda. Land tenure security incentivizes investments in land-related productive assets and enables land as collateral for loans, both of which are essential components for economic growth. However, insecurity deters investments and, in most cases, prevents land from being used as collateral. Despite the abundance, land is unavailable as a commodity in Northern Uganda. Almost half of the land cannot be used as collateral.³⁶ Approximately 97 percent of land in Northern Uganda is under customary land tenure, and these lands lack the formal titles or registration which would provide additional security of tenure. Land rental markets facilitate the highest

³¹ The 'Top 10 Assets and Challenges in Northern Uganda' material was originally developed by the USAID Monitoring, Evaluation and Learning Program, implemented by the QED Group, LLC, at the request of USAID in the research document titled, "Northern Uganda Regional Forum: Supporting Research 2017-2018." This material was originally developed to support contextual analysis for decision makers in Northern Uganda. This section (Chapter 3) was reproduced in its entirety with the permission of USAID/Uganda and the QED Group, LLC.

³² World Bank, The Uganda Poverty Assessment Report 2016

³³ Burke, C., & Kobusingye, D. N. (2014). Women's Land Rights in Northern Uganda (West Nile, Acholi, Lango, Teso and Karamoja). Oxfam.

³⁴ Estimate based on Uganda National Population and Housing Census, 2014

³⁵ Burke, C., & Kobusingye, D. N. (2014). Women's Land Rights in Northern Uganda (West Nile, Acholi, Lango, Teso and Karamoja). Oxfam.

³⁶ Uganda Bureau of Statistics. (2007). Uganda Household Survey 2005/2006: Report on the Agriculture Module.

and best use of lands as more productive farmers can afford to rent property from less productive farmers.³⁷

Another issue related to land is that while there is an expanse of land for large scale-agriculture, the soil is marginal and with limited fertility. This can, however, be improved through proper nutrient management including use of inorganic fertilizers, animal manure, mulching, and crop rotation.³⁸

Diverse agriculture

Agriculture is the primary source of livelihood for over 80 percent of households in Acholi, Lango, and West Nile sub-regions.³⁹ 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 the advantages the north has in agriculture is the possibility to grow a diverse variety of crops such as cassava, maize, groundnuts, sorghum, sim sim, beans, finger millet, and sweet potato. 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. Supplementing the potential of agriculture is animal husbandry, which is also common across the region. An estimated 2.5 million cattle and 8 million chickens⁴⁰ provide opportunities for income generation, dietary diversity, and food and income security for farm households.

The potential for agriculture in Northern Uganda includes infrastructure improvements such as the standard gauge railway, which has the potential to link farmers in Northern Uganda to more lucrative markets and to reduce transportation costs for critical inputs like fertilizer and mechanization. Transportation infrastructure improvements coupled with plans for expansion of the electricity grid in Northern Uganda could be a combination for success in value-added agricultural opportunities such as food processing and cold storage, which can increase the value of farm products from the northern region.

Low yields, limited processing capacity, and limited access to higher value markets are among challenges to agriculture in Northern Uganda. Across Uganda, agriculture yields are around 30 percent less than what has been achieved at research stations,⁴¹ indicating a potential for increasing agriculture production. While land is an abundant resource, the low yield is primarily due to limited mechanization, use of low-quality inputs, and limited knowledge of best practices. 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. Furthermore, there is only three percent of households using

³⁷ Byamugisha, F. F. (2014). Land Reform and Investments in Agriculture for Socio-Economic Transformation of Uganda. Kampala, Uganda: Paper prepared for presentation at the National Development Policy Forum, National Planning Authority.

³⁸ Food and Agriculture Organization of the United Nations. 2003. Digital Soil Map of the World.

³⁹ Uganda Bureau of Statistics. (2010). Uganda Census of Agriculture 2008/09: Volume IV Crop Area and Production Report.

⁴⁰ National Planning Authority. (2015). Second National Development Plan (NDP II).

⁴¹ Othieno, Lawrence. (2016). Barriers to Uganda's Trade within the Regional Trade Blocs of the EAC and COMESA.

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. Therefore, this demonstrates that the necessary physical and intellectual inputs to increase agricultural production are limited in the region.⁴² Climate change is another challenge which preparations should be made now to mitigate future hardships. There has undoubtedly been a small overall increase in temperatures over the past 50 years, and extreme weather events have become more commonplace. Both of these threaten the reliability of production for Northern Uganda's existing crop mix.

Cross-border trade

Trade linkages across Northern Uganda are an essential asset for the region, with high volumes of trade exported to the Democratic Republic of Congo and South Sudan. In 2014, the DRC received nearly 40 percent of Uganda's informal industrial exports, almost \$95 million. In the same year, Uganda informally exported \$58 million in agricultural commodities to South Sudan.⁴³ The South Sudanese market is an essential destination for agricultural and manufactured products.⁴⁴

Trade linkages between the Northern Uganda region and neighboring countries give Ugandan enterprises a ready demand for industrial and agricultural products, with top exports to DRC or South Sudan including consumer goods, intermediate goods, vegetables, food products, and metals. The Elegu border station in Amuru district accounted for 23 percent (\$96 million) of Uganda's informal exports in 2014.⁴⁵ Trade Mark East Africa is now financing a One Stop Border Post (OSBP) at Elegu, and modernizing facilities in South Sudan to reduce costs and improve efficiencies.⁴⁶ There are 166 businesses engaged in land transport in Northern Uganda 2010/2011 (more than Kampala or any other region of the country), supporting cross-border transportation.⁴⁷

The Government of Uganda has prioritized significant road construction between Uganda and South Sudan (Gulu-Atiak-Nimule roads).⁴⁸ Along with the standard gauge railway (SGR), the Government has plans for an inland container depot at Gulu; an offshoot of the SGR to Arua and Zombo; rehabilitation of the Tororo-Pakwach railway; satellite border markets in Amuru and Kitgum; and numerous road investments.⁴⁹ Uganda's primary barrier to regional trade is its inadequate physical infrastructure.⁵⁰

⁴² World Bank and UNCTAD. Uganda trade at a glance. Accessed from <http://wits.worldbank.org/CountrySnapshot/en/UGA/textview>.

⁴³ World Bank. (2015). *Can Ugandan Cities Get to Work?*

⁴⁴ Collier, Paul. Presentation at UBOS. 2015.

⁴⁵ World Bank. (2015). *Can Ugandan Cities Get to Work?*

⁴⁶ Ibid.

⁴⁷ Uganda Bureau of Statistics. (2014). National Population and Housing Census 2014, Sub-County Report, Northern Region.

⁴⁸ Ibid.

⁴⁹ Ibid.

⁵⁰ Ibid.

Transportation and border inefficiencies hamper trade. Uganda was recently ranked 136 out of 189 countries on cross-border trade and 115 out of 189 on ease of doing business.⁵¹

Urban centers of economic activity

Arua, Gulu, and Lira are the most significant urban centers in the northern region, which presents substantial economic activity. For instance, 70 percent of Uganda's non-agricultural GDP is generated in urban areas, and the financial success of the urban regions has significant impacts on the overall economy of the nation. Urbanization produces a miracle of productivity through scale and specialization, enabled by connectivity. As a result, living standards and welfare outcomes have improved faster in urban areas of Uganda, and the urban regions have lower poverty rates with higher consumption. Well-managed urbanization absorbs agricultural labor, provides markets, and finances agriculture commercialization. If Northern Uganda leverages urban growth, it will achieve faster transformational growth and job creation.⁵² Of the top 10 urban centers in Uganda, Gulu is the fifth most populated, with just over 150 thousand, and Lira the tenth, with fewer than 100 thousand people. Arua has nearly 63 thousand people. Regional cities like these are critical for economic growth as they provide off-farm jobs and other forms of wage employment, while their proximity to home villages enables productive assets to be maintained such as renting out farmland for additional income.⁵³

One of the main challenges to in urban centers is that most jobs are in the low-productivity non-tradable goods sector with limited room for growth. There is a tremendous need for infrastructure improvements to increase production volume and quality of goods for export. Even with lower poverty, urbanization presents challenges: slums, congestion restricting economic movement, inadequate housing and social services, and high unemployment and underemployment. Another challenge is the influx of refugees living in urban centers. Urbanization pressures education, health, and infrastructure, although access to necessary infrastructure (such as electricity and piped water) is higher in urban areas. Low-income earners in urban areas struggle with land for housing and have limited facilities (bathrooms, toilets, kitchens). Youth unemployment is higher in urban areas than rural areas.⁵⁴

Abundant, youthful workforce

The population of Northern Uganda is overwhelmingly young with 78 percent of the region under 30 years old. In West Nile, Acholi, and, Lango sub-regions 83 percent of people aged 15 and over are working, which represents over 2.4 million people in the workforce.⁵⁵ Unfortunately, 58 percent of children ages 10-17 are working.⁵⁶ 65 percent of the population over age 18 is literate, and one in four has finished secondary school.⁵⁷ Also, 80 percent of children ages 6 to 12 are currently attending school,

⁵¹ United Nations Development Programme. (2015). Uganda Human Development Report 2015: Unlocking the development potential of Northern Uganda.

⁵² World Bank. (2015). Can Ugandan Cities Get to Work?

⁵³ World Bank. (2017). Why Secondary Towns Can Be Important for Poverty Reduction: A Migrant's Perspective.

⁵⁴ World Bank. (2015). Can Ugandan Cities Get to Work?

⁵⁵ Uganda Bureau of Statistics. (2014). National Population and Housing Census 2014, Sub-County Report, Northern Region.

⁵⁶ Ibid.

⁵⁷ Ibid.

which indicates the future workforce will be more highly educated.⁵⁸ Time- and wage-related underemployment is ordinary, suggesting additional capacity even among the employed, which new businesses could use to their advantage.⁵⁹

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. According to the UNDP, a 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.⁶⁰

Educated and skilled population

While there is a clear need to improve the quality and access to education in the northern region, what does exist should be viewed as an asset. Currently in existence are public and private universities spread across the region, including Lira and Gulu Universities and Muni University in Arua. In addition to the main campuses, these universities host satellite campuses in Arua, Yumbe, Nebbi, and Kitgum. Vocational training institutions are another asset available across each of the sub-regions. Access to education and retention in school will position Northern Uganda to enter into new markets, increase household income, and decrease overall poverty rates.

While education should be viewed as an essential asset for sustainable development, there are many improvements needed to reap the benefits. The main areas for improvement include access, quality of instruction and retention of students. For instance, nationally there has been a significant increase in primary enrollment since the introduction of the Universal Primary Education Policy, but Northern Uganda has low retention, except in Lango where boys' Primary 7 (P7) retention rates are higher than the national average.⁶¹ West Nile, on the other hand, has the lowest retention rates in the country for girls, with only 13.2 percent of girls completing P7.⁶² This gender gap in enrollment in primary and secondary schools is a significant barrier to development.

Expanding opportunities for women

Women in Northern Uganda are an essential asset in the sustainable development of the region. Half of the population of Northern Uganda is comprised of women. Despite a legacy of conflict, forced displacement and mobility, women in the north exemplify resilience, leveraging informal economic activities and small income generation activities to survive. In the post-conflict setting, the situation for women and girls is slowly improving as demonstrated by significant increases in primary school enrollment and women venturing into the formal employment sector with increased participation of

⁵⁸ Ibid.

⁵⁹ United Nations Development Programme. (2015). Uganda Human Development Report 2015: Unlocking the development potential of Northern Uganda.

⁶⁰ Ibid

⁶¹ USAID. (2015). *The State of the Ugandan Child- An Analytical Overview*.

⁶² Ibid.

women in civil service jobs, banking industries, and factories.⁶³ Women in the north have demonstrated success in broadening economic opportunities among government and development partners through their collective power, and local women's groups have attracted significant attention from development agencies in the post-conflict era. Both government initiatives and development partners have encouraged the formalization of women's groups so they can access small-scale financial services, inputs, and grants that can improve the quality of life of their families and communities.⁶⁴ In recent years, international development partners and NGOs in the north have invested considerably in gender-sensitive programs to address the gender disparities in the region and expand economic opportunities for women. Policy framework in Uganda is progressive for addressing gender inequalities, and the country is a signatory of other international declarations aimed at protecting the rights of women and girls. This policy environment is conducive to addressing regional gender inequality and expanding more comprehensive development initiatives in the region.

Despite this significant progress, gender disparities still exist. Women are burdened with unpaid care work. Those who are in the workforce make considerably less income compared to their male counterparts. One national survey estimates that women in Uganda spend on average ten times the number of hours on household duties compared to their husbands.⁶⁵ In the Peace, Recovery and Development Plans (PRDP) region, a study conducted in 2013 showed the median monthly income for formally employed women was 60,000 Ugandan shillings compared to 80,000 UGX for men.⁶⁶ Also, women in the north lack professional skills and are less likely to be educated than their male counterparts. Women also have difficulty in accessing financial services, primarily due to a lack of collateral because of a customary land tenure system that excludes them from land ownership.⁶⁷ Women are also the victims of sexual and gender-based violence (SGBV) which is pervasive in the region and has both social and economic implications for families, communities, and regional development. Sexual and gender-based violence "continues to act as a deterrent to women's political and economic participation as well as a violation of their dignity."⁶⁸

High performing health facilities

A healthier population is a more productive population, and health is an integral asset to Northern Uganda in several ways. By providing access to affordable, quality care, people can contribute more to the workforce and days or years lost due to disease and disability can be mitigated.⁶⁹ Farmers or school

⁶³ Uganda Bureau of Statistics. (2014). National Population and Housing Census 2014, Sub-County Report, Northern Region.

⁶⁴ United Nations Development Programme. (2015). Uganda Human Development Report 2015: Unlocking the Development Potential of Northern Uganda. pg. 102.

⁶⁵ Uganda Bureau of Statistics. (2009). Gender and Productivity Survey: Analytical Report.

⁶⁶ United Nations Development Programme. (2015). Uganda Human Development Report 2015: Unlocking the Development Potential of Northern Uganda.

⁶⁷ United Nations Development Programme. (2015). Uganda Human Development Report 2015: Unlocking the Development Potential of Northern Uganda.

⁶⁸ Ibid.

⁶⁹ World Health Organization., Metric: Disability-Adjusted Life Year (DALY). Accessed from http://www.who.int/healthinfo/global_burden_disease/metrics_daly/en/

teachers who are sick and are not able to easily access health care are forced to take days off of work or not fully contribute to their economic activities. Time spent not engaged in labor has a broader impact that affects families and communities as well. Women and children's healthcare is also an essential asset to a productive society. Women play an especially important role in agriculture and in providing for the family. When children are sick or miss school, it is mostly women who are responsible for ensuring the extra care, which means time not working.

Gulu District ranks high according to the District League Table (DLT) performance for 2015/16 based on a standardized list of input, output, and process indicators, making it the 4th highest performing district in the country regarding health. Lamwo and Dokolo districts also rank in the top 15 in the nation.⁷⁰ Gulu has Gulu Regional Referral Hospital and the private-not-for-profit St. Mary's Hospital Lacor, both of which provide advanced levels of care. Arua and Lira also have regional referral hospitals, giving access to the region. Health is an essential asset to Northern Uganda because a healthier society will contribute to more sustainable development. Although Gulu District is ranked highly by the Ministry of Health, the Acholi sub region has the longest average distance from households to a government-run public health center (4.8 km),⁷¹ which means that public services are less accessible and that additional costs for transportation, incidentals, and other considerations (such as childcare, accommodation, and unexpected fees) are incurred. There are also health challenges that specifically affect the development of Northern Uganda. For instance, the neonatal mortality rate is the highest in the country.⁷² There are obvious implications for infant health, but also for caregivers. High rates of HIV/AIDS also pose a significant challenge for the region. The estimated 2011 prevalence was 8.3 percent for Acholi and Lango (calculated together) and increased from 2.3 percent to an estimated 4.9 percent in West Nile from 2004/5 to 2011.⁷³ This epidemic threatens productivity and livelihoods across the region.

Refugee investments and market opportunities

The significant and growing refugee communities in Northern Uganda have potential to be a great asset to the region as they provide a market for local goods and bring foreign investment and infrastructure development. Recent research indicates that refugees have significant economic multipliers in surrounding communities as refugees buy products and services from surrounding communities. A study in Congolese refugee camps in Rwanda found that each adult refugee generated between \$200 and \$250 in the local economy each year, which is markedly more than the roughly \$120 they receive in cash aid.⁷⁴ Also, trade between the local economies around the camps and the rest of Rwanda increased by roughly \$50 as a result of refugee camps.⁷⁵ The amount each refugee can generate indicates that an additional \$219 million per annum is injected into local communities in Adjumani, Arua, Lamwo, Moyo, and Yumbe districts from the 955,950 South Sudanese seeking refuge there. However, aid to refugees,

⁷⁰ Uganda Ministry of Health. (2016.) Annual Health Sector Performance Report, Financial Year 2015/16.

⁷¹ Uganda Bureau of Statistics. (2015). National Service Delivery Survey 2015.

⁷² Uganda Bureau of Statistics. (2011). Uganda Demographic and Health Survey 2011.

⁷³ Uganda Ministry of Health. (2014.) The HIV and AIDS Country Progress Report 2014.

⁷⁴ J. Edward Taylor, Mateusz J. Filipowski, Mohamad Alloush, Anubhab Gupta, Ruben Irvin Rojas Valdes, and Ernesto Gonzalez-Estrada. (2016). Economic impact of refugees. Proceedings of the National Academy of Sciences of the United States of America.

⁷⁵ Ibid.

especially in-kind (food) aid, has the potential to suppress local prices and reduce incomes for farmers. Many refugee households sell a portion of their rations, which can put downward pressure on prices and create challenges for local farmers to compete with food aid.⁷⁶ Also, the massive influx of people from South Sudan has the potential to lead to instability and cultural conflicts within the region.

Chapter 4: Rationale for the Strategy

As mentioned earlier, there was a need expressed to increase efforts for large-scale investment and the planning for and effective management of shared resources beyond district boundaries. Many districts, because of their size, 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. Relying on the Government of Uganda's national strategic planning documents, Vision 2040, and the series of National Development Plans, districts rightly align District Development Plans (DDPs) and work to develop their own respective administrative areas. However, these DDPs often fail to seize larger, inter-district and intra-region, development opportunities.

Secondly the leaders recognized that they can work collectively to address cross district boundary challenges. Issues such as illegal logging and charcoal burning could better be addressed by the districts working collectively across boundaries to ensure compliance.

Thirdly the leaders sought to harness their collective power by speaking with one voice regarding community opportunities and challenges. Investing in a mindset change process that became even more necessary after two decades of civil war experience. They realized the need to harness the potential of the people they lead by championing changes in mindset and behavior and speaking about negative attitudes and practices that deter growth.

The process was led by an Interim Steering Committee of fifteen people representing the sub-regions of Acholi, Lango, and West Nile. Besides representing their respective regions, the Steering Committee members are composed of local administrative and political leaders, cultural leaders, religious leaders, civil society, and the private sector. The Steering Committee composition provides a fair cross-section of society which can represent and consult with constituents. The process began in March 2017 when a group of approximately 200 stakeholders in Northern Uganda assembled in Arua to discuss what would promote development in the north. During the stakeholders' meeting, it was decided that a regional development strategy was needed. The fifteen-person Interim Steering Committee was elected to lead the process of strategy development and implementation. Once established, the Steering Committee began a nearly one-year process of consultation meetings and fact-finding in order to prioritize the critical needs of the north. Following consultations, the steering committee worked to develop the strategy framework which was validated through another round of consultative meetings with development experts and government officials.

⁷⁶ Ibid.

The Steering Committee intends to use this strategy to encourage development partners, private sector, and Government to 'plug into' the expressed development objectives of the northern region. The Steering Committee will function as a coordination platform. This strategy is not directly tied to a budget. Accompanying the regional development strategy will be an investment plan which highlights game-changing investments for the private sector, government, and development partners to consider.

CH 5: Regional Development Vision, Goal and Development Pillars

We envision a Northern Uganda that is economically prosperous and peaceful with a high quality of life for its people. We aspire to grow our economy, continue living together in peace, and to improve the quality of life for all people in the northern region. This long-term vision must be led by Ugandans, particularly those coming from the north, but will also require commitment from the Government of Uganda and the coordination of multiple development partners, including the private sector.

While our vision offers a long-term picture, we have also set out a five-year development goal:

“Accelerate structural transformation to enable long-term sustainable and inclusive socio-economic development in Northern Uganda.” The people of the north need structural change, in particular, movement of people out of low-productivity activities, such as subsistence agriculture, and into high-productivity activities, in agro-processing and manufacturing. While on-farm activities will undoubtedly remain a critical component, the structural transformation shift would mean a move from traditional farming to modern intensive agriculture. Modern agriculture will help ensure the adequate and timely supply of quality raw materials for manufacturing. For the private sector to flourish there needs to be an investment to improve roads, electricity, and market centers. Rather than economic growth alone, instead, we aim for the inclusive socio-economic development of the people of Northern Uganda. Further, as social and political leaders, we must rebuild community relations and improve social services for the people.

To achieve our goal in fifteen years, we will work on four development objectives: private sector expansion; skills development for increasing employment; investments in infrastructure; and addressing the underlying constraints that inhibit investment. The textbox below outlines requirements for structural transformation in Northern Uganda.

Structural Transformation

- Structural change is the movement of people out of low-productivity into high-productivity activities (e.g. from agriculture to manufacturing):
- Modern manufacturing absorbs unskilled labor with replicable technologies, increasing productivity.
- Agriculture reallocates labor to higher productivity activities, achieves efficiency gains, including adequate and timely supply of quality raw materials for manufacturing.
- The shift from traditional to modern agricultural supply chains expands the manufacturing sector.
- Human capital development is essential to ensure growth is both inclusive and sustainable, in addition to the human rights imperatives for investing in social sectors.
- Industrial policy is increasingly seen as a necessary government intervention to overcome market failure.
- Appropriate institutional arrangements and capacities should be seen as a long-term process of engagement and collaboration with private sector.

Source: Charlie Goldsmith Associates & Imani Development, Northern Uganda Regional Investment Research. USAID, 2017.

Cross-cutting Issues

Development in Northern Uganda must encompass the following five cross-cutting issues; otherwise, the sustainable and inclusive economic development we envision will not be achieved.

Environmental protection: 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 degradation together with climate change poses serious challenges to the development of the north. Besides being a direct threat, climate change can exacerbate underlying tensions and also trigger new conflicts over essential resources of water, land, and food.

Climate change mitigation as well as ecological protection practices must be adopted to ensure the long-term sustainability of the region. Through effective governance, environmental protection mechanisms need strengthening as well as programs to promote sustainable practices for forestry, land use, and water management. In the coming years, temperatures are expected to rise and weather patterns will be more erratic. Local communities need to prepare themselves now for the expected climate changes.

Special interest groups: We must include vulnerable groups—such as girls, people with disabilities, and other marginalized groups—as agents of development interventions. We must consider those who would be left behind without affirmative action to bring them along with the development progress in the region. Without full socio-economic inclusion, we will not have achieved our goal.

Peace and security: Northern Uganda has experienced over a decade of peace. Continued peace and security are prerequisites for socio-economic transformation, because in the absence of peace development cannot take place.

Food and nutrition security: Food and nutrition security drives economic, health, agricultural, and political outcomes. Food and nutrition are considered a fundamental human right⁷⁷ and their scarcity remains a significant problem for human welfare and economic growth in Uganda.⁷⁸ Malnutrition contributes to low energy and impaired brain function, reducing our peoples' ability to work, earn a living, acquire food, and gain an education.

Health epidemics: HIV/AIDS, hepatitis-B, and malaria are prevalent in the northern region. These diseases reduce the quality of life for individuals and households and lower labor productivity. Malaria outbreaks are at the highest during the planting season when people need to work fields, hampering economic activity. Poor sanitation, a precursor to other illness, is closely related to overall household vulnerability. The national HIV prevalence is 7.4 percent, however the HIV prevalence in Acholi and

⁷⁷ Article 25, Universal Declaration of Human Rights

⁷⁸ USAID, Uganda: Nutrition Profile, February 8, 2016

Lango is higher than the national prevalence rate. In West Nile, the HIV prevalence is lower than the national average but alarmingly has doubled since 2005.⁷⁹

Uganda has one of the highest incidences of malaria worldwide, with districts in Northern Uganda around the Lake Kyoga basin being the most endemic. In 2015, 10 districts (in Acholi and Lango) of Northern Uganda experienced a malaria upsurge of 88 percent, registering approximately 40,000 cases per week in these districts. Naturally, significant household time and resources are lost when members fall sick and incapacitated due to malaria.

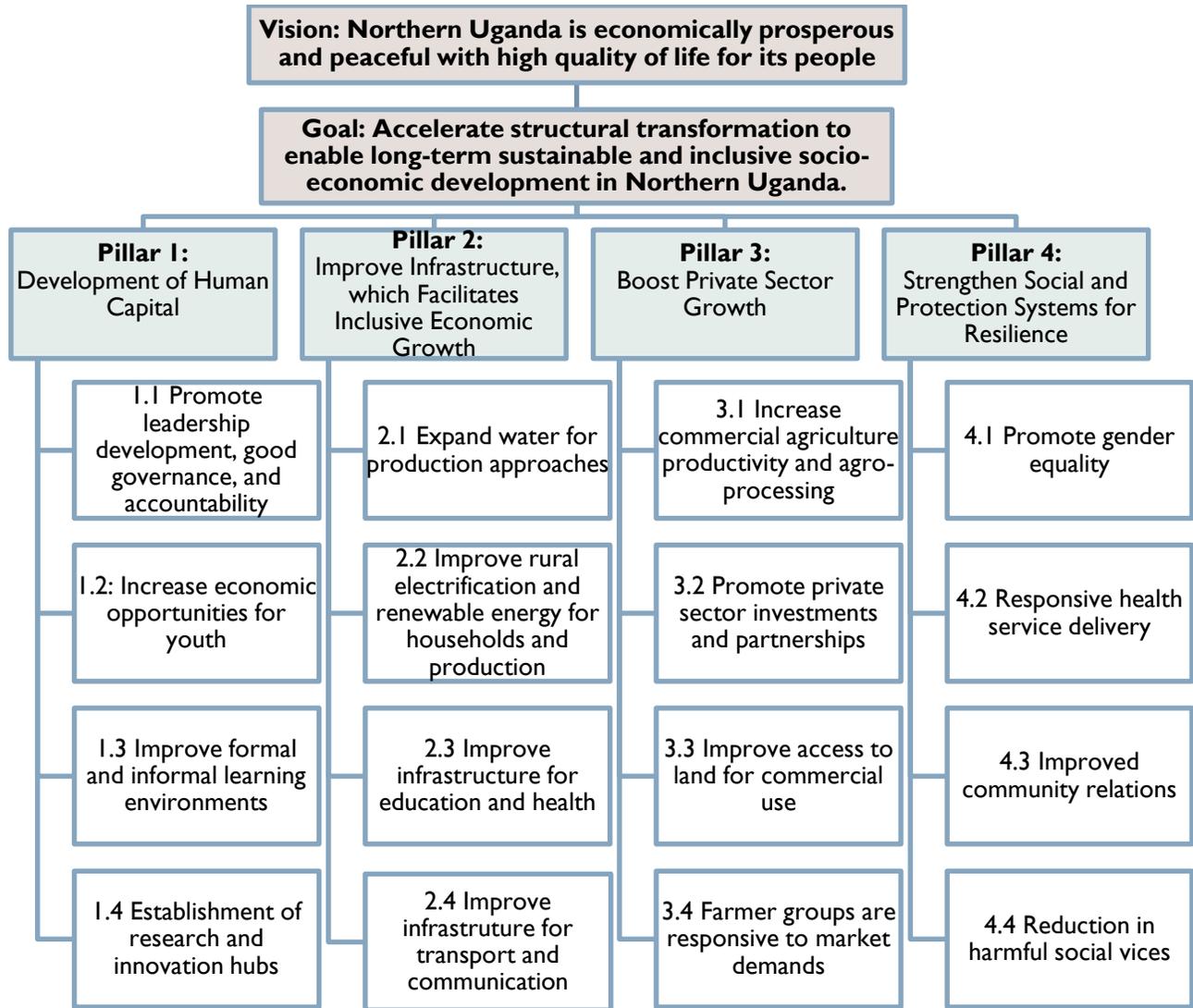
The hepatitis B virus remains highest in Northern Uganda with almost 10 percent of the population affected. The prevalence in the mid-north (Acholi and Lango) is 4.6 percent.⁸⁰ Hepatitis is an inflammation of the liver, which can cause serious damage if untreated. Unfortunately, most people don't discover their status until it is rather advanced.

⁷⁹ 2014 Uganda HIV and AIDS Country Progress Report

⁸⁰ 2016 Uganda Population HIV Impact Assessment

Chapter 5: Development Pillars and Objectives

The Northern Uganda Regional Development Forum will achieve its long-term vision and eight-year goal by focusing on four thematic areas, each with a set of objectives and activities.



Enhancing Northern Uganda's human capital combined with improvements in the region's infrastructure are necessary preconditions for private sector development. If these coincide with strengthened social and protection systems, then we will have the underlying framework for the structural transformation we seek to drive inclusive socio-economic development.

Pillar 1: Development of Human Capital

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

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

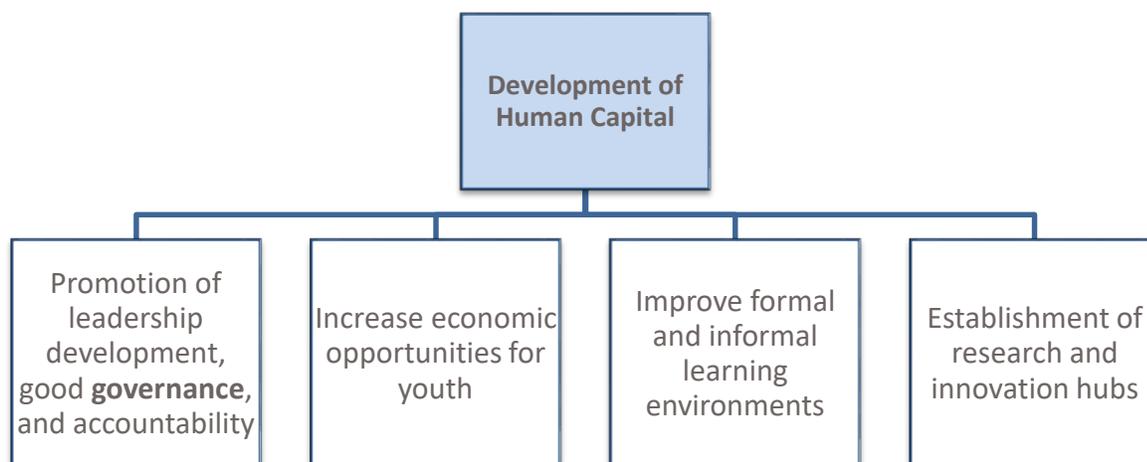
We must also ensure that our developing human capital will be inclusive of special interest groups, including women. Women make up 76 percent of the agriculture workforce.⁸¹ However, women are typically marginalized in skills development and access to finances and employment opportunities outside of agriculture. The future of Northern Uganda will depend on women playing an active role in which they will need to be equipped and empowered. Environmental protection and climate 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.

Sustainable progress will ultimately depend on the capabilities of leadership and local governments. Effective service delivery requires competent leaders. Therefore, we propose interventions to build the capacity of leaders, managers, and local governance to improve performance and enhance accountability.

An economically prosperous Northern Uganda is possible. The mutually-reinforcing nature of human capital development for increasing skills, employment, and productivity combined with leadership and good governance will ensure broad-based and sustainable growth. Our development hypothesis for Pillar 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.

⁸¹ OECD 2015, MoFPED 2014

Figure 5: Pillar 1 Results Chain



Objectives:

1.1 Promotion of leadership development, good governance, and accountability

Accelerating structural transformation will increase demands on citizens, the private sector, public sector, and civil society to operate at higher standards. Increased human capacity in all areas is needed with specific efforts for effective leadership, good governance, and accountability. Overcoming disempowerment requires better collaboration with the central governance and the local districts. A component of this pillar will focus on leadership capabilities within public institutions (such as schools and health centers) to improve their operations. We must also strengthen local district and central governance coordination. We will enhance planning, financial management, and communication. Further, we aim to stimulate the next generation of leaders with tailored approaches for developing leadership skills among youth and specifically young women. While the focus of Objective 1.1 is enhancing leadership and governance, it will be difficult to achieve without addressing underlying problems of accountability. It will also take citizens actively engaging with leaders and service providers to hold them accountable for quality service delivery.

Shared district ordinances across all districts in the region would be an opportunity to use improved governance to protect the environment or curb social vices (examples charcoal burning and alcohol consumption ordinances).

Activities may include:

- Working with political and technical leaders to support business and local economic development.
- Regional ordinances and charters in respect for regional government commitments to best practices.
- Youth leadership development and mentorship opportunities for young adults, including and targeting young women (age range of 12-22)
- Improving leadership and governance practices at village, sub county and district levels.

- Regular forums for communities and local governance to discuss issues that concern citizens
- Strengthening civil society to monitor local government for accountability

1.2: Increase economic opportunities for youth

The most significant economic prospects in the north are in agriculture and related value chains. Therefore, providing youth with technical and financial skills for farming and agro-processing will take central importance. However, alternative economic opportunities should also be enhanced. For example, there are functions supporting agriculture value chains such as transportation and other businesses which also need expansion.



Another consideration is strengthening youth associations and cooperatives and linking them to finance programs. One of the significant hurdles of entrepreneurial endeavors is the lack of financial capital for a start-up. Investing in programs to provide seed capital and business training for the creation of youth-led business and self-employment would drive new business growth. Increasing internships and apprenticeships are also essential to help youth gain skills that lead to entry-level positions. Tailored vocational training to match regional labor market needs, example training young women on for agriculture equipment service and operation, is a viable investment opportunity.

Activities may include:

- Tailored opportunities for different categories of youth according to age range; youth not in employment, education, or training (NEET); low and highly educated youth
- Create programs for internships, apprenticeships
- Offer training in select topics based on most significant market potential
- Business and management programs 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

1.3 Improve formal and informal learning environments

The children of Northern Uganda deserve a quality education. In this regard, our pursuit of knowledge must both strengthen the national education system and also extend beyond the confines of the classroom. Currently, formal education, primary and secondary levels, in Northern Uganda are not adequately preparing children. It is unlikely public institutions will be able to accommodate the expected population growth, and formal education will need to be reinforced by non-formal education practices.

Over 70 percent of human learning takes place in informal learning environments from families, communities, and the workplace.⁸² At the household level, parents need to be equipped with literacy and numeracy skills to teach their children. Information, Communication, and Technology (ICT) platforms, particularly radio and mobile phone applications, can support learning if it matches well with the learner's needs and circumstances. Finally, learning also takes place in the community. Personal communications and conversations are often among the most trusted sources of information.⁸³ Community dialogues can be another way to provide space for learning among youth and adults.

Activities may include:

- Education for parents on fundamental early literacy and numeracy to reinforce their children's learning
- Engaging parents in their child's formal education through strengthening parent-teacher associations
- Promote household learning and communities as learning environments
- Having relevant and authentic beginner reading materials produced locally and accessible in local languages
- Development and broadcast local language educational radio programs
- Development ICT education platforms
- Improve access and quality of formal education
- Reinforce, review curriculum, equip, and regulate educational institutions
- Safe recreational spaces for children

1.4 Establishment of research and innovation hubs

With the establishment of research and innovation hubs, we will seek to increase region-specific data across a variety of issues such as climate, agriculture, business, and trade, ultimately to promote social transformation. The collection and the availability of this knowledge can help others replicate best practices and make informed choices and promote specific investments. For instance, for farmers, information from the research hubs may assist decision-making on crops planting, timing, and market prices at the time of harvest. These centers can be places to test new agricultural techniques for local viability. Research hubs could be a collaboration with public universities in the north (Gulu, Lira, and Muni) and with local government supporting public policy for development. Research can be used to inform farmers and attract key investors, as well as help to ensure data-driven development.

Activities may include:

- Creation of market and agriculture-specific research
- Creation of platforms for sharing information such as mobile messaging

⁸² Collin, Latchem, Informal Learning and Non-Formal Education for Development, Journal of Learning for Development, Vol 1, No 1, 2014

⁸³ Piotrow, P.T., Kincaid, D et al (1997) 'Box 2: Steps to Behavior Change' model in Health Communication: Lessons from Family Planning and Reproductive Health, pp23, Westport (CT): Greenwood Publishing Group

- Promotion and sharing of research through training, site visits, and Information, Communication, and Technology (ICT) platforms
- Small grant opportunities for start-up capital/links to financial institutions primarily for agriculture and agro-processing
- Links to other educational institutions such as public and private universities

Pillar 2: Improve infrastructure to facilitate inclusive economic growth

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

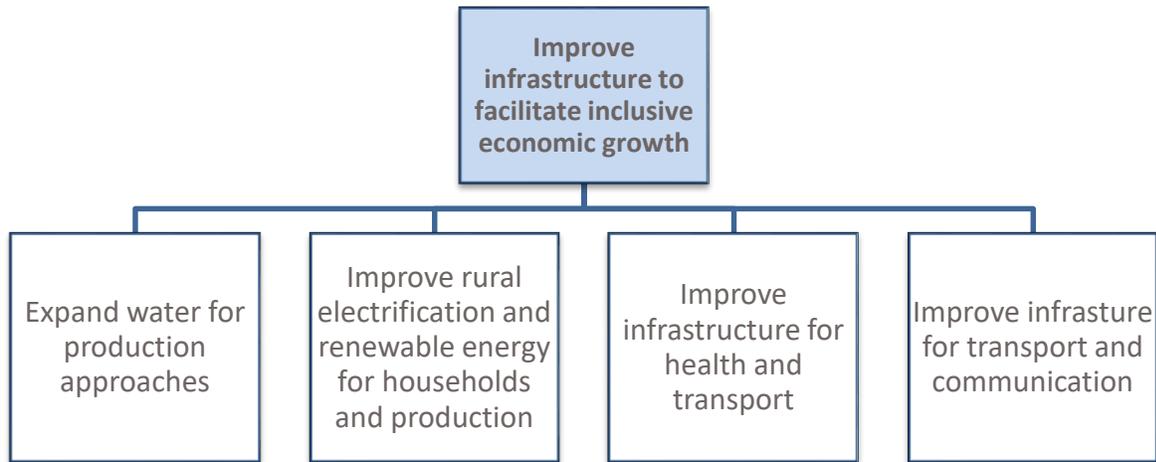
Improved infrastructure will encourage local business growth, enhance access to markets, and attract foreign direct investments. Currently, infrastructure priorities include infrastructure for social services (health and education facilities) and physical infrastructure (improved feeder roads, consistent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

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

To achieve inclusive development, improving infrastructure must be based on long-term economically viable projects, funded and implemented on schedule, and managed with quality assurance. Corruption can be a significant hindrance to infrastructure improvements. There is evidence of some well-intentioned road and infrastructure projects delayed or stopped because of lack of transparency, accountability, and mismanagement of funds. In connection with Pillar 1, there will need to be increased accountability to ensure projects are completed as planned. Also, a cost-benefit analysis will need to accompany public and private partnerships and public infrastructure development to determine the economic and social value.

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

Figure 6: Pillar 2 Results Chain



Objectives:

2.1 Expand water for production approaches

The most significant potential driver for economic growth in the north is in agriculture-related activities which depend on water. Right now, farming in the north is almost entirely rain-fed; with climate change, though, rain is becoming unpredictable. Besides crops, water is vital for livestock, manufacturing, and human consumption. 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. 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.⁸⁴

Potential 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. There is a recognized need for 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. Private equity financing can be used to facilitate investments in water infrastructure. Business opportunities for water include service fees for water used for consumption and production. Once complete there are the new business opportunities in aquaculture (fish farming).

⁸⁴ QED, Regional Development Meeting: Evidence Highlights, The Greater Northern Region

Activities may include:

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

2.2 Improve rural electrification and renewable energy for households and production

Electricity is a necessary component for agro-processing and manufacturing. Where electricity is available, issues of power surges and cuts are said to damage machinery and create downtime losses.⁸⁵ Another problem is the perceived high cost of electricity for both business and household usage—between Lira and Gulu, for example, while power lines pass through communities, there are few households connected. Solar energy is a viable option for household use, but manufacturing and agro-processing will require a higher supply.

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 current power connections are unreliable and cost-prohibitive. 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.

Activities may include:

- Rural electrification programs and solar lighting programs for households
- Public and private partnerships to improve energy infrastructure
- Public and private partnerships to reduce costs for household connections

2.3 Improve infrastructure for education and health

Several factors influence quality education and health services in Northern Uganda, including infrastructure, which this objective seeks to address. Many existing facilities need rehabilitation and expansion, such as new classrooms to allow for increasing population. New facility construction would further improve access.

Activities may include:

- Rehabilitation of education and health facilities
- Expansion of facilities at current locations where there is a need
- The building of new facilities to increase access
- Establishment of recreational centers and youth-friendly services for informal education
- Health facilities within accessible distances to rural centers

⁸⁵ Charlie Goldsmith Associates & Imani Development, Northern Uganda Regional Investment Research, 2017

2.4 Improved infrastructure for transport and communication

Road and communications networks are critical for rapid growth. Infrastructure improvements will open up trade and investment opportunities, particularly in rural areas. Despite its importance to the national economy, the road network is grossly inadequate. Feeder roads, bridges, and communication networks must be improved to increase access to markets and ease the flow of information.

Potential investment in communication (ICT) should focus on expanding internet broadband. Affordable, high-quality broadband connectivity can play a big role in business, job creation, and service delivery, thereby contributing to the region's economic development.

Activities may include:

- Assessment of strategic roads and communication to prioritize vital upgrading
- Creating public, private partnerships for expanding road and communication networks
- Improve feeder roads and rehabilitation of existing roads
- Improve existing and increase the number of cell towers

Pillar 3: Boost Private Sector Growth

Northern Uganda needs significant private sector growth. Harnessing Northern Uganda's untapped potential in agriculture will propel the economy forward, increase productivity, create jobs, and reduce poverty levels. However, without large-scale private sector investment, rapid development is unlikely. Pillar 3 is essential on its own; it is also reliant on the other pillars to be achieved and sustained. For instance, there would not be private sector growth without improved infrastructure and an available, skilled workforce.

Structural transformation is the driving approach for inclusive economic development in Northern Uganda. Although the Ugandan economy has realized sustained real growth since the 1990s, the structural transformation experienced is minimal.⁸⁶ The majority of people in Northern Uganda work predominantly in informal sectors, mainly subsistence farming. The fundamental change is limited because of the few new industries in Uganda, with even fewer in the north.

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

Interconnected with new agribusiness growth is the availability of raw inputs for processing. Many agro-processing companies in the north report that they are operating below capacity because the agriculture inputs available are substandard and insufficient in quantity. There needs to be an increased supply of quality raw agriculture inputs for current businesses to operate at capacity and for new business to develop.

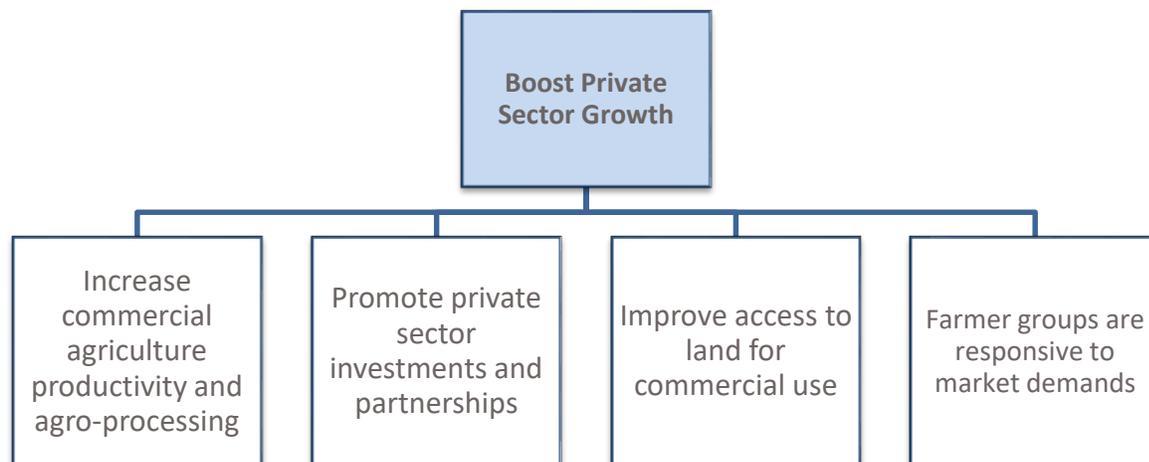
⁸⁶ Martin Brownbridge, Thomas Bwire, Structural Change and Economic Growth in Uganda, Bank of Uganda, Working Paper No. 03/2016

Without adequate industrial policy governments fail to address persistent market failures.⁸⁷ Appropriate industrial policy for the north can promote structural change through targeting key priority sectors and the necessary institutional arrangements. Such policy can also entice new business development.

As development is still taking shape, there should be emphasis placed on learning and discovery.⁸⁸ Trial and error can determine the right sequence of circumstances. For instance, even within specific agriculture value chains such as maize, there are gaps in information to identify the best variety, timing of planting, and other factors for profitability. Large-scale industrial agriculture is still new to the north, and manufacturing has been very limited. There needs to be room for private sector investors to “figure it out.” Learning and discovery can be a process encouraged and even subsidized through challenge funds, direct grants, and government guarantees. These instruments can entice new business development.

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

Figure 7: Pillar 3 Results Chain



Objectives:

3.1 Increase commercial agriculture productivity and agro-processing

Industrial agriculture and agro-processing are critical drivers for development and have great potential for inclusive growth. Smallholder farms need to shift from subsistence-oriented production to specialization targeting markets. For example, edible oilseeds such as sunflower, soya, and simsim grow well in the north and have substantial market opportunity for expansion.

⁸⁷ Charlie Goldsmith Associates & Imani Development, Northern Uganda Regional Investment Research, 2017

⁸⁸ Ibid.

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.

Future economic growth is dependent on higher volume and improved quality of specific crop varieties. There are several determining factors for agriculture growth and commercialization to takes shape, including access to capital; the flexibility of land use; and available information and knowledge on the market, costs, risks, and available technology.⁸⁹ With adequate land for agriculture available and an abundant youthful workforce, intensification of farming and agro-processing has real potentials.

The potential investment in edible oil production has the comparative advantage of appropriate climate and land for sunflower and soya bean which can be used to produce cooking oil. Currently, sunflower in Northern Uganda satisfies only 62 percent of the market demand.⁹⁰ Investments in training and improved access to higher yield seed varieties and other needed inputs can help farmers to increase yields. Besides increasing yields, investments can be made to improve processing facilities.



Activities may include:

- Sustainable commercial agriculture productivity improved through post-harvest handling, access to finance, and value addition
- Formulation and strengthening of farmer groups
- Improved quality inputs and post-harvest management
- Expansion of the 'Village Agent' model
- Mechanization of agriculture

⁸⁹ World Bank, Uganda: Agriculture for Inclusive Growth in Uganda, Draft Final Report, June 2011

⁹⁰ Charlie Goldsmith Associates & Imani Development, Northern Uganda Regional Investment Research, 2017

3.2 Promote private sector investments and partnerships

The private sector drives economic growth through income generation, production of goods and services, and contributions to tax revenues. However, at this time private sector investment in the north is limited. Even if infrastructure limitations are addressed there are still limits to financial resources. Increasing private and public partnerships (PPPs) are one mechanism to fill the financial gaps for infrastructure investments. Also, PPPs can support investments by facilitating access to private sector financing, by managing the risks in these arrangements, and by maximizing the economic and social value of these partnerships.⁹¹ Partnership between farmers, small business owners, and public universities can increase the transfer of market data and sharing of best practices.

Online and print marketing and trade fairs can showcase products and opportunities in the region. Northern Uganda has potential for increasing employment through tourism, which would require investments in facilities, accommodation, and general infrastructure to compete with other areas of the country and region. The starting point would be a tourism development strategy for Northern Uganda.

Activities may include:

- Strengthen partnerships between farmers and private sector actors and others
- Conduct a scoping study to identify private sector actors to partner with
- Facilitate partnerships and linkages between farmer groups, business associations, and private enterprises
- Engage Gulu University in promoting learning and development
- Engage public sector

3.3 Improve access to land for commercial use

Land is Northern Uganda's most significant resource and yet it is under-utilized. One of the central issues is the difficulty in formally registering customary land for commercial purposes. Land ownership typically can be used as collateral for acquiring a loan. Deliberate actions should be made to accelerate the separation of land use from ownership to attract strategic investment and drive growth. Land owned by clans can also be made available for investors through establishing trust funds to manage proceeds from land concessions. This, however, will require policy shifts.

Larger land blocks for commercial use can improve agricultural production. This investment would require government policy frameworks or flexibility in the interpretation of the cooperative's act and the standard cooperative's bylaws currently adopted at a district level. Beside larger blocks of land, investors can contract land on extended leases for long-term investment.⁹²

Activities may include:

⁹¹ World Bank, Uganda economic update : ninth edition - infrastructure finance deficit : can public-private-partnerships fill the gap?, 2017

⁹² Described in Northern Uganda Regional Investment Research. Liz O'Neill, Mark Winters, Hannah Graham, Nick Charalambides, Charles Alemi, Luca Desideri, James Joughin. Charlie Goldsmith Associates and Imani Development, 2017.

- Support formulating communal land titles
- Involve local leaders in expeditiously resolving land disputes.
- Capacity building on farmer group models for block farming
- Advocacy for policy changes
- Link investment in land and water together

3.4 Farmer groups are responsive to market demands

Farmer groups and cooperatives have been central in programs aimed at reducing poverty, social inclusion, and promoting rural development.⁹³

Farmers participating in formal or informal groups is a good practice, and because of the potential positive outcome, well-functioning farmer groups should be promoted. In groups, farmers can mobilize resources, share resources such as machinery, and have collective bargaining power to negotiate with vendors. While there is a lot of potential for cooperatives, they need to be responsive to the market demands.

Being market-driven will help farmers to make better choices in the crops they grow with a focus on quality or value in private sector sales. In turn, the private sector has better inputs for further value addition.



Activities may include:

- Expansion of the 'Village Agent Model' to improve agricultural extension services
- Create partnerships with private sector actors to supply quality inputs and purchase yields from farmers
- Create partnerships with NGOs, CSOs, private sector and Government
- Build capacity of farmer groups in leadership, management and best agriculture business practices

⁹³ NANA AFRANAA KWAPONG, PATRICK LUBEGA KORUGYENDO, Revival of agricultural cooperatives in Uganda, International Food Policy Research Institute, 2010

Pillar 4: Strengthening Social and Protection Systems

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

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

Northern Uganda is currently at peace. However, there are many underlying potential drivers of new conflict or at very least hampers peaceful co-existence. The issues threatening long-term peace include, but are not limited to:⁹⁴

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

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.⁹⁵

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

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

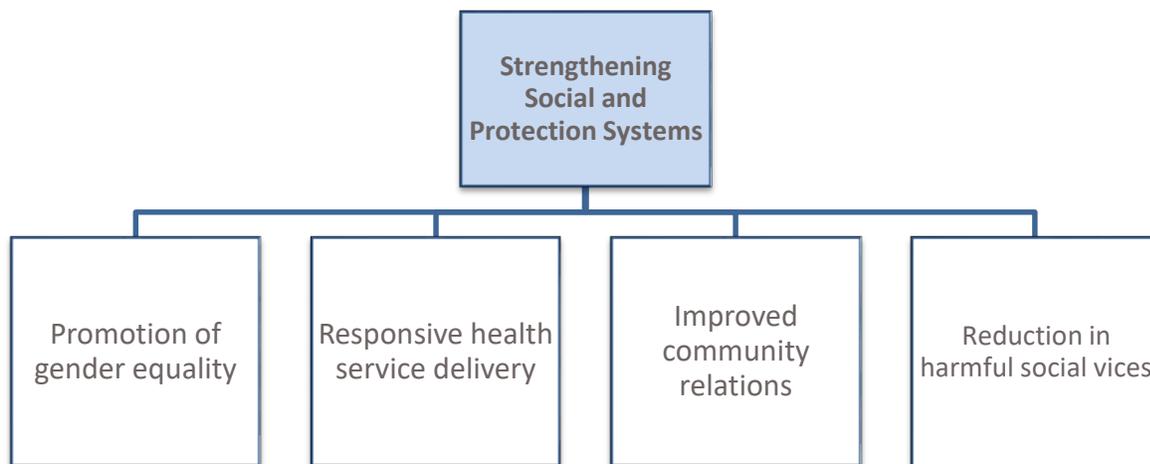
Structural transformation can promote rapid growth but it needs to be accompanied by fundamental social development or it will not be sustainable. Pillar 4 deals with significant social issues – gender, mental health, community relations, and harmful social practices.

The following provides four strategic objectives for strengthening social and protection systems. Our development hypothesis for Pillar 4 is if community social networks are strengthened to rebuild trust and support vulnerable groups then the underlying social issues that hinder progress will reduce.

⁹⁴ Advisory Consortium of Conflict Sensitivity (ACCS), Northern Uganda Conflict Analysis, 2013

⁹⁵ Ibid

Figure 8: Results Chain



Objectives

4.1 Promotion of gender equality

Even though Uganda has legislation, legal provisions, and gender responsive policies, discrimination against women and girls remains a barrier to realizing gender equality. Gender equality is not only a universal human right; it is also a precondition for sustainable development. Empowering women and girls with quality education, health care, decent work, access to and ownership rights over property and technology, and equal participation in political and economic decision-making processes will lead to social, economic, and environmental sustainability. This objective will seek to promote women and men to have equal rights and to have equal opportunities and live free from violence and discrimination.

Activities may include:

- Sensitizing communities on rights and laws related to gender equality and Sexual and Gender-based Violence
- Strengthening of Sexual and Gender-based Violence (SGBV) prevention and response programs
- Ensuring Sexual and Reproductive Health and Rights (SRHR)
- Empowerment programs for women and girls as leaders
- Keeping girls in schools
- Promoting safe spaces at schools
- Strengthen prevention and response mechanisms such as legal enforcement and medical treatment for victims

4.2 Responsive health service delivery

In Northern Uganda, there is a substantial need for improved quality and access to healthcare services. Healthcare facilities should be responsive to the needs of the people they serve by providing quality care services, prevention of health problems, and promotion of health awareness. Mental health is mostly overlooked in the north and is an issue we want to address within this objective. People living with post-

conflict physiological and psychological trauma (mental health problems) struggle to receive adequate care, if any at all. Various studies have found an extremely high prevalence of post-traumatic stress disorder and depression within the population of Northern Uganda most affected by conflict.⁹⁶

Activities may include:

- Better health budgeting and financing
- Health facilities are adequately equipped, staffed and functional mental health
- Work with local leaders to recognize this as an issue and sensitize the community
- Advocate for increased funding for mental health services, including the creation of trauma centers
- Enhance community groups to promote community action and safety nets
- Advocate for improved facilities and equipment
- Advocate for more competitive remuneration to attract and retain qualified social service staff
- Work with local government and service providers to strengthen the quality of services
- Community committees hold health facilities accountable
- Access to sexual and reproductive health and rights resources, commodities, information, and services, including family planning



4.3 Improved community relations

One of the consequences of the conflict in the north has been the erosion of the social fabric. Systems are weak and inundated with corruption, inefficiency, poor service delivery, and high levels of public distrust. The ineffectiveness of local and national institutions is one major area that needs to improve. However, there is also mistrust and corruption that exists between community members which hinders potential investment. For instance, there is mistrust among vendors of agriculture, farmers, and purchasers. Farmers have concern for the quality of inputs such as seeds and fertilizers which vendors sell. There have been many instances of poor quality inputs which farmers pay for but which do not produce. This creates mistrust between farmers and buyers. Farmers sometimes blame buyers for manipulating scales and offering low prices. Conversely, buyers blame farmers for trying to cheat by adding sand or water to the product to increase weight. This lack of trust on both sides fragments supply and demand. Such mistrust extends beyond agriculture value chains affecting the entire socioeconomic development. The issues of suspicion and mistrust are compounded by government programs which

⁹⁶ Kamila Krygier, *Mental Health Perceptions and Human Rights in Post-conflict Northern Uganda*, JPSS Mental Health, 2016

have failed to deliver. Rehabilitation of community relations also requires the change of negative mindsets that make people unwilling to initiate activities to improve their own wellbeing. There is a dependency syndrome created from reliance on aid and external help, especially during the emergency response period, which has zapped motivation to be self-sufficient. To prevent further social decay, there also needs to be a change of mindset among community members around their civic responsibility and ownership for the development of their region.

Activities may include:

- Hold regular village level dialogues on issues affecting society (corruption, alcoholism, idleness, gambling)
- Social norm change programs on adverse social problems such as alcoholism, gambling and others that impede development and productivity
- Hold monthly community service days to improve communities and enhance civic engagement at the village levels
- Promote youth-friendly productive social programs; youth programs in leadership, talents

4.4 Reduction in harmful social vices

Alcoholism and gambling are prevalent among young men in Northern Uganda. The consequences mean that able-bodied youth are not putting their time and resources into productive activities such as agriculture or other employment.⁹⁷ The results of reduced productivity and spending of earnings drive people into further poverty. We need impactful development programs that address harmful cultural norms and mindset changes, which will promote people to be productively contributing to their own and the region's development.

Activities may include:

- Behavior change communication strategies for reduction of alcoholism, substance abuse, gambling and other non-productive
- Reduction of idleness, promotion of youth to seek productive activities
- Awareness campaigns
- Development of positive activities such as sports, music, or other talents

⁹⁷ UNDP, Uganda Human Development Report 2015; Unlocking the Development Potential of Northern Uganda, 2015

Chapter 6: Coordination

The success of this strategy will require the commitment of the people, communities, and leaders of Northern Uganda, the Northern Uganda Regional Forum and its Steering Committee, the Government of Uganda, private sector, civil society, religious institutions, development partners, and other stakeholders. Practical application rests on the ability to coordinate with multiple development initiatives to maximize efforts without creating redundancies. The following provides guidelines to help enhance planning, coordination, and management.

Steering Committee

The Steering Committee will be ultimately responsible for coordinating developing initiatives and private sector growth aligned to this strategy. The Interim Steering Committee should seek to become a formalized and legally recognized body during the first year of this strategy document. The committee is now exploring options for legal status. A formalized steering committee will help to ensure the effective coordination and collaboration between development initiatives in the northern region. The Steering Committee should meet at least once quarterly to monitor progress and set short-term goals to attract public and private sector support for this strategy. In addition, the Steering Committee will need to adopt regular communication practices and develop a platform to engage the general public.

Partnerships

Strategic partnerships with the Government of Uganda, the private sector, and development agencies (European Union, UK Department for International Development, USAID, etc.) will be instrumental throughout the strategy time frame. Regular and targeted meetings with partners with shared goals will enable the Steering Committee to guide ongoing development initiatives within the framework of the expressed needs of the people of Northern Uganda. Other frameworks such as DINU and the NDP provide opportunities to bring a synergy of efforts.

Investment Strategy

The development of an investment plan will accompany this development strategy. The investment plan will focus on realistic short and long-term investments which can spur economic development in the north. The Steering Committee will be responsible for advocating for the investments and ensuring the effective coordination between the two documents.

Annual Reviews, Accountability, and Learning

On an annual basis, the Steering Committee will review progress on the implementation of this development strategy, communicate to constituents and stakeholders for accountability, pause and reflect to internalize learning, and apply that learning toward strategy realignment where necessary. Annual reviews will be an opportunity to develop annual action plans which highlight roles, responsibilities, indicators, and targets projected for each year. The annual reviews will help ensure the Steering Committee stays on course and to monitor progress.

Mid-Term Evaluation

A mid-term evaluation should be carried out to formally document progress made and recommend adjustments. The mid-term evaluation should coincide with the NDP III which will provide an opportunity to ensure alignment with national objectives. As this strategy with neither direct funding or a full monitoring and evaluation plan, that mid-term evaluation must retroactively determine progress against the objectives outlined herein, without clear indicators and targets set beforehand.

Final Evaluation

In 2026, a final evaluation should be conducted to document successes and challenges as well as provide recommendations for the next development plan.

Annex I: Proposed Activities and Current Planned Government Investment

The Government of Uganda plans development interventions throughout various policy, strategy, and sector planning documents. The list below notes Northern Uganda Regional Development Strategy objectives and any corresponding planned Government investments as recorded in said policy, strategy, and planning documents reviewed in May 2018. Through this comparison the Steering Committee can identify gaps in planning, in order to advocate for new Government or partner investment, and can identify gaps in funding or implementation, in order to facilitate that implementation or hold Government accountable to the people of the region. Further, where there are direct links between this Strategy and current Government plans, the Steering Committee can lead the Northern Uganda Regional Development Forum and constituents to effectively steer said Government planning toward appropriate implementation serving the needs of the people in the northern region.

Pillar I: Development of Human Capital	
Promotion of leadership development, good governance, and accountability	
Northern Uganda Priority	Planned GoU Investments
Youth leadership development and mentorship opportunities for young adults and specifically young women (age range of 12-22) ⁹⁸	No current planned GoU investments identified
Community scorecards of local government performance for accountability	No current planned GoU investments identified
Participation of community members in development plans	No current planned GoU investments identified
Anti-corruption awareness campaigns	No current planned GoU investments identified
Regional ordinances and charters for regional government commitments to visions, roles, and responsibilities	No current planned GoU investments identified
Increase economic opportunities for youth	
Northern Uganda Priority	Planned GoU Investments
Tailored opportunities for different categories of youth	No current planned GoU investments identified
Create programs for internships, apprenticeships for youth	No current planned GoU investments identified
Offer training in select areas of animal husbandry and agro-processing in topics based on most significant market potential	Commercialization of Agriculture in Northern Uganda (CANU), Northern Uganda Farmers Livelihood Improvement Project – NDP II

⁹⁸ In the chart the priority areas identified are linked to programs, projects or specific goals. However, it is recognized that the PRDP covers the same thematic areas which this strategy is also aligned to. Linked areas to PRDP broadly includes: Elimination of gender based violence, Support for reintegration, Dispute resolution, Business infrastructure, Agricultural productivity and value chains, Skills development, Access to finance, Access to land, House hold income enhancement, Provision of critical health services, Completion of quality education, Resilience to climate change

	Goal to increase the proportion of HHs keeping exotic/crossed dairy breeds from the current 1% to 10% in Northern Uganda – ASSP 2015/16 – 2019/20
Business and management programs for small to medium enterprises (SME) manufacturing/cottage industries (leather goods, honey, yogurt, edible oils, tailoring, baked goods, etc.)	Northern Uganda Farmers Livelihood Improvement Project, Commercialization of Agriculture in Northern Uganda (CANU), Vegetable Oil Development Project-Phase 2 – NDP II
Partnerships with Technical and Vocational Education and Training (TVET) institutions to offer tailored practical skills courses	Upgrade and expand infrastructure at Uganda Technical College of Lira – Public Investment Plan FY 2016/17 – 2018/19
Improve formal and informal learning environments	
Northern Uganda Priority	Planned GoU Investments
Education for parents on teaching children fundamental early literacy and numeracy	No current planned GoU investments identified
Engaging parents in their child’s education through strengthening parent-teacher associations	No current planned GoU investments identified
Promote household learning and communities as learning environments	No current planned GoU investments identified
Beginner reading materials available in local languages	No current planned GoU investments identified
Improve access and quality of formal education	Construction and rehabilitation of Kitgum PTC and elevation to Core Primary Teachers’ College, Construction of 35 schools equipped with new classrooms, latrines, teachers’ quarters, and new boreholes in Gulu, Kitgum, Lamwo, Pader, and Agago districts, Upgrade and expand infrastructure at Uganda Technical College of Lira, Completion of storage 4 classroom block at Gulu School of Clinical Officers – Public Investment Plan: FY 2016/17 – 2018/19:
Reinforce, review curriculum, equip, and regulate educational institutions in the region	*See above
Safe recreational spaces for children	Construction of the Akii Bua Olympic Stadium and associated facilities – Public Investment Plan: FY 2016/17 – 2018/19
Establishment of research and innovation hubs	
Northern Uganda Priority	Planned GoU Investments
Creation of market and agriculture-specific research	Feasibility and needs assessments to determine the potential for and means of coffee expansion in northern Uganda, Study oil palm potential in West Nile and Middle North – ASSP 2015/16 - 2019/20
Creation of platforms for sharing information such as mobile messaging	No current planned GoU investments identified
Promotion and sharing of research through training, site visits, and Information, Communication, and Technology (ICT) platforms	No current planned GoU investments identified

Small grant opportunities for start-up capital/links to financial institutions primarily for agriculture and agro-processing	No current planned GoU investments identified
Pillar 2: Improve Infrastructure, which Facilitates Inclusive Economic Growth	
Expand water for production approaches ⁹⁹	
Northern Uganda Priority	Planned GoU Investments
Promote large-scale storage reservoirs and irrigation through rainwater harvesting, valley tanks, treadle pumps, and other appropriate technologies for small-scale irrigation	Effective use of water through irrigation in East and Northern Uganda – NDP II
	Construction of water supply infrastructure systems and necessary sanitation facilities in the small towns and Rural Growth centers – Public Investment Plan: FY 2016/17 – 2018/19
	Effective use of water through irrigation in East and Northern Uganda – NDP II
	Water for Production Regional Centre-North based in Lira – Public Investment Plan: FY 2016/17 – 2018/19
	Rehabilitation, Construction, and completion of dams Geregere dam in Agago District, Andibo dam Nebbi district – Public Investment Plan: FY 2016/17 – 2018/19
Improving existing boreholes	Construction of water supply infrastructure systems and basic sanitation facilities in the small towns and Rural Growth – Public Investment Plan: FY 2016/17 – 2018/19
	Large Rural Piped Water Supply Schemes in Northern Uganda – NDP II, Public Investment Plan: FY 2016/17 – 2018/19
Water transfers from the Nile River and its tributaries	Construction of irrigation schemes at Rhino Camp in Arua District, Pabbo in Amuru District, and Torchi in Oyam Agriculture Sector Strategic Plan 2015/16 - 2019/20
Fish cages for aquaculture	Establish three fish farms with four ponds in Gulu District Agriculture Sector Strategic Plan 2015/16 - 2019/20
Proliferate the availability of clean and safe drinking water	Construction of water supply infrastructure systems and necessary sanitation facilities in the small towns and Rural Growth centers – Public Investment Plan: FY 2016/17 – 2018/19
Capacity development for farmers on irrigation, water for livestock and fisheries	No current planned GoU investments identified
Promoting the participation of citizens, and public and private sector partners in financing and planning water infrastructure, such as irrigation for farmers	Water for Production Regional Centre-North based in Lira –Public Investment Plan: FY 2016/17 – 2018/19

⁹⁹ In the chart the priority areas identified are linked to programs, projects or specific goals. However, it is recognized that the PRDP covers the same thematic areas which this strategy is also aligned to. Linked areas to PRDP broadly includes: Elimination of gender based violence, Support for reintegration, Dispute resolution, Business infrastructure, Agricultural productivity and value chains, Skills development, Access to finance, Access to land, House hold income enhancement, Provision of critical health services, Completion of quality education, Resilience to climate change

Improve rural electrification and renewable energy for households and production	
Northern Uganda Priority	Planned GoU Investments
Rural electrification programs	West Nile Grid Extension Program-GBOBA – NDP II
	Lira-Gulu-Agago transmission project – NDP II, Public Investment Plan: FY 2016/17 – 2018/19
	Tororo-Lira transmission line – NDP II
	Transmission line Amuru-Nwoya District Headquarters (Anaka) – NPD II
	Lira-Gulu-Nebbi-Arua transmission line – Public Investment Plan: FY 2016/17 – 2018/19
	Agago-Kitgum, Karuma-Lira, and Karuma-Olwiyo transmission lines – Public Investment Plan: FY 2016/17 – 2018/19
Public and private partnerships to improve energy infrastructure	Karuma Hydroelectricity Power Project (600 MW) will be completed – NDP II
Solar lighting programs for households	No current planned GoU investments identified
Improve infrastructure for education and health	
Northern Uganda Priority	Planned GoU Investments
Establishment of recreational centers and youth-friendly services	Construction of the Akii Bua Olympic Stadium and associated facilities – Public Investment Plan: FY 2016/17 – 2018/19
Health facilities within accessible distances to rural centers	Establishment of pilot community hospital in Maracha – Health Sector Development Plan 2015/16 – 2019/20
	Institutional Capacity Building Project, West Nile – BTC – Health Sector Development Plan 2015/16 – 2019/20
Improve existing health facilities	Procure, distribute and maintain appropriate medical equipment at all levels of health service delivery – Health Sector Development Plan 2015/16 – 2019/20
	Renovation of Apac and Kitgum general hospitals – Health Sector Development Plan 2015/16 – 2019/20
	Yumbe Hospital rehabilitation and expansion Project – BADEA – Health Sector Development Plan 2015/16 – 2019/20, Public Investment Plan: FY 2016/17 – 2018/19, NDP II,
	Construction and refurbishment of public health laboratory in Arua – Public Investment Plan: FY 2016/17 – 2018/19
Improve education facilities	Construction and rehabilitation of Kitgum PTC and elevation to Core Primary Teachers' College status – Public Investment Plan: FY 2016/17 – 2018/19
	Construction of 35 schools equipped with new classrooms, latrines, teachers' quarters, and new boreholes in Gulu, Kitgum, Lamwo, Pader, and Agago districts – Public Investment Plan: FY 2016/17 – 2018/19
	Upgrade and expand infrastructure at Uganda Technical College of Lira – Public Investment Plan: FY 2016/17 – 2018/19

	Completion of storage 4 classroom block at Gulu School of Clinical Officers – Public Investment Plan: FY 2016/17 – 2018/19
Improve infrastructure for transport and communication	
Improve feeder roads and rehabilitation of existing roads	Many identified rehabilitation of roads projects in the north – NDP II, PIP: FY 2016/17 – 2018/19
Improve existing cell towers and increase the number	ICT infrastructure – NDP II
Pillar 3: Boost Private Sector Growth	
Increase commercial agriculture productivity and agro-processing ¹⁰⁰	
Northern Uganda Priority	Planned GoU Investments
Sustainable commercial agriculture productivity improved through quality inputs, post-harvest handling, access to finance, and value addition	Commercialization of Agriculture in Northern Uganda (CANU) – NDP II
	Completion of cotton seed processing plant in Pader District – ASSP 2015/16 - 2019/20
	Build single line tea factory in Zombo District with the support of the Uganda Tea Assn. and Uganda National Farmers Fed. – ASSP 2015/16 - 2019/20
Formulation and strengthening of farmer groups	No current planned GoU investments identified
Expansion of the “Village Agent” model	No current planned GoU investments identified
Mechanization of agriculture	Commercialization of Agriculture in Northern Uganda (CANU) – NDP II
Promote private sector investments and partnerships	
Northern Uganda Priority	Planned GoU Investments
To strengthen partnerships between farmers and private sector actors and others	No current planned GoU investments identified
Conduct a scoping study to identify private sector actors to partner with	No current planned GoU investments identified
Facilitate partnerships and linkages between farmer groups, business associations, and private enterprises	No current planned GoU investments identified
Engage Gulu University to promote learning and development	No current planned GoU investments identified
Improve access to land for commercial use	
Northern Uganda Priority	Planned GoU Investments
Community awareness raising on registering land and communal land titles	No current planned GoU investments identified
Capacity building on farmer group models for block farming	No current planned GoU investments identified
Advocacy for policy changes	No current planned GoU investments identified

¹⁰⁰ In the chart the priority areas identified are linked to programs, projects or specific goals. However, it is recognized that the PRDP covers the same thematic areas which this strategy is also aligned to. Linked areas to PRDP broadly includes: Elimination of gender based violence, Support for reintegration, Dispute resolution, Business infrastructure, Agricultural productivity and value chains, Skills development, Access to finance, Access to land, House hold income enhancement, Provision of critical health services, Completion of quality education, Resilience to climate change

Link investment in land and water together	Streamline and integrate communal land administration with formal systems: Review implementation options for post-conflict resettlement in Northern Uganda – Land Sector Strategy Plan 2013-2023, Public Investment Plan: FY 2016/17 – 2018/19
Farmer groups are responsive to market demands	
Northern Uganda Priority	Planned GoU Investments
Expansion of the “Village Agent Model” to improve agricultural extension services	No current planned GoU investments identified
Create partnerships with private sector actors to supply quality inputs and purchase yields from farmers	Commercialization of Agriculture in Northern Uganda (CANU) – NDP II
	Northern Uganda Farmers Livelihood Improvement Project – NDP II
Build capacity of farmer groups in leadership, management and best agriculture business practices	No current planned GoU investments identified
Promote private sector investments and partnerships	
Northern Uganda Priority	Planned GoU Investments
To strengthen partnerships between farmers and private sector actors and others	No current planned GoU investments identified
Conduct a scoping study to identify private sector actors to partner with	No current planned GoU investments identified
Facilitate partnerships and linkages between farmer groups, business associations, and private enterprises	No current planned GoU investments identified
Engage Gulu University to promote learning and development	No current planned GoU investments identified
Improve access to land for commercial use	
Northern Uganda Priority	Planned GoU Investments
Community awareness raising on registering land and communal land titles	No current planned GoU investments identified
Capacity building on farmer group models for block farming	No current planned GoU investments identified
Advocacy for policy changes	No current planned GoU investments identified
Link investment in land and water together	Streamline and integrate communal land administration with formal systems: Review implementation options for post-conflict resettlement in Northern Uganda – Land Sector Strategy Plan 2013-2023, Public Investment Plan: FY 2016/17 – 2018/19
Farmer groups are responsive to market demands	
Northern Uganda Priority	Planned GoU Investments
Expansion of the “Village Agent Model” to improve agricultural extension services	No current planned GoU investments identified
Create partnerships with private sector actors to supply quality inputs and purchase yields from farmers	Commercialization of Agriculture in Northern Uganda (CANU) – NDP II
	Northern Uganda Farmers Livelihood Improvement Project – NDP II
Build capacity of farmer groups in leadership, management and best agriculture business practices	No current planned GoU investments identified
Pillar 4: Strengthen Social and Protection Systems for Resilience	

Promotion of gender equality ¹⁰¹	
Northern Uganda Priority	Planned GoU Investments
Strengthening of Sexual and Gender-based Violence (SGBV) prevention and response programs	No current planned GoU investments identified
Ensuring Sexual, Reproductive Health and Rights(SRHR)	No current planned GoU investments identified
Empowerment programs for women and girls as leaders	No current planned GoU investments identified
Keeping girls at schools	No current planned GoU investments identified
Promoting safe spaces at schools	No current planned GoU investments identified
Sensitize communities on rights and laws on gender	No current planned GoU investments identified
Work with local governments to ensure prevention and response mechanisms are working	No current planned GoU investments identified
Responsive health service delivery	
Northern Uganda Priority	Planned GoU Investments
Better health budgeting and financing	Institutional Capacity Building Project, West Nile – BTC – Health Sector Development Plan 2015/16 – 2019/20
Health facilities are adequately equipped, staffed	Procure, distribute and maintain appropriate medical equipment at all levels of health service delivery – Health Sector Development Plan 2015/16 – 2019/20
Local leaders and community groups have capacity to promote community action and safety nets for public health issues and hold community health clinics responsible for services	No current planned GoU investments identified
Advocate for increased funding for mental health services, including the creation of trauma centers	No current planned GoU investments identified
Family planning and Sexual reproductive health improved	No current planned GoU investments identified
Responsive health service delivery	
Northern Uganda Priority	Planned GoU Investments
Better health budgeting and financing	Institutional Capacity Building Project, West Nile – BTC – Health Sector Development Plan 2015/16 – 2019/20
Health facilities are adequately equipped, staffed	Procure, distribute and maintain appropriate medical equipment at all levels of health service delivery Health Sector Development Plan 2015/16 – 2019/20
Local leaders and community groups have capacity to promote community action and safety nets for public	No current planned GoU investments identified

¹⁰¹ In the chart the priority areas identified are linked to programs, projects or specific goals. However, it is recognized that the PRDP covers the same thematic areas which this strategy is also aligned to. Linked areas to PRDP broadly includes: Elimination of gender based violence, Support for reintegration, Dispute resolution, Business infrastructure, Agricultural productivity and value chains, Skills development, Access to finance, Access to land, House hold income enhancement, Provision of critical health services, Completion of quality education, Resilience to climate change

health issues and hold community health clinics responsible for services	
Advocate for increased funding for mental health services, including the creation of trauma centers	No current planned GoU investments identified
Family planning and Sexual reproductive health improved	No current planned GoU investments identified
Responsive health service delivery	
Northern Uganda Priority	Planned GoU Investments
Better health budgeting and financing	Institutional Capacity Building Project, West Nile – BTC – Health Sector Development Plan 2015/16 – 2019/20
Health facilities are adequately equipped, staffed	Procure, distribute and maintain appropriate medical equipment at all levels of health service delivery – Health Sector Development Plan 2015/16 – 2019/20
Local leaders and community groups have capacity to promote community action and safety nets for public health issues and hold community health clinics responsible for services	No current planned GoU investments identified
Advocate for increased funding for mental health services, including the creation of trauma centers	No current planned GoU investments identified
Family planning and Sexual reproductive health improved	No current planned GoU investments identified
Improved community relations	
Northern Uganda Priority	Planned GoU Investments
Behavioral change communication on issues affecting society- (corruption, alcoholism, idleness, gambling)	No current planned GoU investments identified
Hold monthly community service days to improve communities and enhance civic engagement at the village levels	No current planned GoU investments identified
Promote youth-friendly productive social programs for leadership and talent development	No current planned GoU investments identified
Reduction in harmful social vices	
Northern Uganda Priority	Planned GoU Investments
Behavior change communication strategies for reduction of alcoholism, substance abuse, gambling and other non-productive	No current planned GoU investments identified
Reduction of idleness, promotion of youth to seek productive activities	No current planned GoU investments identified
Awareness campaigns	No current planned GoU investments identified
Promotion of positive activities such as sports, music, or other talents	No current planned GoU investments identified

Annex 2: Climate Risk Analysis for the Northern Uganda Regional Development Strategy

Climate risk screening was conducted for all the ten proposed investment options in the strategy. The analysis established that climate risks were moderate to high for water, energy, vegetable oil, tourism and commercial land use investments. The [Food for Peace Climate Risk Screening for Karamoja](#) projected that water will likely become scarce during prolonged dry spells. This could potentially reduce availability of water for production and consumption. According to the [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. Local and trans-boundary conflicts could arise over water resource access and use. The USAID 2013 [Uganda Climate Vulnerability Assessment Report](#) projected adverse climate impacts on crop production. It will likely result into decline in crop production, post-harvest losses, and an increase in crop pests and diseases. Droughts may affect livestock production too as water and pasture become scarce. The region's tourism depends on wildlife. According to the analysis on [Climate Risks to Conservation in Uganda](#), climate change could affect their habitats, availability of water and pasture, increase invasive species and cause their out-migration.

Based on results of these assessments, climate-proofing of these investments is necessary to ensure the effectiveness and sustainability of investment objectives in the face of extreme weather and climate events. Rain and flood waters will need to be harvested and stored for dry season use. Water catchment areas will need to be better managed and protected to sustain water availability for consumption, production and hydropower generation. Hydro-meteorological monitoring and early warning systems will need to be strengthened to inform investments, including monitoring the impacts of climate change on wildlife and tourism. Development of conservancies should be supported to manage wildlife that will migrate to private lands. In the energy sector, focus ought to be placed on promoting renewable energy (solar and wind). Appropriate climate smart technologies will also need to be promoted, including sustainable land management practices. The results of this analysis should be incorporated into the strategy and sector investment profiles to ensure implementation of the identified climate risk mitigation options.

1.1. (a) Investment cases/options	1.1. (b) Element description	Specific Activities	1.2: Time frame	1.3: Geography	2: Climate Risks*	3: Adaptive Capacity	4: Climate Risk Rating*	5: Opportunities	6.1: Climate Risk Management Options	6.2: How Climate Risks Are Addressed in the Project*	7: Next Steps for Activity Design*	8: Accepted Climate Risks*
Developing District ordinances	Consultative legal processes and frameworks to regulate alcohol consumption and charcoal burning at district level	Meetings – stakeholders, DTPC and councils	0-20+ years	All districts in the region	None	N/A	Low	The ordinance on charcoal burning will likely reduce loss of forest cover and associated climate impact	N/A	The ordinance on charcoal burning will likely reduce loss of forest cover and associated climate impacts	Need MoUs for all districts to implement this decision. Collective engagement with relevant CG departments for approval and gazetting.	N/A
Tailored training which matches regional labor market needs	Trainings focused to support skills development – repairing tractors, agro-processing, (vocational skills). These should also identify opportunities for labor mobility	Training – both classroom and practical; determining market rates and associated modalities and creating linkages for labor mobility	0-20 years (Ref. evidence from Denis)	All districts in the region	Some skills e.g. agro-processing are based on agricultural production and may become redundant in times of low productivity caused by climate extremes	N/A	Low	A huge proportion of unemployed and unengaged youth exists, these are available for training. Some of the training is also for off-farm activities which are	N/A	N/A	Consider review of existing curricula for vocational training to include development of off-farm skills that are less prone to climate risk	N/A

					e.g. drought and floods			less prone to climate risk.				
Research hubs/ building knowledge for investment	Establishing research hubs that enhance collaboration with universities. Generate information that informs regional investment decisions	Developing MoUs with Universities for research support, and conducting research itself	0-10 years	The entire northern region	Depends on the kind of research. Field trials of new technologies may be affected by weather and climate extremes	Limited capacity to generate and disseminate reliable weather and climate information to inform technology trials	Low	Some of the research may involve innovations in climate-smart technologies	N/A	N/A	Consider research on climate-smart technologies for the northern region	N/A
Water for consumption and production	Improved water for production will improve crop yields and varieties, mitigate risks, vital for livestock, manufacturing and safe household consumption.	Adoption of irrigation, valley tanks, improved/motorized, solar or wind powered pumps, treadle pumps. In the long term, tapping from river Nile.	8 – 15 years	Entire region	Reduced availability of water especially during prolonged dry season. Currently 1.2 million is spent on water trucking for refugees in West Nile. Floods will become a problem during heavy rain seasons.	Some capacity exists for short term interventions e.g. MAAIF irrigation technologies in the cattle corridors. For the long term, these are expensive interventions. NBI exists as an institutional	Moderate for the short term and high for long term interventions respectively.	There is a new irrigation policy and many planned GOU investments. Refer to annex 1 of the NU strategy. Flood waters to be harvested and stored for use during dry seasons.	Water harvesting and storage, better water catchment management. Invest in hydrological monitoring and early warning systems.	The strategy proposes excavation of valley tanks and dams as water reservoirs.	Feasibility studies, engagement with zonal water office on site selection and catchment management, as well as engagement with other development partners e.g. GIZ, DANIDA. Integrating the proposed risk	The longer-term water supply schemes are quite expensive.

					Key Link: Food For Peace Climate Risk Screening for Karamoja	l support mechanism					managemen t options into the investment profiles and strategy.	
Energy for all	Improve rural electrification and renewable energy for households and production.	Rural electrification and solar energy – Household use, PPP for improved energy infrastructure and new household connections. Transmission lines targeted for industrial connections. Connecting west Nile region to the national grid.	0 – 5 for solar, 0 – 25 for rural electrification	Entire region	Water volumes will likely drop during dry spells affecting hydro power generation capacity e.g. Nyagak hydro power dam. Local and trans boundary conflicts could arise from water resource access and use. Storms could affect transmission lines According to an assessment by CDKN (2015) , there is a	Limited capacity to adopt especially financial capacity to adopt.	High risk for hydro power. Low risk for solar interventions.	Increased use of renewable energy e.g. solar and wind. There are many service providers for solar energy. Opportunity to leverage power Africa Resources.	Increase focus on renewable energy (both solar and wind), better water catchment management for mini hydro energy power, increase reservoir capacity and better feasibility studies.	It promotes use solar energy for domestic and small scale agro processing e.g. solar shellers and dryers.	Include the identified risk management options into the investment profiles and strategy.	

					possibility that hydropower potential will decrease due to a reduction in rainfall. The decline is estimated to be around 26% by 2050.							
Expanding broadband	Affordable high quality broad band connectivity helps in business, job creation and service delivery.	Improving existing and increasing the numbers of cell towers.	0 – 30 years.	Entire region.	Seasonal access to the cell towers for O&M could likely be affected by flood events.	Telecom companies have both institutional and financial capacity.	Low	Mobile internet could be used to disseminate real time weather and climate information for all development sectors	N/A	N/A	Engage with meteorological department to leverage ICT investments	
Edible oil production	This seeks to increase the commercial production, processing and marketing of edible oils e.g. sunflower, soya beans,	Agricultural production, value addition and post-harvest handling, access to quality agri inputs, out growers scheme and	0 - 50 years	Entire region	Decline in crop production, post-harvest losses, increase in pests and diseases. Weather affects transportation of inputs	Some farmers have information to early warning systems, disaster risk management committees	Moderate to high	Some automatic weather stations installed, and early warning systems exist. Promotion of agro	Strengthen the early warning system and dissemination of weather information . Enact ordinances to protect	The strategy promotes sustainable practices for forestry, land use and water management.	Integrate the identified risk management option into the investment profiles and strategy	

	sim sim, ground nuts, shear nut and cotton seed oil.	mechanization. Commercialization and storage of shear nuts.			and increase sedimentation of water reservoirs e.g. valley tanks and dams. Key link: The USAID 2013 Uganda Climate Vulnerability Assessment Report for projected climate impacts on crop production.	exist in the districts and sub counties, some few Field extension workers exist		forestry by DLG's. conservation of shear nut trees as a deliberate agro forestry strategy.	endangered tree species and farming in wet lands. Promote adoption of disease, flood, and draught tolerant species. Promote use of appropriate climate smart technologies.			
Promotion and marketing of investment opportunities	Focuses on marketing NU products, services and identity.	Obtain and dissemination market information. Develop and disseminate online and print materials. Actualizing production and marketing function at the district. Organize trade fairs/shows Strengthen capacity of regional	0-15 years	Entire region	N/A	N/A	Low	Existing institutions e.g. CoCs and Private Sector forums.	N/A	N/A	N/A	

		chamber of commerce.										
Tourism sector strategy	Increasing employment through tourism by investing in facilities, tourism promotion, accommodation and infrastructure	Develop a tourism strategy, Mapping the tourism sites and their potentials, protection status, scoping, marketing and engaging private sector partners, infrastructure development. Promotion of local tourism. Promote the development of conservancies.	0 – 20 years	Entire region	The regions tourism depends on wild life i.e. fauna and flora. Climate change could cause extinction. Wild fires will likely affect flora and fauna. Water and pasture for wildlife could become scarce. Increase in human and wild life conflicts. Invasive species will increase in the national parks. Wild life may migrate away from the region.	Institutional , human, information and financial capacities are lacking to manage the impact of CC on tourism.	Moderate	UWA has a revenue sharing scheme; GoU policy on royalties; USAID is supporting the development of conservancies north of Murchison Falls;	Early warning systems to monitor climate change impact on National parks. Support the management of invasive species and conflicts; Provide and protect water sources for wildlife and host communities; Support development of conservancies as a risk management option.		The identified risk management options should be integrated into the tourism investment profile and strategy.	

					Key Link: Climate Risks to Conservation in Uganda							
Commercial land use	The option seeks to improve access to land for commercial use by separation of land use from ownership to attract investment.	Raise awareness, formalizing community land titles, advocacy for policy change, and promotion of farmer groups and creating direct linkages with investors.	0 – 50 years	Entire region	Extreme weather events like floods and draughts may affect productivity of the land both livestock and crop production (availability of water and pasture affects accessibility and supply of inputs and marketing of products). Key link: The USAID 2013 Uganda Climate Vulnerability Assessment Report	Capacity to collect and use of climate information is limited given poor financing and access to climate information (Mitigation and adaptation capacity).	Moderate to high	Availability of climate information in some locations, Local leadership is concerned about land degradation .	Promote sustainable land management and climate-smart agriculture and other land use practices. Leverage support from investments in option on ordinances.	None	The investment profiles should promote sustainable land management and climate-smart agriculture and other land use practices	

PROFILES

OF THE STEERING COMMITTEE

Hon. John Bosco Odongo



Serving his first term as the Otuke District Chairperson since July 2016, Hon. Odongo is the Chairman General of the Interim Steering Committee for Northern Uganda's Regional Development Forum. He is also the chairperson of the Aswa Catchment Management Committee that oversees area watershed management.

Prior to joining elective politics, Hon. Odongo was the Executive Director of Dynamic Engineering Services Limited. He is passionate about creating positive impact on the lives of Northern Uganda's citizens and is contributing to the improvement of agricultural based productivity and sustainable development. He is also a model commercial farmer, specializing in rice cultivation.

Mr. John Bosco Akera



Mr. Akera is the Secretary of the Steering Committee and is currently the Chief Administrative Officer of Omoro District. Prior to that he served in three other District Local Governments. He holds a Master of Arts in Public Administration and Management (Makerere University), a Bachelor of Sacred Theology (Pontifical Urban University, Rome) and Bachelor of Development Studies (Gulu University) as well as post graduate training in urban governance. Besides, his district administration role, Mr. Akera is passionate about imparting knowledge, and is a part-time lecturer at Gulu University.

Mr. Morris Chris Ongom



Mr. Ongom is the Founder and Chief Executive Officer of Global Forum for Development-GLOFORD Uganda, based in Lira, but works throughout Lango sub region. He holds a Masters of Economic Policy Management (MUK), Bachelor of Education majoring in Mathematics and Economics (Gulu University). His professional experience spans over 10 years with several international and local organizations. He sits and chairs several boards, such as Lira Municipal Development Forum, Open Hands Disability Ministry as well as Fountain Mission SACCO and Truth Foundation Ministries. He represents the voices of the Youth, Civil Society and Private Sector on the SC. Mr. Ongom is also a motivational speaker and leadership coach and devotes much of his time to nurturing and mentoring young people to realize their true leadership potential.

Hon. Jackson Omona



Hon. Omona is the District Chairperson for Kitgum District local government and coordinator of district chairpersons from Acholi region. He is a Peace building and Protection Specialist with over 15 years' experience. He has vast experience in conflict resolution, development programming, humanitarian Protection in Uganda and South Sudan. Before joining politics, he served as Peace Building & Protection Advisor for World Vision in South Sudan; National Coordinator for 'Civil Society Organisation for Peace in Northern Uganda'; Project Coordinator for 'Strengthening Capacity to Design, Monitor and Evaluate Peace-building Programming in CARE Uganda'; National Peacebuilding Coordinator for World Vision Uganda. Prior to that he was Regional Programme Manager and Area Development Coordinator for World Vision Uganda. He is a part time Consultant in Conflict Management and Do No Harm. Hon. Omona holds a Master of Arts in Organizational Leadership and Management, a Postgraduate Diploma in Peace and Conflict Studies, a Bachelor of Commerce, and Diploma in Marketing. He is passionate about community development, social harmony and farming.

Hon. James Leku



Hon. James Leku is the District Chairperson of Adjumani District Local Government. He is a Board Member of the National Enterprise Corporation (NEC), the business arm of the Defence Ministry. James started his career at Uganda Microfinance Limited (UML) where he served in various branches (Kiboga, Adjumani, Tirinyi and Busia) and capacities rising through the ranks from an Assistant Field Officer in 2002, to become an Accountant, Senior Loans Officer and subsequently Branch Manager. Besides his political office, he is a co-founder of Pivotal Business Services. He holds a Bachelor of Arts, Social Sciences degree (MUK), a Bachelors of Laws degree (IUIU), a Post Graduate Diploma in Tax and Revenue Administration (East African School of Taxation) and a Master of Business Administration (Uganda Martyrs University).

Mr. Job Tabu



Mr. Tabu is a long serving civil servant with vast experience in public administration and local governance spanning over 17 years. He is currently a Senior Assistant Secretary of Moyo District Local Government. Besides, being a member of the SC, Mr. Tabu is the Chairman Board of Governors, Metu Senior Secondary School, Moyo. He is also the Project Coordinator for the Refugee Integration Project in Moyo and also serves as the Chairman Moyo District Disaster Management Committee. Mr. Tabu holds a Bachelor of Social Sciences (Public Administration) from Makerere University, a Postgraduate Diploma in Public Administration from Uganda Management Institute, and an Administrative Officer's Law Certificate from Law Development Centre (LDC). He is currently pursuing a Master of Business Administration (MBA) at the Makerere University Business School.

Rwot John Ogenga Obita

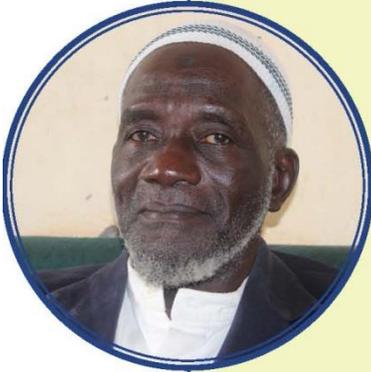


Rwot Ogenga is the chief of Ker Kotch Labongo Amida, in Kitgum District, and is a member of the Council of Chiefs (Rwodi) in the Acholi Cultural Institution. He holds a B.A. degree in Public Administration and Management from Nkumba University and a Diploma in Records and Information Science from the Uganda Management Institute.

Prior to assuming the cultural role he was a civil servant for 18 years in Gulu and Kitgum local governments, managing human resources recruitment, retention, motivation, and exit. Rwot Ogenga is the founder of Ajan Foundation, a community-based organization that is supporting vulnerable groups to alleviate household poverty in Kitgum District.

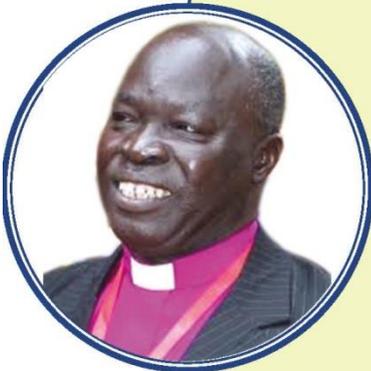
He is also passionate about the protection of the environment as a heritage for future generations. Rwot Ogenga is also a member of the Acholi sub-regional forum and sits on the environmental sub-committee.

Sheikh Khelil Musa



Sheikh Khelil has been the Gulu District Khadi since 1999 and is also Regional Khadi for Acholi and Lango. He represents the religious institutions on the SC. He is the Vice Chair of the Acholi Religious Leaders Peace Initiative (ARLPI), an interdenominational organization that he co-founded at the height of the conflict. As an ARLPI member, he was an Observer of the Juba Peace Talks that contributed significantly to the return of peace in Northern Uganda. Sheikh Khelil is also the Deputy Chair, Peace and Stability at the Inter Religious Council of Uganda (IRCU). He is passionate about peace and has pursued peace studies in San Francisco, USA – 2006 and Kitwe, Zambia 2005. In 2008, the US Congress recognized Sheikh Khelil for his outstanding commitment for peace in Northern Uganda. Sheikh Khelil is a strong advocate for environmental protection, especially for tree species that face extinction due to unregulated deforestation in the region.

Rt. Reverend John Charles Odurkami



Reverend Odurkami serves as a priest, church minister, and dean of the province of the Church of Uganda. He is currently the caretaker Bishop of the Anglican Diocese of Kitgum, having retired as Bishop of Lango Diocese. Besides his priestly duties, he founded Dukami Investments Limited, which affords him the opportunity to advance economic development, family welfare, and positive social life among community members in Lira. Bishop Odurkami is passionate about servicing God's people, irrespective of who they are and where they hail from.

Ms. Akany Susan



Ms. Akany works for the Office of the President and is currently the Resident District Commissioner (RDC), Dokolo. She holds a Bachelor of Arts, Social Sciences (Ndejje University), a Post Graduate Diploma in Human Resource Management (Uganda Management institute) and an Executive Masters of Business Administration (EMBA) from Lira University. Prior to joining the president's office, Ms. Akany was the Northern Regional Sales Manager for Avis Company Ltd. She is interested in the hotel industry, a passion that motivated her to co-found Lira School of Catering and Hotel Management.

Dr. Richard Nam



Dr. Nam has been a specialized obstetrician and gynecologist physician for the past 17 years. He runs Highway Health Services, a private medical practice in Lira, Uganda, and is also an Obs and Gyn. Professor at Makerere University, where he supervises postgraduate students. Prior to this, he was a Commissioner with Uganda AIDS Commission and consulted with the World Health Organization on Reproductive Health matters. Besides, Dr. Nam is also the Prime Minister of the Lango Cultural Foundation (Ker Kwaro Lango).

Rev. Fr. John Hercules Odokodit



Father Odokodit is a catholic priest from Nebbi Diocese, where he is the director for Radio Maria radio substation. He is the vice chairperson of the Steering Committee. Prior to this role he was the diocesan communications director for 10 years, until 2013. He is passionate about inclusive development. Father Odokodit is studying Nonprofit Management, with components of economics and advocacy at John Carroll University, Ohio, USA.

Major Santos Okot-Lapolo



Major Okot-Lapolo is the Resident District Commissioner, Gulu. Major Okot-Lapolo is a teacher by profession, soldier by training, and an administrator by appointment. He was a teacher educator at the Kitgum Teacher Trainer College. He was then appointed as a mobilizer in the officer of the Resident District Commissioner in Lira. Major Okot-Lapolo worked as an amnesty reception officer for the Internal Security Organization (in Lira, Kotido, Kitgum, Lamwo, Pader, and Agago). He has served as a Resident District Commissioner in Kitgum, Pader, Agago, Omoro and now Gulu districts.

Mr. Peter Debele



Mr. Debele is the Resident District Commissioner for Arua where he oversees government projects and security in the district. Previously, Mr. Debele served served as a Senior Procurement Officer at the National Water and Sewerage Corporation and Regional Marketing Officer at the National Medical Stores. He has qualifications in Procurement and Logistics from the London Institute of Purchasing and Supply as well as Sales and Marketing from the London Chamber of Commerce. Mr. Debele is a board member of several schools and is passionate about development activities.

Mr. Jackson Atima



Mr. Atima is the current Chairman of the Uganda National Chamber of Commerce and Industries, Arua Branch. He is an entrepreneur and Managing Director of Hilltop Hotel and therefore represents the interests of the private sector and civil society on the SC. He previously worked for the German Development Services, Kuluva Hospital (affiliated to the Church of Uganda) and Ejab Family and Investments Ltd. He was also a parttime lecturer at the Uganda Christian University (UCU), Arua campus. Mr. Atima holds a Master of Business Administration (Bugema University) majoring in entrepreneurship and strategic management. He also holds a Bachelor of Business Administration (Finance and Accounting) from Uganda Christian University.

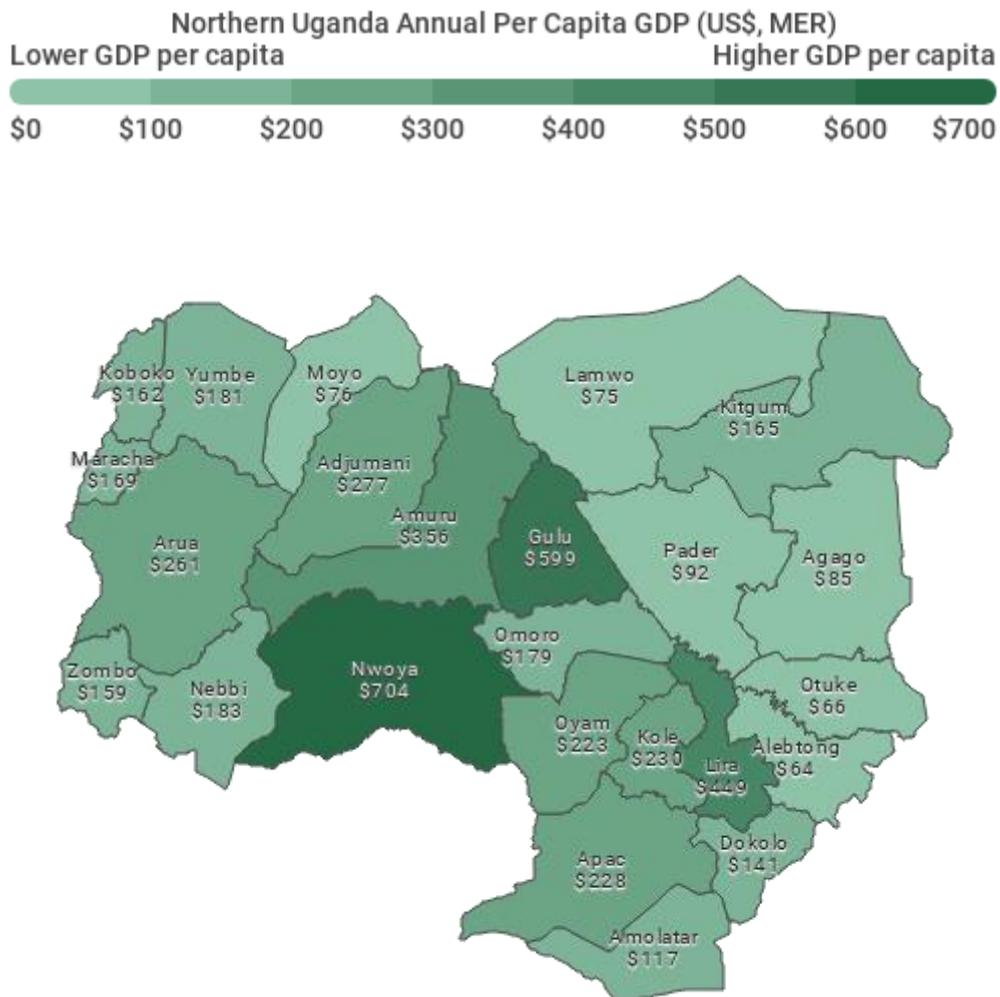


Figure 9: Northern Uganda Annual Per Capita GDP (US\$, MER); Source: Pardee Center for International Futures, 2017. USAID.

Northern Uganda Regional Development Forum

Northern Uganda Regional Development Forum is a platform that aspires to grow the economy and promote peaceful coexistence to improve the quality of life for all people in the northern region.