

REPUBLIC OF UGANDA

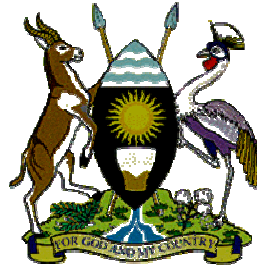


**PEACE, RECOVERY AND DEVELOPMENT PLAN FOR
NORTHERN UGANDA**

(PRDP)

2007-2010

September 2007



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Foreword

The Government of Uganda has formulated a Comprehensive Development Framework, the Peace, Recovery and Development Plan for Northern Uganda (PRDP), as a strategy to eradicate poverty and improve the welfare of the populace in Northern Uganda.

Northern Uganda has consistently fallen behind the rest of the country within the realm of human development. For example, access to basic services such as water and sanitation, as well as health facilities is poor by national standards.

Cognisant of these prevailing factors, the PRDP is a commitment by Government to stabilise and recover the North over the next three years through a set of coherent programmes in one organising paradigm that all stakeholders will adopt when implementing their programmes in the region.

I now wish to call upon all the main actors, Government, Districts, Civil Society, Development partners, and the local communities to join hands and work together, in order to ensure that the PRDP delivers for Northern Uganda.

FOR GOD AND MY COUNTRY

YOWERI KAGUTA MUSEVENI
PRESIDENT

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Executive Summary

Context

Since the 1990s, the Government of Uganda (GoU) has been promoting a development agenda that has led to a reduction in poverty nationally, with visible improvement in many of the welfare indices. The number of Ugandans who are unable to meet their basic needs declined from 56% in 1992 to 38% in 2003 and further to 31% in 2006 with a simultaneous improvement in other indices relating to access to health, education and water and sanitation. However, the welfare indices for Northern Uganda have not improved at the same pace as the rest of the country. Income poverty remains significantly high, literacy rates are low and access to basic services is poor. The presence of prolonged conflict in the North for over 20 years is the most important factor explaining the poor living conditions in the North whilst at the same time it is the major impediment to increasing GDP growth in Uganda.

Process of preparing the PRDP

Bearing this in mind, the H.E the President kick started a process to prepare a recovery and development plan for the North. The first step was the establishment of the Inter-Ministerial Technical Committee (IMTC) that has spearheaded a two year consultative process with all stakeholders at the district and national level resulting in the National Peace, Recovery and Development Plan (PRDP). The PRDP is a commitment by Government to stabilise and recover the North in the next three years through a set of coherent programmes in one organising framework that all stakeholders will adopt when implementing their programmes in the region.

Peace, Recovery and Development Strategy

Rationale

The PRDP has been prepared on the basis of lessons that have been learnt from implementation of a plethora of programmes in the North by various actors. In light of these lessons the PRDP has been launched to address a number of key issues:

- **Support to ongoing political dialogue and existing commitments;**
- **Conflict, growth and prosperity:** an extraordinary effort to reverse decline in welfare and growth by achieving peace and stability;
- **Organising framework:** adapted to the conflict contexts in the North which will ensure better coordination, supervision and monitoring of ongoing interventions;
- **Political, Security and Development Links:** by adopting a conflict framework it is expected that socio-economic investments will be better linked to changes in security approaches;
- **Mobilising of resources to address gaps:** analysis of current international and national interventions suggests that there are gaps in responses to the conflict.

Conflict mapping

The PRDP strategy is to address the unique challenges in each of the sub-regions based on the conflict status and the extent of vulnerability. Table a. provides a summary of the conflict mapping in the three sub-regions within Northern Uganda

Table a: Northern Uganda districts in a conflict framework

Conflict status	Sub-regions and districts
Post Conflict: <i>armed rebellion ended, resumption of normality and realising stability; development investments needed</i>	North West - (West Nile) sub-region: Arua, Koboko, Nyadri, Adjumani, Moyo, Nebbi, Yumbe
Armed rebellion: <i>rebellion still ongoing in some districts with spill-over effects; emergency and stabilisation investments needed</i>	North Central - (Lango, Acholi and IDP hosting Districts) sub-region: Gulu, Amuru, Kitgum, Pader, Lira, Dokolo, Amolatar, Apac, Oyam, Masindi and Buliisa
Lawlessness and underdevelopment: <i>armed civilian population and destruction of property through inter-ethnic conflicts with spill over effects, stabilisation and development investments needed</i>	North East - (Karamoja, Elgon and Teso) sub-region: Moroto, Kotido, Abim, Kaabong, Nakapiripirit, Kapchorwa, Bukwo, Sironko, Mbale, Soroti, Kumi, Bukedea, Pallisa, Budaka Katakwi, Amuria, Kaberamaido, Butaleja, Tororo and Busia

The PRDP sets three year targets in line with the different contexts set out above. The PRDP programme implementation and outcomes will be evaluated at the end of three years and decisions made on the longer term development in the North.

PRDP Priority Interventions and Expected Outcomes

The overall goal of the PRDP is to consolidate peace and security and lay foundation for recovery and development. This is to be achieved through four core strategic objectives that are mutually reinforcing:

Strategic Objective 1: Consolidation of state authority

The ultimate outcome is to ensure cessation of armed hostilities, providing security, restabilising the rule of law, enabling the judicial and legal services to become functional, protection of human rights and strengthening local governance through rebuilding state institutions in the region.

Strategic Objective 2:***Rebuilding and empowering communities***

The PRDP seeks to contribute to community recovery and promote an improvement in the conditions and quality of life of displaced persons in camps, completing the return and reintegration of displaced populations, initiating rehabilitation and development activities among other resident communities and ensuring that the vulnerable are protected and served.

Strategic Objective 3:***Revitalization of the economy***

The PRDP seeks to re-activate the productive sectors within the region, with particular focus on production and marketing, services and industry. This will require major rehabilitation of critical infrastructure. Revitalisation of the economy has both positive and negative influences on the environment, therefore mechanisms for sound management of environment and natural resources will have to be reinforced.

Strategic Objective 4:***Peace building and reconciliation***

A major outcome of the PRDP is to ensure the continuous prevalence of peace in the region. The peace building and reconciliation process requires increased access to information by the population, enhancing counselling services, establishment of mechanisms for intra/inter communal and national conflict resolution, strengthening local governance and informal leadership structures and reinforcing the socioeconomic reintegration of ex-combatants.

PRDP priority programmes

The above strategic objectives will be achieved through 14 priority programmes that have been agreed upon by the districts as the most critical for stabilising the North:

- Facilitation of Peace Agreement Initiatives; Police enhancement; Prisons enhancement; Rationalization of auxiliary forces; Judicial services enhancement; Enhancing local government; Emergency assistance; Return and resettlement of IDPs; Community empowerment and recovery; Production and marketing; Infrastructure rehabilitation; Environment and natural resource management; Public Information, Education and Communication (IEC), sensitization, and, Counseling, Amnesty, demobilisation and reintegration.

Although implementation will start at the same time for all the 14 programmes, the investments will be sequenced and prioritized in line with the variations in need and absorptive capacity in the districts and sub-regions.

Institutional framework

The PRDP contains the guiding principles and the institutional framework for implementing the 14 programmes. A Policy Committee and a PRDP Coordination and Monitoring Unit that is semi-autonomous will be set up at the national level to oversee that implementation and coordination of the PRDP activities, being undertaken by sector level ministries and local

governments. At the ministry and district level, the existing structures will be used. During the preparation of the implementation plan by the districts, any need for sub-regional arrangements to facilitate inter-district dialogue in sub-region will be considered based on need (e.g. Karamoja and West Nile initiatives). In establishing the detailed institutional arrangements, GoU will have to work with each sector ministry and local government to ensure that implementation arrangements are clearly established according to clear guidelines and principles to ensure speedy, efficient, effective and accountable delivery of goods and services.

Cost of PRDP

The estimated cost of the PRDP representing investments over a three year period is **Ug Shilling 1,091,734,734,169** or **\$ 606,519,297 US Dollars**. This represents some \$ 58 per person over the three years. As a comparison in South Sudan, the estimated official development assistance needs was some \$ 65 per capita, as set out in the Sudan Joint Assessment Mission report. In the case of the PRDP, a total of Ug Shs. 337,476,023,360 or 31% will be required in the first year; Ug Shs. 327,520,420,251 or 30% will be required in the second year; and Ug Shs. 426,738,290,558 or 39% will be required in the third year.



ACRONYMS AND ABBREVIATIONS

AC	Amnesty Commission	MoWT	Ministry of Works and Transport
ADLG	Arua District Local Government	MTN	Mobile Telecommunication Network
AIDS	Acquired Immune deficiency syndrome	MWE	Ministry of Water and Environment
ARLPI	Acholi Religious Leaders Peace Initiative	N/A	Not Applicable
ASTU	Anti-stock Theft Unit	NEAP	National Environment Action Plan
CAO	Chief Administrative Officer	NEMA	National Environment Management Authority
CBMS	Community Based Maintenance System	NFA	National Forestry Authority
CSOs	Civil Society Organisations	NHSR	National House Hold Survey Report
DANIDA	Danish International Development Agency	NRM	National Resistance Movement
DFID	Department for International Development	NU	Northern Uganda
DRC	Democratic Republic of Congo	NUDC	Northern Uganda Data Centre
EHAP	Emergency Humanitarian Action Plan	NUREP	Northern Uganda Rehabilitation Programme
ENR	Environment and Natural Resources	NUPER	Northern Uganda Public Expenditure Review
EU	European Union	OPM	Office of the Prime Minister
GDP	Gross Domestic Product	PEAP	Poverty Eradication Action Plan
GOU	Government of Uganda	PRDP	Peace Recovery and Development Plan
HIV	Human Immune Virus	SOER	State of Environment Report
UHRC	Uganda Human Rights Commission	SPLA	Sudanese Peoples Liberation Army
HSM	Holy Spirit Movement	TBA	Traditional Birth Attendant
IDP	Internally Displaced Person	UA	Uganda Army
IEC	Information Education and Communication	UNDP	United Nations Development Program
ILO	International Labour Organisation	UNICEF	United Nations' Children Education Fund
IMTC	Inter-Ministerial Technical Committee	UNLA	Uganda National Liberation Army
JMC	Joint Monitoring Committee	UPDA	Uganda People's Democratic Alliance
LC	Local Council	UPDCA	United People's Democratic Christians Army
LDUs	Local Defence Units	UPDF	Uganda People's Defence Forces
LRA	Lords Resistance Army	UPF	Uganda Police Force
M	Metres	UPPAP	Uganda Participatory Poverty Assessment Project
MAAIF	Ministry of Agriculture, Animal Industries and Fisheries	USAID	United States Agency for International Development
MFPEd	Ministry of Finance, Planning and Economic Development	UWA	Uganda Wildlife Authority
MIA	Ministry of Internal Affairs	WFP	World Food Program
MoD	Ministry of Defence	WHO	World Health Organisation
MoES	Ministry of Education and Sports	WNBF	West Nile Bank Front
MoGLSD	Ministry of Gender, Labour and Social Development		
MoH	Ministry of Health		
MoJCA	Ministry of Justice and Constitutional Affairs		
MoLG	Ministry of Local Government		

UGANDA NATIONAL INFORMATION SHEET

Table 1: National Information

Location	East Africa, Africa
Longitudes	29 ⁰ 34'E & 35 ⁰ 0
Latitude	4 ⁰ 12'N & 1 ⁰ 29'
Total surface Area	241,550.6 km ²
Area under	194,881 Km ²
Arable Land	197,097 km ²
Irrigated Land	43,941 km ²
Area under water & swamps	46,669 Km ²
Countries Bordering	Sudan, Kenya, Tanzania, Democratic Republic of Congo and Rwanda
Climate	Temperature 15 ⁰ -30 ⁰ C, Rainfall 600 – 2,000 mm/year
Altitude(ASL), Minimum Maximum	620 meters, 5110 meters
Natural Resources	Air, water, land, climate, plants and animals
Population (2005 UBOS projection)	27.2 million
Population Growth Rate	3.4%
Birth Rate	Average of 7 children per woman
Infant Mortality Under 5	82: 1,000
Maternal Mortality	506 : 100,000
Life Expectancy	48.1 years
HIV/AIDS Prevalence Rate	6%
Literacy Rate	70%
Religion	Protestants, Catholics, Moslems, Pentecostal, orthodox, African traditional believers
Official Languages	English, <i>Kiswahili</i>
GDP (2005)	Shs 15,134 billion
Income per Capita (2005)	Shs 570,000 (\$ 330)
Inflationary Rate	6.5%



Rehabilitation of transport infrastructure is a key component of the PRDP

NORTHERN UGANDA REGIONAL INFORMATION SHEET

Table 2: Information on Northern Uganda

Location	Northwest	North Central	North East
Type of Conflict	Armed Rebellion	Armed Rebellion	Deterioration of Law and Order
Districts	Moyo, Adjumani, Nebbi, Arua, Yumbe, Koboko, Maracha	Gulu, Kitgum, Pader, Lira, Apac, Amuru, Dokolo, Amolatar, Oyam, Masindi and Buliisa	Kotido, Moroto, Nakapiripirit, Soroti, Kumi, Pallisa, Kapchorwa, Mbale, Sironko, Kaberamaido, Katakwi, Abim, Kaabong, Bukwo, Bukedea, Budaka, Amuria, Tororo, Busia and Butaleja
Area	15783.8Km ²	41,880Km ²	45,213.6Km ²
Land Boundaries	Sudan, DRC, Amuru, Buliisa and Masindi.	Sudan, DRC, Abim, Kaabong, Kotido, Moroto, Amuria, Kaberamaido, Kiboga, Hoima, Nakasongola, Kayunga, Nakaseke, Kamuli, Nebbi, Arua and Adjumani	Sudan, Kenya, Bugiri, Iganga, Kaliro, Kamuli, Lira, Pader & Kitgum, Amolatar and Dokolo
Climate	Rainfall 750mm-1500mm From moderate to high temperatures.	Rain fall 1000mm-1540mm. It has high temperatures with a minimum of 25 ⁰ C.	Rain fall 400mm-1500mm Long dry spells. Has moderate to high temperatures.
Vegetation.	Savannah Grass land with scattered wood land.	Wood land, grass and thickets.	Semi arid desert vegetation, extensive flat plains with grassland savannah shrubs.
National Resources	Air, water, land, climate, plants and animals	Air, water, land, climate, plants and animals	Air, water, land, climate, plants and animals
Land Use/Economic activity/Livelihood	Agriculture (crop production and cattle keeping), fishing and small scale industries.	Agriculture (crop production and cattle keeping), fishing and small scale industries.	Agriculture (crop production and cattle keeping/Pastoralism), fishing and small scale industries.
Population (2002) Total: 8,578,650	1,808,000	3,180,490	3,590,160
Population (2005) projections: 10,552,992	2,218,100	3,215,900	5,118,992
Population Growth Rate	5.78	3.61	4.64
IDP Population, 2005	380,000	2,563,182	223,860
Life Expectancy	44.3	44.3	48.6
HIV/AIDS Prevalence Rate 2004/05	3%	9%	4%
Literacy Rate	55.4	60.1	37.9
Religion	Catholic, Protestants, Moslems, Orthodox, Pentecostals and traditional religion.	Catholic, Protestants, Moslems, Orthodox, Pentecostals and traditional religion.	Catholic, Protestants, Moslems, Orthodox, Pentecostals and traditional religion.
Main Languages	Alur, Aringa, Jonam, Kakwa, Madi, Lugbara	Luo (Acholi and Langi) and Runyoro	Ateso, Kumam, Kiswahili, Ngakaramojong, Lumasaba, Lugwere, Kuksabin, Dhopadhola, Lunyole and Lusamia.
Income per Capita Ug. Sh.(Average monthly)	17500	15,300	15,850

MAP SHOWING THE PRDP COVERAGE



Overview of the PRDP

- Chapter 1 provides the history and the context within which the PRDP is situated.
- Chapter 2 provides an overview of the conflicts and conflict resolution mechanisms in Uganda.
- Chapter 3 outlines the rationale for the PRDP strategy and sets out the detailed strategy for addressing the needs of the population in Northern Uganda.
- The detailed priority programmes of the PRDP are presented in Chapter 4.
- The PRDP institutional framework is set out in Chapter 5.
- The outline budget and costing methodology is set out in Chapter 6.
- A results, and monitoring and evaluation framework is set out in Chapter 7.
- Additional materials including a bibliography are annexed.

1.0 INTRODUCTION

1.1 National and Regional Context

The Government of Uganda (GoU) embarked on a broad development agenda since the 1980s promoting economic stabilisation and growth with a view to contributing to increase in household incomes and reducing poverty. The transformation to constitutional democracy, including the promulgation of a new constitution in 1995, decentralisation and devolution of administrative, political and financial powers to local government and more recently the reinstatement of multiparty governance, have all set the stage for local ownership of issues and solutions. Moreover, the promotion of the development agenda is viewed as a key integrative mechanism to resolving the remaining conflicts in the country while consolidating the gains that have been realised.

National welfare indices

It is this long term vision and commitment of GoU supported by partners – donors, civil society, and private sector - that has contributed to the change in overcoming decades of instability, economic mismanagement, mass poverty and human rights abuses, making Uganda one of the world's fastest growing economies. Major advances have been made over the past decade in the national economic and welfare indices:

- (i) Real GDP growth at market prices averaged 6.5% since 1990 (but has recently slowed down), with inflation under control at 4.8% per annum and private investment in real terms as a %age of GDP rising from 9.1% in 1991 to 15.6% in 2003.
- (ii) The proportion of persons living below the poverty line declined from 56% in 1992 to 31% in 2005/06. This reduction is associated with improvements in service delivery, expanded economic infrastructure, access to justice, law and order and peace.
- (iii) With the introduction of Universal Primary Education (UPE) in 1997, gross primary school enrolment rose from 2.5 million pupils to 7.5 million in 2005; the national literacy rate increased from 61.8% in 1996 to 70% in 2003.
- (iv) Outpatient Department (OPD) attendance improving from a baseline rate of 0.40 visits/ persons/ year in 1999 to 0.72 visits/ person/ year in 2002 and DPT3 coverage for children below 1 year has improved from 41% to 84% during the same period.
- (v) The %age of people with access to safe water increased from about 20% in 1991 to 55% in 2002. Rural access to safe water is presently reported at 61.3% in the wet seasons and 52% in dry seasons.
- (vi) HIV/AIDs prevalence has declined from a high of 30% in 1988 to 6.4% in 2005.

However, the benefits of growth did not extend to some regions and social groups in the country. For instance, there has been limited improvement in health related indicators, negatively affecting the household economy. Further, conflict and internal displacement continue to retard development and wellbeing of people in Northern Uganda.

Northern Uganda welfare indices

Most welfare indices are poor in the North largely because of the presence of conflict and weak state institutions.

- **Income poverty:** income poverty has not declined as compared to other regions of the country. The proportion of poor people who are unable to meet their basic needs declined modestly from 72% in 1992 to 60% in 1997 and has since stayed high at 64% in 2002.
- **Literacy:** there are wide regional disparities in literacy rates: the central region - 80 %; western region -74 %; eastern region - 63 %; and Northern region - 56 %. Gender disparities also exist: males - 72 % and females - 42 %¹.
- **Primary education:** the majority of districts are lagging behind in terms of pupils' ability to complete primary education and service provision is the worst in the Karamoja sub-region.
- **Water and sanitation:** based on the 2004 Directorate of Water Department (DWD) Management Information System (MIS), Kotido, Pader, Yumbe have an estimated coverage of 20% - 40% of clean water supplies while the majority of the other districts have an estimated coverage of 40% - 60% which is close to the national average.
- **Health:** infant, child and maternal mortality remain high nationally having increased between 1995 and 2000. Disaggregated by region, the mortality rates were much worse off in the North. The rates for Gulu, Kitgum, Pader are Child Mortality Rates (CMR) of 1.54/10000 and Under 5 Mortality Rates 3.18/10000 (July 2005 MoH) and CMR for Karamoja is 3.9/10,000 (MoH August 2004). One of the factors affecting poor health and income indicators is the increase in female fertility rates
- **HIV/AIDS:** although Uganda has seen HIV prevalence fall from an average of 18% in 1992 to 6.4% in 2005, HIV/AIDS prevalence in conflict-affected areas of Northern Uganda is still high: North central 8.2%; North east 3.5%; North west 2.3%. Prevalence among women is higher than men, 9% and 7.1%, respectively in North central, 3.6 respectively in North East, and 2.7% and 1.9% respectively in North west.

Relationship between the PEAP and PRDP

The improvements in livelihoods of a large cross-section of Ugandans that have resulted from the multiple-track GoU strategy of economic reform, creation of political space, consolidation of state authority, and improvement of public service delivery have set the foundation for the country to establish its next strategic goal of becoming a middle income country by 2017. This has been articulated in the Poverty Eradication Action Plan (PEAP) of 2004 that provides an overarching framework to guide public action to eradicate poverty. A stock-taking exercise to review the outcomes of PEAP implementation since 1997 highlighted four core challenges that the GoU must address to improve welfare in all parts of the country:

- i. Restoring security and dealing with the consequences of conflict and improving regional equity, with particular focus on Northern Uganda;
- ii. Restoring sustainable growth of incomes;
- iii. Enhancing human development;
- iv. Using public resources transparently and efficiently to eradicate poverty.

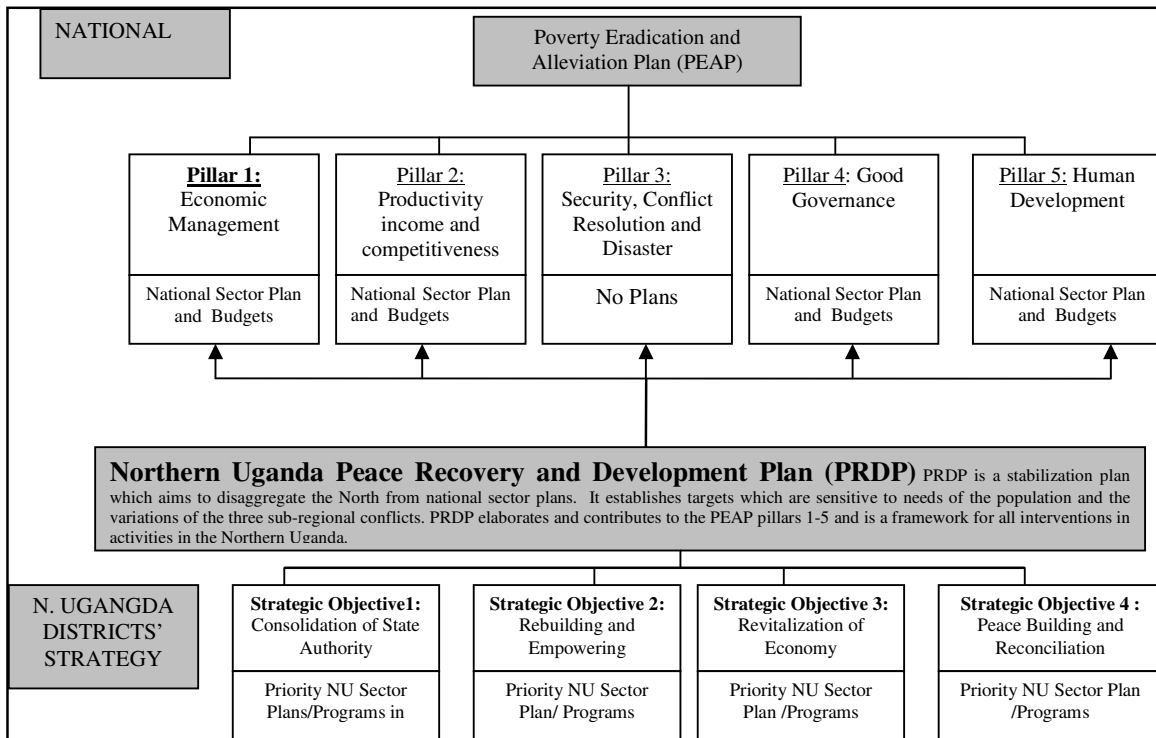
The PEAP of 2004 responds to these needs with an explicit reference to the goal of recovery and development of the conflict affected areas in the Northern and eastern parts of the country. It also notes the plethora of initiatives designed to address post-conflict needs and thus calls for the integration of these initiatives into a coherent plan and programme that addresses the needs of the conflict affected areas.

The National Peace Recovery and Development Plan (PRDP) for Northern Uganda is a commitment by GoU to launch a national program with the overarching goal to stabilise the North. PRDP is a stabilization plan which aims to disaggregate the North from national sector plans. It establishes targets which are sensitive to needs of the population and the variations of the three sub-regional conflicts. The targets and objectives in the PRDP are to contribute to the overall objectives of the PEAP. At the end of three years the targets of the PRDP will be reviewed and set in line with national goals of the PEAP. The commitment is to improve socio-economic indicators to be in line with national ones in those areas affected by conflict and a serious breakdown in law and order.



Adverse climatic conditions have greatly affected agricultural production in the Karamoja sub region

Diagram 1: The PRDP and the PEAP



1.2 Process of Developing the PRDP

The process was launched by The President of the Republic of Uganda leading to the establishment of the Inter-Ministerial Technical Committee (IMTC) and a consultative process that provided the building-blocks of the PRDP. The principle - that the process is as important as the product - guided the development of the PRDP. This ensured that all levels of government and national and international stakeholders were consulted. Decisions on tradeoffs and the setting of realistic goals and objectives were undertaken in a participatory exercise. In the first round of consultations with the line Ministries, development partners and districts it was agreed i) that the PRDP process would acknowledge MTEF ceilings but with the possibility of additional resource mobilisation and ii) that the approach could not be business as usual and the sector approach was not sufficient and iii) the process was as important as the product and iv) that the needs rather than resources were the primary determinant of setting objectives and targets.

Establishment of the Inter-Ministerial Technical Committee

The Government commenced the process of bringing together the plethora of initiatives in the North into an overall planning and implementation framework presented by H.E. the President. This was started by a process developing a 14 point strategy set out by H.E. President for the recovery of the North. These points were very useful building blocks in developing consensus on the priority areas in the PRDP:

1. Elimination of the terrorist threat to stability;
2. Building of security and access roads;
3. Provision of water;
4. Revival and re-enhancement of education;

5. Provision of emergency relief;
6. Health, immunisation and educational outreach including an all-out war against HIV/AIDS;
7. Farming with oxen and ploughs for food security and income generation among the poor;
8. Provision of light processing facilities such as rice hurlers and maize millers;
9. Enhanced micro-finance for micro-business by ex-LRA;
10. Re-education and re-orientation of the minds and hearts of the population towards peace and development rather than war and psychosocial counselling for children and others rescued from LRA fighting ranks;
11. Vocational/skills training especially for young people;
12. Outreach to the local population;
13. Beginning with industrialisation in Northern Uganda by, for instance, developing the sugar industry in the districts of Gulu, Amuru and Adjumani and a biofuel industry, using Government land in Maruzi and Aswa, and a fruit processing factory in Arua district; and
14. Hydro-power development at Karuma and Ayago.

The Office of the Prime Minister (OPM) was directed to coordinate GoU efforts to formulate a comprehensive Program taking the twelve point plan into account. Based on this directive, an Inter-Ministerial Technical Committee (IMTC) was established under the leadership of the Head of the Public Service and chaired by the OPM Permanent Secretary. It comprised the OPM, Ministry of Internal Affairs (MIA), Ministry of Agriculture, Animal Industries and Fisheries (MAAIF), Ministry of Defence (MoD), Ministry of Local Government (MoLG), Ministry of Finance, Planning and Economic Development (MFPED), Ministry of Justice and Constitutional Affairs (MoJCA), Ministry of Health (MoH), Ministry of Education and Sports (MoES), Ministry of Water and Environment (MWE), Ministry of Works and Transport (MWT), the Ministry of Gender, Labour and Social Development (MoGLSD) and various institutions under the respective Ministries (e.g. the Amnesty Commission).

The IMTC, supported by a Technical Secretariat, comprised various individuals from several line Ministries and a Senior Conflict and Development Advisor, was tasked to analyze the situation in the North and develop a PRDP. The PRDP would provide a framework for addressing emergency and medium term stabilisation investments, which would lay the foundation for long term development for the region.

Consultative process to prepare the PRDP¹

The IMTC reviewed existing work including: i) the national household surveys conducted by Uganda Bureau of Statistics (UBOS); ii) assessments, evaluations, studies existing in government and non-governmental organisations as well as research institutions; and iii) ministerial policy statements. It also reviewed reports and plans from partners, UN agencies and NGOs including the European Union, DFID, USAID, DANIDA, Norwegian Refugee Council, UNDP, UNICEF, WFP, FAO, WHO, UNHCR and the World Bank on various Northern Uganda issues researched and analysed over the last two decades. The process also involved reviewing the projects in Northern Uganda with an aim to rationalise

¹ See Annex for List of Consultations undertaken with stakeholders

existing work and provide guidance to future programmes. After reviewing all the existing literature, the IMTC then established a consultative process with Ministries, Local governments and political leaders to discuss and seek input on strategic policy, technical and programme issues which resulted in consensus on a strategy for Northern Uganda.

Each district reviewed its needs, proposed priority programmes within the agreed strategy taking into consideration the conflict and post-conflict scenarios relevant to their areas and submitted their respective plans. Consultative workshops were also held with MPs from Northern Uganda where views on policy and priorities were shared and discussed. Furthermore, a draft document was shared with national and international stakeholders in a national workshop to ensure that their input and concerns were taken into account as well. This document incorporated contributions from key stakeholders at national, district and local levels and was presented for cabinet and parliamentary approval. The PRDP is therefore based on a sound understanding of the needs of the population in the region and the perspectives of stakeholders on the most appropriate strategy for bringing peace, rebuilding communities and revitalising the economy in the region.

1.3 Lessons learnt from previous Northern Uganda interventions

Over the last two decades, GoU, with support from several development and humanitarian partners, has implemented several programs and sector-based projects aimed at improving the population's welfare. Whilst these activities increased the population's welfare generally, there are six core conceptual challenges that have limited impact of previous interventions. These challenges provide useful lessons for the design and future implementation of the PRDP.

i) Conflict Framework versus Development Framework

There has been an enormous effort by GoU and its partners to address conflict affected populations in the North. A review of those interventions reveals that there has been a tendency for these activities to be de-linked due to the lack of an overall strategic framework. The region has been approached largely from a development perspective that assumes that state authority is functioning normally and thus the implementation of a poverty reduction strategy is feasible. However, as the district consultations indicate, civilian state authority has yet to be fully realised in the North. There is an additional assumption that state interventions are aligned according to development needs rather than conflict needs. These interventions are sector based (e.g. by way of budget support) which have not been appropriate for such a conflict setting.

The exception has been the humanitarian agencies which have focussed on life-saving support and relief. By nature this has been a project based approach according to emergency needs as and when they arise.

ii) National Policy Frameworks

The PEAP remains the overarching framework for promoting peace, prosperity and growth in Uganda. However, the PEAP is organised with the aims to become a Middle Income Country (MIC), at the national level and address the international targets of the Millennium

Development Goals (MDGs). In the context of Northern Uganda at this stage, the national and international goals of becoming a MIC and addressing the MDGs may not be appropriate.

Besides the PEAP there are a number of different national policy frameworks—decentralisation, HIV/ AIDs, capacity building – which will have to be made specifically relevant to the North.

iii) Varying Political and Security Contexts

Strategies, policies and programmes need to be adapted to the relevant political/security context in order to be effective. As noted in the historical overview in the next chapter, there are a number of different conflicts in the North with diverse narratives. Some have been concluded by way of peace agreement with GoU, as in the case of the UNRFII Peace Agreement of 2002; others are less state-centric and resolved at a more local level, such as often done in the Karamoja; and the North-central conflict is ongoing - albeit beginning to be framed within current peace negotiations between GoU and the LRA in Juba, July 2006.

Due to the varying degrees of armed violence and fragile peace there are varying socio-economic conditions in the North, ranging from acute humanitarian emergencies to more stable conditions in some parts of the region. Such situations require different types of investments: investments towards creating an enabling environment; emergency investments to protect and save life; and investments to begin in the long term addressing the underlying socio-economic causes of conflict and concomitant poverty. This applies to both public and private investments.

iv) Lack of Coherence and Agreement on Targets

Northern Uganda has a large number of national and international actors providing humanitarian, recovery and development support to war-affected communities. The strength of this has been the provision of basic life saving support to large-scale populations. The weakness has been that there is little coherence between the different types of investments. In turn, a major limitation has been that there is no overarching mechanism to ensure agreement on baselines and targets for the various interventions. Hence, it has neither been possible to provide an overall analysis of public expenditures in the North (national and international) nor to monitor performance and impact of programmes. The PRDP overcomes this challenge by setting out a monitoring framework to track progress of investments and meeting of common targets.

v) Modes of Financing

Due to the lack of coherence of international and national interventions in conflict settings there has been a problem in the modalities and tracking of finance. Further, there have been challenges in optimising the system of conditional and unconditional grants at the district level in emergency circumstances.

vi) Methodological challenges

There are a number of methodological problems affecting planning and budgeting processes that continue to limit the impact of programmes in the North.

National vs. District Planning and Participation: Participatory processes tend to be only exercised once a program has been launched and project activities are underway. The 1997 Local Government Act provides for District Councils to produce 3-year District Development Plans which are revised every year based upon a review of performance and future priority needs. However, in a conflict situation, there is a disconnect between the district planning processes, sector budget allocations and regional allocations. The current sectoral approach in the budget formulation may not be entirely appropriate for a conflict framework approach.

Political dialogue and consultations: the IMTC recognises the underlying structural causes of these series of conflicts and the necessity to ensure dialogue with all stakeholders around ways for their resolution.

Creation of new districts during the PRDP process: the subdivision of districts occurred during the PRDP process. The implications of this change, particularly in relation to population, baselines, targets and administrative costs set against new boundaries, will have to be factored into during the implementation process.

These lessons inform the strategy that is later adopted in Chapter 3 of the PRDP.

2.0 OVERVIEW OF CONFLICTS IN NORTHERN UGANDA

2.1 Historical context of Northern Uganda

Uganda has experienced a series of violent conflicts since its independence, with each successive regime faced with a wide range of dissident groups beginning with the overthrow of the first President Edward Mutesa in 1966 by Milton Obote. Thereafter, Obote was deposed by General Idi Amin, in 1971, who was in turn removed from power in 1979 by a pro-Obote rebel group supported by the Tanzanian army. The Obote regime was toppled for the second time in 1985 by Tito Okello. This period was turbulent, with unstable political systems which resulted in nine changes in government of which four were military regimes. All these resulted in bloodshed, widespread human rights violations and a lot of economic destruction. (*Annex 2, A short overview of Uganda's political history*).

Following contested election results in 1980, the National Resistance Movement (NRM) headed by Yoweri Museveni came to power in 1986 after five years of struggle. Thus started the setting up of a functioning state, and the promotion of a development agenda that improved the economic, social and political situation in the country. The Government nevertheless continued to face several armed opposition groups, some from previous regimes. In the last two decades, the Government used a multi-track peace strategy of political, security and socio-economic development that led to the resolution of the conflicts in Teso, Rwenzori, and West Nile sub-regions. However, the armed rebellion and the deterioration of law and order in the North continue to pose challenges to the State and undermines development. (Table 3.1 shows an analysis of conflicts by sub-region). In providing this analysis it is important to define two terms:

- **Armed rebellion:** is a term to describe a number of groups who have mobilised and organised forces to rebel against the state. These groups have pursued a number of political and military objectives. Overtime the Government has succeeded in resolving conflict with these groups and reintegrating the Non-State forces into civilian life and/or their own armed forces. The exception remains the Lords Resistance Army whose political strategy is unclear.
- **Deterioration of law and order and underdevelopment:** certain districts, particularly in North Eastern Uganda, are affected by continued lawlessness, weak state authority and inter-ethnic clashes and underdevelopment manifested in persistent lethal cattle rustling and robbery. This is particularly the case in the Karamoja sub-region. The Karamoja region is primarily a pastoral area that has for several decades suffered from problems of internal and inter-ethnic conflicts fuelled by the proliferation of guns in the region. Whilst armed violence in these areas is more associated with cross-border raiding and competition over resources, its resolution will rely on a combination of legal, political and socio-economic approaches and investments along with enhanced security (e.g. by way of disarmament, anti-stock theft activities etc.).

2.2 Key Causes of the Conflicts

As outlined above, the typology of conflict above suggests varying causes of violence in the Northern sub-region. Many diagnostics have been undertaken on the North. Important to note however is that there are varying views on the causes of the conflict. However, what is important for the PRDP is to establish that i) there are some general issues which relate to all conflicts in Northern Uganda and ii) there are sub-regional specificities relating to the North west, North central and North east. By way of a study of the background material and during the district consultations, a number of key structural factors underlay the conflicts across the sub-regions:

- **Political and historical:** including poor representation, marginalisation from central institutions, regional divide between North and south, divisive colonial policies, corruption of leadership;
- **Security:** impunity, human rights abuse, criminalisation, proliferation of small arms, weak border controls;
- **Socio-economic:** imbalances in public investments and fiscal transfers, underdevelopment, weak social service provision, competition over scarce resources, land disputes, political/ economic gains of some individuals and the marginalisation of pastoral communities.

2.3 Key Consequences of the Conflicts

The impact upon the population and socio-economic infrastructure in the sub-region has depended upon the longevity and intensity of the respective conflicts. The insurgency in North central districts has been running for nearly 20 years, for example, and therefore has caused the greatest human and material damage.

2.3.1 Political/ Security

The consequences have been at three different levels:

Political – perceptions by citizens whose primary interaction is with military rather than civilian processes is that there is a marginalisation of the North from the centre.

Administrative – institutions remains weak, understaffed and under-resourced resulting in very weak provision of basic social services including rule of law.

Law and order – remains weak. There has been a prevalence of violence with an influx of small and light weapons that exacerbates the impact of disputes. In turn, the laying of land mines has affected economic/ agricultural productivity and road use as well as having a long term humanitarian impact (particularly in Lira, Soroti, Katakwi, Kitgum, Pader and Gulu).

Regional dynamics: continuing fragility of political processes both in Northern Uganda and in the region – particularly the borders in DRC, Sudan and Kenya - have exacerbated conflict.

2.3.2 Humanitarian

Loss of life and assets: the conflict has taken a tremendous toll on people's lives, causing mortality rates to increase. Atrocities committed during conflict include abduction of up to 60,000 children (12,000 in 2004 alone), the deaths of tens of thousands of people torture, maiming, destruction and looting of property (a recent UNSG report refers to 100,000 deaths).

Population displacement: Approximately 1.8 million persons have been internally displaced (about 25 % of the population of the region) over the 20 years of conflict. Approximately 1.2 million of these people are internally displaced in the Northern districts of Amuru, Gulu, Kitgum, and Pader. There are some 218 displaced camps with populations of between 10,000 and 60,000 people in a camp.

Food insecurity: the majority of the displaced population have limited access to land (78 %), due to insecurity and therefore are dependent on external food aid (84 %). The result of displacement has been a dramatic loss of food production and in turn high levels of chronic and acute malnutrition.

Disruption of basic social service delivery: the conflict has resulted in i) concentration of populations in IDP camps; ii) those concentrations have resulted in overcrowding and poor hygiene and iii) also have resulted in a high per capita delivery of services (from GoU, UN and NGOs). Consequently, for example, school enrolment is quite high. Other indicators however are far weaker. A WHO mortality study in 2005 in the Acholi districts revealed that the actual mean litres/person/day was 10.3 compared to international standards of 15 litres per day and the mean waiting time to collect water was 2.7 hours (SPHERE Standard is 15 minutes). The study also revealed the 'person per latrine ratio' in the camps as being 80 and 37 in the two districts of Kitgum and Pader respectively.

Child abuse: children are among the groups that have been principal victims of the conflict. Children's rights to family, parental support, education and health services have been threatened by insecurity. It is estimated that up to 60,000 children were abducted during the conflict. Overtime the number of abductions has declined as the insurgency subsided. Further, this led to the phenomenon known as 'night commuting' whereby tens of thousands of children go to urban areas at night for protection. This trend is now declining as security has improved.

2.3.3 Socio-economic

Poverty and displacement: the North remains the poorest region in the country, lagging behind on all socio-economic indicators. The region has the highest number of people not expected to survive beyond 40 years, the worst nutrition status (25% of underweight children compared with 20% for central) and the poorest indices of human development (0.418 compared with 0.547 for central in 2003). Conflict has also resulted in impoverishment of IDPs who have practically lost everything Orphans have increased (25% - 28%), as well as numbers of child-headed households and widowhood (12%).

Losses due to cattle raiding: this practice which involves armed theft of cattle among the

different pastoral clans has tended to cause fear and heavy losses of life and property not only inside Karamoja but also in the neighbouring Teso, Lango, Acholi, Sebei, and Turkana communities. Agricultural production has been greatly reduced because of loss of oxen and ploughs. The practice of raiding cattle has significant social impacts, including raising vulnerability of communities: women and girls are fearful of attack during cultivation; able-bodied men and youth have been killed in cattle raids leaving behind widows and orphans.

Loss of productivity: Due to insecurity and the consequent underdevelopment in the North there has been deterioration in infrastructure including roads and bridges and access to markets. Further, agricultural production has been undermined due to population displacement, landmines, and insecurity. The North constitutes the largest region in the country representing some 35 % of the total land surface. Large tracts of land remain unused or underutilised, resulting in an enormous loss of economic potential. Some authors estimate that the loss of production capacity in Northern Uganda is around US \$100 million annually.

The impact of HIV/AIDS: The number of new infections each year has been rising. This has potentially devastating consequences on the economy, labour supply and productivity, overall production, revenues, and impact on families and communities. Indeed at the macroeconomic level, issues of fiscal stability, resource allocation, and sectoral impacts and implications for the economy are extremely crucial for a fuller understanding of the links between HIV/AIDS and the economy. It is generally argued that the epidemic is likely to have devastating consequences for the overall economic development of Uganda and mostly in a conflict environment. The consequences are likely to be felt in the future due to the impact of skill losses.

Loss of regional opportunity and trade: no comprehensive analysis has been undertaken as yet on the impact of the war upon regional trade. However, with peace and stability in Southern Sudan, it is clear that the ongoing war in the North has an impact on Ugandan trade and investment opportunities in the Great Lakes Region (GLR). Peace will improve potential for commerce in the region.

Taking the three different sub-regional conflict scenarios, the PRDP aims to strengthen the enabling environment and establish a programme which comprehensively addresses the causes and consequences of conflict and related vulnerability outlined above. The PRDP recognises that for many years national and international institutions have been engaged in such an effort with varying degrees of success.

2.4 National and International Responses

GoU and international actors have worked on a number of different processes to improve the security and economic conditions in the North as outlined below:

2.4.1 National responses

The national responses fall in three distinct categories:

i. Political and legal responses

- Diplomatic and peace negotiations such as the Nairobi Peace Agreement with Sudan in

December 1999, the UNRFII peace agreement in 2003 and the Western Nile Conference which followed in December 2005;

- The Amnesty process since 2000 for all those who have denounced rebellion;
- Uganda is a signatory to many of the international and regional initiatives aimed at bringing peace in the region including the 1999 Nairobi Moratorium process on small arms and light weapons.
- Reconciliation efforts facilitated by non-government organisations and traditional and religious leaders;
- Putting in place the necessary legal, institutional and regulatory framework for promoting peace, participation and devolution of powers. These have included the promulgation of the National Constitution in 1995, the decentralization process and establishing Cabinet Ministers for the North and for Karamoja Affairs.

ii. Security responses

- Military operations by the UPDF and local militia groups over the past two decades;
- Opening of security roads to ease free movement of people as they conduct their business;
- Demobilisation of forces relating to the UNRFI and II peace agreements;
- The GoU launched a program to disarm the Karamojong. The disarmament process began in 2001 to check the rustling and gun trafficking and ensure protection of life and property. Some 15,000 guns had been collected by 2005. This remains a challenging process by which community livelihoods have to be supported alongside arms regulation and control.

iii. Socio economic responses

- Provision of basic services including health, education, water and sanitation to vulnerable citizens through district transfers and line ministries;
- Development programmes focusing specifically on the North including Northern Uganda Reconstruction Programme (NURP), Karamoja Development Programmes, Northern Uganda Social Action Fund (NUSAF), Acholi Programme, and the Restocking Programme.

2.4.2 International responses

On the international side, the response has mainly come through budget support to the national government as well as provision of emergency aid by various humanitarian agencies. International responses can be categorised in three groups:

i. Political/legal responses

- Contribution to the previous reconciliation and mediation efforts between GoU and the armed rebels, including the Carter Centre dialogue and the Utstein facilitation group for the Acholi peace process, Development Partners support to the GoU-West Nile process, and the North Uganda Peace Initiative.

ii. Development aid

- Contributions by bilateral and multilateral donors to budget support. Such funds have gone to support key poverty programmes under the Poverty Action Fund and other sectoral programmes and projects;
- Bilateral support to Northern Uganda programmes such as the North Uganda Social Action Fund, the Local Government Development Programme (LGDP) and the European Commission projects.

iii. Humanitarian responses

- Emergency programmes by the United Nations (UN) and other humanitarian agencies. The World Food Programme has provided food worth over US\$ 180 million to some 2.4 million IDPs and other vulnerable people ;
- International humanitarian agencies such as UNICEF, WHO and international NGOs have played a major role in delivering humanitarian assistance including food, household items, water, sanitation and health services, working with local government. Some relief agencies have provided an opportunity to build and maintain infrastructure, support self-reliance and addressed other needs such as psychosocial counselling and reproductive health.

3.0 PEACE, RECOVERY AND DEVELOPMENT STRATEGY

3.1 Rationale

Learning the lessons during the PRDP process, the GoU has formulated a PRDP strategy which provides a framework aimed at addressing the causes of conflict and instability in the North. The rationale for the PRDP is based upon five primary reasons:

- i. **Support to ongoing political dialogue:** a number of commitments have been made by GoU (e.g. under the UNRFII) and dialogue is ongoing with other armed actors (e.g. the LRA) and that they are enshrined in the PRDP;
- ii. **Conflict, growth and prosperity:** conflict remains the primary impediment to strengthening growth in Uganda and in turn the capacity for GoU to achieve its 2009 PEAP targets. Research indicates that violent conflict reduces GDP by as much as 2 % per annum. The PRDP represents an extraordinary effort to reverse those trends by achieving peace and stability in Northern Uganda that will in turn have a positive impact on growth and prosperity.
- iii. **Organising framework:** It is also a framework adapted to the conflict contexts in the North which will ensure better coordination, supervision and monitoring of ongoing interventions in order to be able to relate a better analysis of impact upon socio-economic targets.
- iv. **Political, Security and Development Links:** by adopting a conflict framework it is expected that socio-economic investments will be better linked to changes in security approaches. In particular this focus will be on the timing, sequencing and creation of an enabling environment, for example by demilitarization in certain areas, which is conducive for recovery and development.
- v. **Mobilising of resources to address gaps:** analysis of current international and national interventions suggests that there are gaps in responses to the conflict. The PRDP is a resource mobilising effort which by way of reallocation of existing budgets and securing of additional resources, it is expected those gaps can be addressed.

3.2 Conflict mapping

Northern Uganda is defined to include all 33 districts that are experiencing conflict or have been affected by conflict and are still suffering from its effects. The 33 districts are categorised into three sub-regions based upon three distinct types of conflict situations that can be traced to their respective historical roots. These are outlined in Table 3.1.

- i. post-conflict setting;
- ii. ongoing armed rebellion;;
- iii. lawlessness and underdevelopment of pastoral communities.

Table 3.1: Sub-regional Conflict Analysis/Security mapping

	North West	North Central		North East	
Type of conflicts	Armed rebellion	Armed rebellion		Lawlessness and Under-development	
Armed elements	UNRFI (ended 1985) WBNF(1986) UNRFII(ended 2002)	UPDA(ended 1988) HSM (ended 1988) LRA-ongoing		Local clan-based armed groups	
Shocks	Cessation Drought/food insecurity; Refugee influx from DRC/ Sudan	Large-scale population displacement		Drought/ food insecurity/ displacement	
Affected districts	Arua Adjumani Moyo Nebbi Yumbe Koboko Nyadri	Gulu Kitgum Pader Amuru	Lira Apac Dokolo Amolatar Oyam	Kotido Moroto Nakapiripirit Abim Kaabong Soroti Katakwi Amuria Kaberamaido	Kumi Pallisa, Busia Kapchorwa Mbale, Sironko, Bukwa, Bukedea, Budaka Tororo Butaleja
Status of conflict	No armed groups operating in West Nile districts	Ongoing	Spill-over	Ongoing	Spill-over
Peace strategy	<u>Pacification:</u> WNBF <u>Peace Agreement:</u> UNRFI and UNRFII	<u>Multiple Track:</u> Amnesty, military, local mediation, regional cooperation, and ICC.		Increase in state civil presence beyond military, basic needs, disarmament; and local traditional leadership in resolving conflicts	
Ongoing issues	Fulfilment of commitments as per peace agreement	Political dialogue ongoing		Lack of trust between civilian population and state institutions; enhance pastoral development	
Scenarios	<u>Scenario 1:</u> Continued stabilisation.	<u>Scenario 2:</u> Cessation of hostilities and 3 out 5 agenda items have been signed and there is great potential for negotiated settlement.		<u>Scenario 3:</u> Strengthening in legal/ political/ socio-economic structures	

Conflict Mapping and Scenarios: baselines, targets and investments have been calculated according to mapping the context within a conflict framework and setting certain scenarios for each area. These scenarios are based on a political security analysis by GoU setting out the most likely case for each sub-region.

- *North West sub-region:* is in a post-conflict situation whereby the majority of communities have returned home and are ready to initiate and pursue recovery and development activities. It is expected that this situation will continue.
- *North Central sub-region:* still faces challenges of the on-going LRA insurgency and the spill-over effects. In the short-run, there is a need to continue meeting the emergency needs of the IDPs while stabilising the situation for re-integration. It is expected that this sub-region will be stabilised in the next one year.
- *North East sub-region:* is still faced with lawlessness and disorder. There is still need to provide basic services and protection to affected populations. Amuria, Katakwi, Kaberamaido and Soroti are categorised under the North East even though they were also affected by the LRA because they have suffered from effects of cattle rustling for a much longer time than the LRA effect and will continue to be impacted.

Conflict mapping and vulnerability: by adopting a conflict mapping framework it is recognised that in some districts, particularly those most distant from active hostilities, other shocks and stresses affect vulnerability. In calculating targets and investments (such as the livelihood social protection programme) the PRDP has weighted those districts to include other vulnerability factors, as for example indicated by (UBOS) household poverty surveys and the district survey on human development indicators.

3.3 Assumptions and Guiding Principles

The PRDP is a forward looking plan and therefore certain assumptions have to be made in relation to the context to facilitate the planning, implementation and monitoring process, taking into account the political and security factors. In turn, GoU is aware that a three year recovery program is not sufficient to address all the causes and consequences of decades of conflict. However, it makes this effort to set an enabling environment for long term stability and development (as set out in the PEAP).

3.3.1 Assumptions

The success of the PRDP will depend on the assumptions that there will be:

- i. Good faith and political will to end armed hostilities by all parties;
- ii. Continued improvement in the security situation;
- iii. Greater freedom of movement of displaced populations within an improved security context;
- iv. Sufficient resources for pursuit of the PRDP objectives in line with a review of current Medium Term Expenditure Framework (MTEF) ceilings;
- v. Continued cooperation and support of international partners for humanitarian and recovery processes within the PRDP framework;

- vi. Reconciliation promoted by all stakeholders;
- vii. Capacity of district local governments and service providers to implement the PRDP;
- viii. Sectoral policies, plans and programmes will be reviewed and adjusted by central and local governments in light of the conflict/post conflict situation.

3.3.2 Guiding Principles

In turn, the outcomes that are desired at the end of the three years of PRDP implementation will only be realized if and when the following cardinal principles are observed and followed.

- i. **Coherence:** in strategy and programmes within GoU and all stakeholders within the PRDP framework;
- ii. **Conflict analysis:** Northern Uganda is defined according to a conflict analysis framework which in turn defines the form and resourcing of security, humanitarian, and recovery interventions;
- iii. **Promotion of equity;**
- iv. **Prioritization:** is based upon a combination of political commitments and current needs;
- v. **Needs based programming that promotes participation:** service delivery is based upon population needs and targets, and not administrative areas;
- vi. **Government responsibility:** GoU is responsible for creating an enabling environment for protection, return and resettlement of the displaced population;
- vii. **Mainstreaming:** crosscutting issues, HIV/AIDs, gender, environment, and human rights will be mainstreamed in all interventions;
- viii. **Decentralization** - The focus of the PRDP will be upon local and district governance structures.
- ix. **Transparency and Flexibility in approach**
- x. **Upward and Downward Accountability**

3.4 PRDP Goals and Strategic Objectives

The overall goal of the PRDP is stabilization in order to regain and consolidate peace and lay the foundations for recovery and development in Northern Uganda

In order to achieve peace and recovery in the Northern districts, the PRDP sets out four strategic objectives that are graphically presented in Figure 3.1. These objectives are not ranked according to importance or priority – they are mutually reinforcing and hence must be addressed simultaneously.

Figure 3.1: PRDP Goals and Strategic Objectives



Strategic Objective 1: Consolidation of State Authority

The primary purpose of this objective is to make investments that create an enabling environment for stabilizing the political, economic and social conditions in the region. This implies enhancing the state presence, functionality, good governance, rule of law and effectiveness as a pre-requisite for further investment. This will also involve transformation from a purely military framework to reinforcement of civilian administration including civilian police and law and order agencies.

Priority actions include:

- Cessation of armed hostilities;
- Establishment of law and order and enhancement of protection;
- Enhancing the functionality of judicial and legal services;
- Strengthening of local government presence and effectiveness.

Strategic Objective 2: Rebuilding and Empowering of Communities

The main aim is to empower people to be able to participate in the recovery, re-settlement and reintegration processes in a manner that leads to improvement in their livelihoods. The communities will be empowered to better plan and control their livelihoods. This will necessitate increased provision of basic services and ensuring that vulnerable groups are able to access these services.

Priority actions include:

- Improving conditions and quality of life of the displaced persons;
- Return and reintegration of displaced populations;
- Initiating community rehabilitation and recovery activities in all communities;
- Provision of services and protection of vulnerable groups.

Strategic Objective 3: Revitalization of the Economy

The PRDP will promote both subsistence and commercialized economic activity within the region. This will involve revitalization of the production sectors and marketing systems and investing in capitals – natural, physical and human. The skills and productivity of the labour force will be stepped up in order to enhance the population’s participation in the recovery and development process.

Priority actions include:

- Re-activating the productive sectors – with a focus on agriculture;
- Rehabilitation of critical infrastructure – roads, bridges and energy;
- Strengthening Land Use and Urban Planning and Management
- Industrialisation of Northern Uganda
- Reinforcing mechanisms for sound management of environment and natural resources.

Strategic Objective Four: Peace Building and Reconciliation

The primary aim under this objective is to address the social challenges in Northern Uganda that have arisen as a result of fractured social relationships in order to resuscitate the peace building and reconciliation processes. This will require putting in place mechanisms for rehabilitating the victims of war and facilitating their re-integration into the communities while strengthening the local conflict resolution mechanisms and the relationship between civilians and government/ public administration.

Priority actions include:

- Increasing access to information and media;
- Expanding access to trauma counseling services;
- Reinforcing mechanisms for local intra/inter communal conflict resolution.

3.5 Risks to the PRDP

The PRDP recognises that there are major risks involved in the implementation of the programmes to meet the four strategic objectives. Any one of these risks is sufficient to derail or undermine the PRDP framework. These risks include the following:

1. Return to war and continuing hostilities;
2. Inadequate resources and investments;
3. Inadequate coordination of PRDP programmes and investments due to a weak institutional framework;

4. Non-compliance by Development Partners to work within national policies and guidelines established within the PRDP;
5. Inefficient use of public resources; and
6. Capacity constraints at point of delivery.

Mitigation strategies will be part of the implementation process once the PRDP is approved and launched.

3.6 Timeframe

The timeframe for the PRDP is three years. It is expected that over that time, the realistic targets which are set for the respective programmes outlined in Chapter 4 will be met. During the life of the PRDP there will be a monitoring and evaluation framework which will regularly track progress of implementation. At the end of three years there will be an evaluation of the PRDP to look at the longer term development needs in the North.

4.0 PRIORITY PROGRAMME INTERVENTIONS

The district and national consultations held during the PRDP preparation process identified 14 priority areas of intervention that would lead to peace, recovery and development over the next three years. These programmes are aimed at stabilising the conditions in the North, laying ground for subsequent development programmes. The 14 programmes contribute to the four strategic objectives of the PRDP of consolidating state authority, rebuilding and empowering the communities, revitalising the economy and peace building and reconciliation and the overall goal of peace and recovery.

PRDP Programmes

Strategic Objective 1: Consolidation of State Authority

Six programmes will be implemented to consolidate state authority:

1. *Facilitation of Peace Agreements initiatives*
2. *Police Enhancement Programme*
3. *Prisons Enhancement Programme*
4. *Judicial Services Enhancement Programme*
5. *Local Government Enhancement Programme*
6. *Rationalization of Auxiliary Forces Programme*

Strategic Objective 2: Rebuilding and Empowering Communities

Three programmes will be implemented in the next three years to kick-start the process of rebuilding and empowering the communities.

7. *Emergency Assistance to IDPs Programme*
8. *IDP Return/Resettlement Programme*
9. *Community Empowerment and Recovery programmes-health, education, water, livelihood support.*

Strategic Objective 3: Revitalization of the Economy

Revitalization of the economy will require investments in three programme areas:

10. *Production and Marketing Enhancement Programme-agriculture, livestock, fisheries*
11. *Infrastructure Rehabilitation and Urban Improvement – roads, bridges, power*
12. *Environment, Land, Natural Resource Management-wood coverage, wetlands*

Strategic Objective 4: Peace Building and Reconciliation

Two programmes will be implemented to enhance reconciliation and the peace building process:

13. *Public Information Education and Communication (IEC) and Counselling*
14. *Amnesty, Demobilization and Re-integration of ex-combatants (ADRP)*

Implementation of the 14 programmes will commence at the same time in the first year. However, given the capacity constraints and the variations in need between the sub-regions, the programmes will be implemented at varying speeds over the three year period. Government will start slowly in some programmes and use the experiences gained to increase the momentum of implementation in the outer years. In other cases, some programmes have already started within the Emergency Humanitarian Action Plan (EHAP) overseen by the Joint Monitoring Committee (JMC) hence implementation will be fast.

In the rest of this chapter, the key activities to be undertaken in each of these programmes are described as well as the strategy to be employed.

4.1 Strategic Objective 1: Consolidation of State Authority

Overview

The conflict-framework applied to the North recommends activities leading to the consolidation of state authority. In achieving this strategic objective it is recognised that the six programmes below largely identify 'supply-side' of supporting local government and the rule of law. A priority will be set on expanding police, judicial and prison services as well as strengthening effective and efficient local administration. In some areas such as Karamoja, disarmament of local armed elements will be critical to providing and re-establishing security and law and order. It is recognised that the 'demand-side' of local governance will also have to be strengthened to enable civil society and informal governance structures, such as traditional and religious leadership, demand more accountability, responsibility and transparency of local authority.

The prioritisation and sequencing of interventions in the sub-regions will be determined during the implementation phase. An outline of how the programmes will be applicable in each sub-region is given below:

North West Sub-Region: as outlined in the UNRFII and WNBFF Peace Agreements and subsequent planning discussions (such as the MANYANK Initiative) GoU will expand efforts at increasing rule of law, a gradual demilitarization of the area and strengthening of border security. Reductions in auxiliary forces and redeployment of UPDF will be mirrored by an expansion in police and criminal justice services.

North Central Sub-Region: the different kinds of state consolidation will be contingent on peace and security in the sub-region. According to the scenario outlined in table 3.1, it can be expected that there will be a gradual demilitarization of the sub-region as UPDF moves to perimeter and border security functions and police and criminal justice services provide protection and rule of law in population centres.

Priorities will be on providing rule of law services in areas of return and in establishing formal and informal mechanisms outlined in the IDP Policy, the Land Act and other policy documents to manage land disputes.

North East Sub-Region: it is recognised that many attempts have been made to better manage local security in the North eastern sub-region with uneven success. Expansion of state rule of law services will be in line with the Disarmament Programme for Karamoja, however, it is recognised that whilst efforts are made to better control arms (through registration and reduction), such initiatives will be combined with strengthening international border control and cooperation to manage external threats. In turn, internal law and order concerns will be addressed through multi-sectoral approaches including livelihood support.

Complementarity of roles and responsibilities; most services under this objective will be provided by GoU at the national level. However, it is recognised that some services may be provided by non-government, private sector and UN agencies (such as legal aid services, human rights training, and disarmament activities).

Key Government Institutions

The programmes to achieve the objectives of consolidation of state authority are mandated to several centralised ministries; including Ministry of Justice and Constitutional Affairs, Ministry of Local Government, Ministry of Internal Affairs, Ministry of Defence, Ministry of Foreign Affairs and their relevant departments, commissions and services (e.g. Judiciary, Directorate of Public Prosecutions, Uganda Police Force, Uganda Prison Services, Judicial Service Commission, Uganda Law Reform Commission, etc.).

In addition, sector programmes require coordination amongst aforementioned ministries, such as role of administration of justice and maintenance of law and order in Uganda. This technical planning and coordination will be done through sector working group (e.g. Justice, Law and Order Sector- JLOS).

The Local Governments will work with representatives of the centralised ministries to ensure that state functions and institutions are being rehabilitated and services enhanced.

4.1.1 Facilitation of Peace Agreement Initiatives

Context

Northern Uganda has been through a series of conflicts, most which have been resolved. The most recent settlement was the agreement with the UNRFII and WNBF. These peace agreements have often had resource implications for GoU in facilitating implementation. The conflict with the LRA remains outstanding although GoU has opened up negotiations with delegations associated with the LRA in southern Sudan (starting in July 2006). Whilst it is still premature to predict any outcome of these negotiations it can be expected that inevitably there will be costs associated with any peace agreement. Experience from other peace processes suggests that whilst costs associated with post-conflict recovery, such as development investments are well funded, resources are difficult to secure for facilitating implementation of peace agreements.

This Programme will finance the scaling up of the Mine Action Program launched in July 2005 as well as Support for Small Arms and Light Weapons Programme which is involved in elimination of illicit arms and ammunitions. The mine action response is a prerequisite for early return as stipulated in the Internally Displaced Person's National Policy. Mine Risk Education should be provided to all the affected communities in order to reduce accidents and to provide support to land mine victims and survivors in order to enable them gain their full potential to engage in development. The policy provides for mapping out suspected mine areas, conducting humanitarian demining, provision of mine risk education to the community and support to mine victims.

Strategy

GoU will address any commitments which may arise during the current peace negotiations. This programme will finance the costs involved in cross border movements, facilitating reunification with families returning, consultations on implementation, logistics as well as other support identified to ensure the consolidation of peace in the post agreement phase. It will also include among others, de-mining all identified mine and unexploded ordinance contaminated areas in the North; establishment and deployment of quality control teams in the cleared areas; and establishment and deployment of mine detection dogs to ensure complete clearance and hand over of cleared land for economic activity.

Objectives

To speedily implement the provisions of a peace agreement with the LRA.

Activities

It is not possible to determine exactly what kind of commitments will be secured but a number of activities are envisaged:

- Facilitation of stakeholder involvement;
- Information dissemination relating to the peace process;
- Implementation of commitments made in the peace agreement;
- Support for illicit small arms and light weapons Programme
- Support to Mine Action Programme

Summary Budget

The peace negotiation process has started and once concluded, the commitments must be implemented immediately. Therefore 40% of the investments are needed in the first year to hasten the implementation process and 30% will be required in each of the subsequent years.

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
4,220,000,000	3,165,000,000	3,165,000,000	10,550,000,000	5,861,111



Children in search for a conflict free environment

4.1.2 Police Enhancement Programme

Context

The Uganda Police Force (UPF), established under the Constitution of the Republic of Uganda (1995) and the Police Act Cap (303) as amended by the Police (amendment) Act (2006) is mandated to protect life and property, preserve law and order, prevent and detect crime, cooperate with civilian authority and protect the rights of the individual. The Police (Amendment) Act (2006) provides for the integration of the Local Administration Police into the regular police force.

UPF is centralized and decisions to recruit, train, deploy, promote, transfer and retire are made at the National Headquarters in consultation with the Regional and District offices.

UPF is one of the institutions of the chain in the re-establishment of law and order in the North. Others include Prosecution, Judiciary, Human Rights Services and Prisons.

It has been reiterated that the armed forces are very vulnerable to HIV/AIDS, resulting in impact on national security. Their vulnerability stems largely from lack of access to prevention information and commodities; high morbidity and staying away from families for extended periods; having spare income and power to engage in commercial sex and sexual abuse; and transactional sex with women that are forced to exchange sex for a livelihood. There is urgent need for comprehensive action at national, regional and global levels working together with military personnel.

Current Situation

UPF has been severely affected by the twenty years of conflict. The displacement, which has affected the civilian population, has also affected the civilian police including the destruction of police posts, loss of equipment, death, displacement of personnel and their families. This led to the withdrawal of most of the police personnel. The policing functions were therefore largely taken over by the military, Local Defence Units (LDUs) and the communities that have maintained mechanisms of protecting themselves through alternative forms of justice. However under the emergency plan, police has since July 2006 been building its capacity and presence in the most affected areas in order to facilitate return and settlement of IDPs in 13 districts.

Total Police Strength

The total police strength in the North comprises 1,722 regular police personnel and 2001 local police personnel. The target is to have a total strength of 4,223 over the next three years. The current police to population ratio is 1:2298. The target over the next three years is to attain a police to population ratio of 1:1069

Status of police facilities and personnel

District Police Headquarters: Each of the 33 districts in Northern Uganda requires a district police headquarters. Currently only 12 districts possess district police headquarters. The target over the next three (3) years is to construct 10 additional district police headquarters. Each district police headquarters shall be manned by at least sixty (60) personnel.

Police Stations: **A police station supervises two or more sub county police posts. Currently there are only 19 in the region. The target in the next three years is to construct 25 stations to ease monitoring and supervision. Each of the stations shall be manned by at least 40 personnel.**

Police Posts: Each sub county is to have a police post. Currently, there are 184 which are operational yet there are 322 sub counties. The plan is to operationalise the balance of 138 to take services nearer to the people. Each post shall be manned by 30 personnel.

Regional Variations:

North West: Currently the Local Defence unit (LDUs) play the lead role in providing security and maintaining law and order. The fundamental requirement in a post-conflict situation is to strengthen civilian administration including police to fill the security vacuum left by disarmed groups and the withdrawal of the military. Porous borders with the Democratic Republic of Congo (DRC) and Southern Sudan leaves the North West open to influx of displaced populations creating conditions for further conflict. This in turn, emphasises the need for more civilian approach to law and order.

North Central: This is an area which experienced low intensity armed rebellion. UPDF provided perimeter security with camp protection resting with the Local defence units while the local community leadership was key in the maintenance of law and order. This provided stability but as peace gains momentum and return to villages is planned, the government shall re-introduce formal police structures to camps and prepare for return whilst undertaking confidence-building measures.

North East: This sub region, specifically Karamoja (pastoralist communities), is faced with breakdown in law and order due to intra-ethnic rivalries, cattle raiding and tension over natural resources especially water and grazing lands. The state has attempted to disarm the Karamojong and control inflow of weapons with limited success. Increasing basic services by local government has not diffused the situation. There is need for a specific law and order strategy using both local governance structures as well as the UPF and community service approaches (as envisaged by the Karamoja Disarmament Programme).

Objectives:

The reform of Police is a long -term development goal of government. During the three (3) years stabilisation period of the PRDP, medium term objectives of the Police is to:

- Improve capacity for crime prevention and a satisfactory disposal of cases;
- Improve the populations' accessibility to police protection services;
- Uphold and enforce laws of the country in the region.

Strategy:

The strategies to achieve these objectives are as follows:

- Increase police presence in Northern Uganda;
- Ensure staff are equipped and trained to function and execute their jobs;
- Strengthen community policing.

Programme Activities:

The priority activities include;

- Re deployment of the current police to the 105 posts to be operationalised.
- Increase police presence from 3723 to 11,510 personnel.
- Screen and re-train the Local Administrative police to meet national standards.
- Renovation of existing facilities and establishment of new posts as per targets established including housing.
- Train personnel in crime intelligence and investigation for effective handling of cases.
- Promote HIV/ AIDS prevention
- Promote community policing.
- *Community Policing:* This will focus on four areas: Child and family protection; educating the communities on how to support police activities; Promotion of Human rights; and dealing with Domestic violence.
- Timely payment of salaries.

Summary budget (over three years)

Police presence and facilitation will rapidly increase in the first year hence requiring 40% of the total investments. Investments in the subsequent years will be relatively slower at a rate of 30% in the outer years.

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
41,489,511,568	31,117,133,676	31,117,133,676	103,723,778,920	57,624,322

4.1.3 Judicial Services Enhancement Programme

A. Courts, Judiciary

Current Situation

Whereas there has been a sketchy presence of some JLOS institutions in the war-ravaged areas of the North, the presence of the Ministry of Justice and Constitutional Affairs has not been felt.

- There are 8 Chief Magistrates against a required number of 33.
- There are only 21 Grade I magistrates as opposed to the 33 that are required in the North.
- Courts are inadequate, vandalised and in some places non-existent.

Objectives

- Ensure rule of law and due process is strengthened in the conflict-affected areas;
- Support the criminal, family and commercial justice system;
- Establish the necessary land tribunals in the areas of return;
- Strengthen provision and accessibility to legal services by the general public.

Strategy

A three pronged strategy will be adopted in the next three years:

- i. Re-establishment of functional legal and judicial system in the North that includes prosecutorial staff, judges and courts.
- ii. Mechanisms will be established to solve land conflicts and other land access and tenure-based problems
- iii. Ensure due process is available to all citizens in the North; This will involve supporting existing legal services such as those provided by NGOs, the private sector and identifying other legal service providers and supporting them and disseminating information on the judicial services.

Activities

- Speedy clearance of the case backlogs for confidence building
- The PRDP targets to recruit an additional 25 magistrates to fill the gap over the next three years
- The PRDP targets to recruit 13 additional Grade I magistrates to fill the gap
- The PRDP targets to rent the needed space for both the Chief Magistrates and Grade I Magistrates that will be recruited

B. Public Prosecution, State Attorneys

Article 120 of the Constitution of the Republic of Uganda (1995) mandates the Director of Public Prosecution (DPP) to handle and prosecute criminal cases in the country. Within this framework, the DPP has the following strategic objectives:

- To ensure efficient and prompt prosecution of criminal cases countrywide.
- To increase the awareness and confidence of the public in criminal justice process.

Given the need for a comprehensive recovery and development programme in Northern Uganda, the DPP in conjunction with other stakeholders, has a fundamental role to play in the establishment of law and order within the region, which includes among others to:

- Guide the Police in investigations of criminal cases;
- Prosecute all criminal cases;
- Expeditiously handle backlog cases accumulated over a long period of time due to inadequate criminal justice process.
- Establish DPP offices in all conflict affected districts to facilitate faster handling of cases and quick consolidation of peace.

Current Situation

The DPP is thinly spread out in the region with only 14 operating stations out of 33 districts, with a staff capacity of only 8 Resident State Attorneys and 22 State Prosecutors. In addition, only 5 stations have own office buildings and 9 housed in rented accommodation. Therefore the no Senior State Attorneys, State attorneys and support staff in the North are grossly inadequate.

Strategy

In order to be effective and efficient, DPP will under take the following strategy in the next three years:

- The PRDP targets to recruit an additional 27 State Attorneys over the next three years. The support staff will also need to be beefed up from the current 7 to 30 personnel that are required
- Deploying Senior State Attorneys to handle capital offences that cannot be handled by local structures
- Expand geographical coverage by recruiting, deploying and redeployment of more staff i.e. Principal State Attorneys, Senior State Attorneys, State Attorneys and State Prosecutors.
- Construct 10 Resident State Attorney's Stations and rent 10 offices.
- Operationalize the stations by equipping them effectively with vehicle, furniture, computers, telephones, solar panels.

C. The Local Council Courts.

The Local Council Court (LCC) structures and functions thereof started during the NRM bush war of 1981-86. Overtime, the judicial functions of these courts have developed. The Resistance committees (judicial powers) statute 1988 formalized the judicial powers of the Councils. This was intended to achieve a more accessible, cost effective and popular system of justice.

This system is an alternative to the formal court system, much closer to the local people and

therefore more relevant to the majority of the rural poor. In 2006 parliament enacted the Local council courts Act 2006. This law principally provides for the establishment and composition of the local council courts. The structures of these courts are pegged on the Decentralized structures under the local governance. The Courts are established at the village known as Village Council Courts. At the Parish level / ward are known as the Parish Council Courts and at the Town/ Division / Sub County Council Courts.

There are about 950 Local Council III Courts, and there are 5,250 Courts at parish level, 44,500 Courts at village level making a total of 50,700 LCCs across the country. The table below gives the current position of the LC Courts situation in Northern Uganda.

Table 4.1: Distribution of LC Courts in Northern Uganda

DISTRICT	SUBCOUNTY	PARISHES	VILLAGES	TOTAL
ADJUMANI	6	35	143	184
APAC	22	117	1974	2113
ARUA	36	231	2103	2370
GULU	23	121	407	551
KITGUM	20	93	763	876
KOTIDO	22	102	660	784
LIRA	28	159	2139	2326
MOROTO	11	46	216	273
MOYO	8	24	158	190
NAKAPIRIPIRIT	10	42	1283	1335
NEBBI	19	87	1296	1402
PADER	18	73	1044	1135
YUMBE	8	42	324	374
TOTAL	231	1172	12510	
GRAND TOTAL				13913

Summary Budget

At least 40% of the total investments will be made in the first year to facilitate establishment of the presence of the judicial system in the North and 30% will be required in each of the subsequent years.

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
4,963,701,581	3,722,776,186	3,722,776,186	12,409,253,952	6,894,030

4.1.4 Prisons Enhancement Programme

Context

The Uganda Prisons Service (UPS) was established under Article 215 of the Constitution of the Republic of Uganda (1995), and section 3 of the Prisons Act (1958) revised in 1964 and amended in 2006 (Prisons Act -2006). These, together with the Prison Rules, made under section 124 of the Act continue to provide the legal framework. The vision of UPS is “to contribute to a crime free society”. Its goal is to contribute to the protection of all members of society by providing reasonable, safe, secure and humane custody of offenders in accordance with universally accepted standards, while encouraging and assisting them in their rehabilitation, reformation and social re-integration as law abiding citizens.

Current situation

Prisons

UPS has experienced ravages and consequences of the past political turmoil. Infrastructure in certain areas was destroyed, looted or simply wasted away due to non use. Most prisons are crowded with a negative impact on supervision, escort service and health.

- The total number of *central prisons* in the North is 15 with a capacity of 1,586. The current prison population however is 3,816 – with an excess of 2,230 inmates (hence, one cell holds three instead of one);
- Local government prisons have been re-aligned under a central command. There are 34 local government prisons in the North with a capacity of 717. They hold 1,943 inmates - an excess of 1,226 prisoners (again one cell holds three instead of one);
- Most local prisons are grass thatched.
- There are only 4 remand homes for juveniles, yet evidence suggests that countrywide suggests that juvenile crime is on the increase ;
- With a current strength of 901 prison personnel, the prisoner/staff ratio remains high.
- **Overcrowding and Poor Infrastructure:** The structures and facilities in all the Local Government Prisons are dilapidated requiring reconstruction rather than renovation.
- **Staff Accommodation:** in all UPS and Local Administration Prisons (LAPs) there has been a serious problem of poor staff accommodation.
- **Training:** all the staff of Local Government Prisons are below required standards.

Community Service

Central and Local Administrative prisons are holding high numbers of petty offenders who are eligible for Community Service. The Law on Community Service under Section 14 provides that offenders, who are currently serving prison sentences but remaining with six months, can or may request for a revision of their sentence to enable them qualify for non-custodial sentences like Community Service. Of the total 3,816 prisoners in the Central

Prisons in the North, 1,288 or 34% are eligible for community service, however, they have not benefited from community service. Community service can be used to release the 1,288 prisoners to reduce pressure on the central prison facilities.

Programme Objectives

During the three year period of implementation, the Prison and Community Service program will aim at fulfilling the following objectives:

1. To reduce overcrowding by increasing prison facilities and strengthening community service;
2. To ensure more effective management of prisons by improving staffing.

Strategy

The existing prison infrastructure is insufficient to meet the growing demands of the population. As the police and justice institutions strengthen their presence, there will be more reported crime and more convictions. The PRDP has two strategies for reducing the prisoner staff ratio:

- i. increasing the prison capacity by renovation and expansion of existing facilities;
- ii. increasing eligibility for community service (to be jointly established by the prisons staff and the communities).

Programme activities

The priority activities under this programme will include:

- i. Rehabilitation of offenders within their communities;
- ii. Sensitize the public to accept offenders back home and serve punishment through projects, which are of benefit to the community;
- iii. Construct new prisons where there is need to decongest the prisoners;
- iv. Rehabilitate and expand the existing structures;
- v. Support the staff improvement training and deployment in the region;
- vi. Improve coordination of the Criminal Justice System;
- vii. Provision of transport facilities and other equipment to the region;
- viii. Provision of low cost housing to staff.

To ensure more effective management of prisons, the current strength of 901 will be supplemented with an additional 321 personnel, and training and staff welfare will be strengthened.

Summary Budget

Implementation will start slow in the first year whereby only 20% of the total investments will be required to kick start the programme. Momentum will be gained in the second and third year whereby 30% and 50% of the resources will be invested, respectively.

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
4,342,032,450	6,513,048,675	10,855,081,125	21,710,162,250	12,061,201

4.1.5 Rationalization of Auxiliary Forces Programme

Context

The GoU infrastructure in support of national security includes the Uganda Peoples Defence Force (UPDF) established by way of the 1995 Constitution. In addition, the policy framework endorsed by Parliament to reinforce the UPDF calls for recruitment of local Auxiliary Forces (AFs) to support UPDF operations by providing armed protection of civilian populations as the UPDF takes perimeter security responsibilities. The AFs are local community based forces, which serve as an intermediate force in support of UPDF operations and the Uganda Police Forces (UPF) to address security related threats. They are recruited from amongst former government soldiers, ex-security personnel, local groups and other persons with a security background who volunteer from the communities.

The UPDF, AF and UPF are considered government security assets with distinct responsibilities vis-à-vis the civilian population (Table 4.2). These forces are operationally under the responsibility of the Ministry of Defence and administratively under the Ministry of Internal Affairs respectively.

Table 4.2: Framework for the Government Security Sector in the North

CATEGORY OF FORCES		GOVERNMENT FORCES ²	
Element	Military	Military/Civilian	Civilian
Institution	UPDF	Auxiliary Forces	Ugandan Police Force
Instrument	Legal Framework	Policy Framework	Legal Framework
Responsible Line Ministry	Ministry of Defence	Ministry of Internal Affairs/ Ministry of Defence	Ministry of Internal Affairs
Mandate/Responsibility	Protect the Territorial integrity of Uganda	Serve to protect communities in times of national emergency or internal security problems	Maintain law and order
Commitments /or Terms And Conditions of Work	As per terms and conditions of service	Monthly salary	As per terms and conditions of service.

In the medium-term the downsizing of government forces will be part of a more comprehensive security sector reform process as outlined in the Government White Paper of 2004. In the short term and with specific reference to the North, as the UPDF withdraws and the UPF takes over, the LDUs will shift from supporting military operations to supporting police functions. The security infrastructure in the North will be rationalized taking into consideration the progress in cessation of hostilities in the various sub-regions.

Current Situation

² Government forces include national security forces such as the police, national army, LDUs or any other such force under the Government payroll.

The UPDF and the Uganda Veterans Assistance Board (UVAB) carried out an assessment of the AFs in 2004-05. Findings of the assessment in 13 districts in the North including Adjumani, Amuria, Katakwi, Apac, Oyam, Gulu, Arua, Kaberamaido, Kitgum, Lira, Moyo, Nebbi, Pader and Yumbe show that there were 31,549 ex-service men deployed amongst the auxiliary forces at that time. The names of the local forces differ from region to region but they all serve the same purpose – they are auxiliary forces formed to protect citizens and support UPDF operations.

Categories of Auxiliary Forces

- i) **Local Defence Units (LDUs):** LDUs are present in West Nile, Acholi sub-region and non-LRA affected districts of the Teso and Elgon areas. Administratively, LDUs are under the Uganda Police Force which also holds their budget but operationally, they are under the UPDF . The total strength of LDUs is 2,724 in West Nile and 11,704 in the Acholi sub-region.
- ii) **Amuka (Lango):** The Amuka boys in Lango sub-region total 10,288 in number. They have played a big role in supporting the UPDF in repulsing the LRA from Lango sub-region.
- iii) **The Arrow Brigade:** The ‘Arrow Brigade’ was formed through voluntary recruitment in the Teso sub-region to supplement the work of the UPDF in repulsing and fighting the LRA as well as the cattle rustlers when they attacked the Teso sub-region. By the end of 2005, there were 6,812 Arrow boys in the Teso sub-regions.
- iv) **Anti-stock Theft Unit (ASTU):** The Anti-stock Theft Unit was created to curtail and contain the cattle rustling in the Karamoja region. Their total strength in Karamoja comprises 21 personnel.

Objective

The main objective is downsizing the existing auxiliary forces in light of improvements in the security situation in each of the sub-regions. This will entail withdrawing and redeploying the UPDF while gradually increasing civilian police presence over the next three years.

Strategy

The AF Rationalisation Program will involve systematically replacing the civilian policing functions being performed by the auxiliary forces with regular police. For the Karamoja sub-region, however, while the UPF has made provision for recruitment, training and deployment of a buffer force of the Anti-stock Theft Unit (ASTU) forces at the border with Teso, Sebei, Bugisu, Lango and Acholi sub-regions, efforts to increase the presence of the ASTUs in the region is planned.

Activities

- In West Nile the LDUs will be reduced by 20%;
- In the LRA affected districts of Acholi, Lango and parts of Teso, the objective is to reduce the numbers by 50% as police deployment increases;
- In Karamoja, the aim will be to increase the number by 1,500 in the next three years

to support the disarmament program and supplement the work of the other security, law and order forces;

Summary Budget

The restructuring and demobilization of auxiliary forces has already been initiated by Government. Hence, implementation will start rather fast with 40% of the investments required in the first year. 30% of the investments will be needed in the second year as well as the third year of the PRDP implementation.

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
10,516,766,539	7,887,574,904	7,887,574,904	26,291,916,347	14,606,620

4.1.6 Local Government Enhancement Programme

Context

The vision of the Ministry of Local Government is to have a democratic, participatory, decentralized local government system. The role of the Ministry is to coordinate and support local governments for sustainable, efficient and effective service delivery. The Ministry, in conjunction with the Public Service Commission, recently undertook a restructuring exercise of all local governments. This was necessitated because of the promulgation of a new Constitution in 1995 and the Local Government Act (1997) which delegates wide ranging powers, functions and responsibilities to local governments. It was the view of the Parliamentary Sessional Committee on public service and local government that new structures be created that are affordable, efficient and effective. The PRDP recognises the complexity of filling in the staff gaps in local governments given the implications it poses on the wage bill and the logistics associated with the exercise.

Current situation

Most of the staffing levels in the departments in the districts covered under the PRDP are below those recommended by the restructuring exercise. As a result local governments in the Northern region have consistently underperformed in National Local Government Assessments.

- **West Nile:** the approved staff establishment is 3,273 and of these 1,438 are filled - with a 56.1% gap. The wage bill gap for the region is 55.3%.
- **Karamoja:** the approved staff establishment is 1,651, of these 825 are filled, with a 50% gap. The wage bill gap for the region is 55.5%. Nakapiripirit has no gap in education and works while Kotido district has no gap in education. However, poor roads in Kotido suggest that whilst staffing is sufficient they do not have the necessary equipment and resources to work.
- **Elgon:** Kapchorwa district has a 46.4% gap in only the administration department. There is a need to fill this gap. Kapchorwa district has no gap in the rest of the departments. In this sub-region the approved staffing is 6,293 and of these 3,488 are filled, with a 44.6% gap. The wage bill gap for this human resource gap is 46.8%.
- **Acholi:** the approved staff establishment is 1,971 and of these 725 are filled, implying a 63.2% gap. The wage bill gap is 54.4%.
- **Lango:** the approved staff establishment is 927 and of these 453 are filled, with a 51.1% gap. The wage bill gap is 50.3%.

Local governments in the North, as else where in the country, have become vulnerable due to lack of a domestic revenue base following the abolition of graduated tax in 2005. While block grants are sent to local governments for service delivery, they lack resources to meet the management costs of delivering the services. Management of recovery activities is more human resource intensive.

Objectives

- i. Strengthen local government capacity to deliver services;
- ii. Ensure that local governments coordinate, manage and supervise the delivery of service within the PRDP framework.

Strategy

Five key strategic issues will be addressed in this programme. A PRDP Sub-committee on Local Government will be established with membership from the Sector, the MoLG, the Local Government Finance Commission, MoPS, MoFPED and OPM to oversee the Programme. The strategic issues to be addressed include;

- **Local revenue enhancement:** additional resources made available (e.g. example from LGDP) for coordination and management of programmes);
- **Capacity enhancement:** recruit/ retain staff within the current practice under the LG Act. Recruitment will not only consider raising numbers but also recruiting in key posts required in a post-conflict situation. Such posts will be identified, prioritized and incentive packages put in place to encourage recruitment and retaining qualified staff in the 3 year transitional period.
- **Functionality:** each district will put in place an operations manager to assist the Chief Administrative Officer in day-to-day running of the PRDP activities. This officer may be allocated from existing staff in the district. All the lower local councils will need to function effectively requiring resources from the district to sub-counties and lower. Other options will include out-sourcing for particular technical expertise and also more dissemination and transparency will begin to strengthen the 'demand-side' of governance from civil society.
- **Effectiveness:** field monitoring and supervision of the PRDP programmes will be vital for ensuring effectiveness. Community monitoring of service delivery will be strengthened ensuring needs are properly assessed and targets met.
- **Coordination:** local government capacity is complimented by the numerous activities of international agencies. Coordination of these agencies will be strengthened through the PRDP framework using central government transfers, local government resources and other resources from other partners.

Summary Budget

Effective implementation of the PRDP will require sufficient staff in the local governments with the requisite capacity. 40% of the total investments will be made in the first year to quickly step up this capacity and 30% of the resources will be invested in each of the subsequent years.

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
34,048,006,900	25,536,005,175	25,536,005,175	85,120,017,250	47,288,898

4.2 Strategic Objective 2: Rebuilding and Empowering communities

Overview

A major objective of the PRDP will be provision of emergency assistance, basic social services and livelihood support to war-affected populations in need. From all assessments and analysis of the North, as outlined in the opening section, it is clear that socio-economic indicators point to a deep division between the North and the rest of the country. The PRDP therefore represents a major effort at social service and livelihood support to assist households achieve a level of normalisation beyond mere survival levels. According to the conflict framework, the provision of basic services and livelihood support will vary according to the respective sub-regional circumstances.

North West sub-region: as this sub-region is in a post-conflict transition most of the focus will be on expansion of normal delivery of social services primarily through district council mechanisms. In turn, the %age of vulnerability is smaller compared to other sub-regions and therefore more focus will be on kick-starting economic recovery than livelihood support at the household level.

North Central sub-region: the focus will be on implementation of the Emergency Action Plan under the JMC and the return and resettlement plans of the large IDP population. This will be contingent on satisfaction of security conditions, including land-mine mapping and clearance (in the districts of Lira, Soroti, Pader, Arua, Kitgum and Gulu), information and communication with IDP populations and processes for return and support. At the same time there will be a corresponding shift in program delivery as IDP camps become decongested and services are established in areas of origin or resettlement.

North Eastern sub-region: given that there is some violence related displacement particularly in Karamoja and surrounding area, particular support will be provided for IDP households. In turn, basic social service provision will have to adhere to the unique characteristics of addressing development amongst pastoral communities. For example, more attention will have to be paid to water resource management in arid areas as to water supply systems.

Complimentarity of Roles and Responsibilities: the international community provides a tremendous amount of assistance to GoU and in turn populations in the North for humanitarian and early recovery assistance through UN agencies, and NGOs. As part of the PRDP it is expected that these financing/ delivery systems will continue particularly in emergency and return areas ensuring speedy and comprehensive delivery, as well as meeting of universal standards (e.g. for child and mother health, through UNICEF and WHO). Other quick disbursements will be required to enable security in areas of return (e.g. to the UN supported national landmine policy maternal).

Key Government Institutions

The programmes to achieve the objectives of rebuilding and empowering communities are mandated to several ministries and institutions; including Ministry of Health, Ministry of Education and Sports, Ministry of Water and Environment, Uganda Aids Commission, Department of Disaster Management, Department of Pacification and Development, Ministry of Gender, Labour and Social Development and other relevant agencies.

In addition, sector programmes require coordination amongst aforementioned ministries, such as role of enhancing quality of life of IDPs or provision of services in areas of return. This will be done through Sector Working Groups (SWG) e.g. Health Working Group, Education Sector Working Group and in the case of emergencies through Inter-agency technical committee.

Local Government officials such as the district health, education, water, disaster management and community development officer will be responsible for managing the implementation of these activities in consultations with local partners through the technical sub-committee.



4.2.1 Humanitarian Assistance Programme

Context

Even when hostilities have to a large extent ceased in many parts of the North, about 700,000 people are still internally displaced and living in camps. The Internally Displaced Persons (IDP) Policy is under implementation to address these challenges. Under this policy, GoU has prepared an Emergency Plan for Humanitarian Interventions for the North - July 2006 - June 2007. In May 2006 Government launched a high-level Joint Monitoring Committee (JMC) to monitor the implementation of the emergency action plan. Activities are aimed at cessation of hostilities, protection of civilians, increased humanitarian assistance, and peace building and reconciliation. Within the PRDP framework, the emergency plan will continue to conclusion by end of June 2007. It is estimated that about 40% of the IDPs will have returned to their places of origin. Return rates are expected to increase over time but emergency interventions will continue to be required for an additional 6 months.

Current situation

i) The Emergency Humanitarian Action Plan (EHAP) for LRA affected Areas

Background

From January 2006, conditions of Internally Displaced Persons in Northern Uganda attracted a lot of concern not only in the Country but also regionally and internationally. Internationally, the problem was looked at from a broader context of conflicts in the Great Lakes Region. At the height of it all, the issue reached the United Nations Security Council (UNSC) which deliberated on it during the debate on the Protection of Civilians in Armed Conflict.

Establishment of the Joint Monitoring Committee (JMC)

Consequent to the debate on the matter by the UNSC, Government led a number of discussions and consultations with stakeholders on the issue of the humanitarian situation in Northern Uganda. An Inter-ministerial meeting was held in Geneva in March, 2006 to discuss proposals by Government of Uganda for a Joint Monitoring Mechanism to coordinate emergency humanitarian interventions and a United Nations Discussion Paper on the Humanitarian Situation in Northern Uganda.

In May 2006, The President of the Republic of Uganda launched a high level Joint Monitoring Committee (JMC) with a six-month Emergency Humanitarian Action Plan for Northern Uganda. The Joint Monitoring Committee is chaired by the Prime Minister of the Republic of Uganda with membership from relevant Government Ministries, Development Partners and the Civil Society.

Role of the JMC

The roles of the Committee are to;

- Identify, discuss and monitor issues related to the EHAP implementation
- Provide advice to Government and key stakeholders on action areas
- Establish benchmarks and mobilize resources needed for implementation of EHAP
- Ensure that decisions taken by the JMC are implemented

EHAP Areas of Focus

The EHAP areas of focus are categorised into 5 thematic areas namely:

- Cessation of Hostilities and Regional Security
- Peace Building,
- Enhanced protection of the civilian population,
- Improving conditions of IDPs,
- Return of IDPs and the PRDP

Operations of the JMC

The Joint Monitoring Committee (JMC) has been meeting on a monthly basis to review the implementation of the Emergency Humanitarian Action Plan and to discuss policy and program issues aimed at enhancing the Government, Civil Society Organisations and Development Partners responses to the needs of the Internally Displaced Persons of Northern Uganda. The total investment commitments for both Government and Development Partners is estimated at Ug Shs. 197,109,205.

Priority Areas: The Joint Monitoring Committee identified the following key priority areas to be focused on by all actors in the implementation of the Emergency Humanitarian Action Plan;

- i. Support to the Uganda Police Force to increase police presence in the region through recruitment, deployment and opening new posts,
- ii. Opening up emergency access roads in conjunction with the Ministry of Works and Transport, Office of the Prime Minister and World Food Programme,
- iii. Purchase of resettlement packages/kits, mainly hoes, pangas, axes, sickles, basic household items and seeds and planting materials for returning IDPs,
- iv. Strengthening the judicial and justice system through posting of High Court judges, hiring and deployment of Chief Magistrates, State Attorneys, and other relevant staff as well as establishment of Land Tribunals and LC courts where IDPs have returned home,
- v. Support to Local Governments to re-establish public administration at sub-county level, and
- vi. Supporting and monitoring livelihood programmes geared towards engaging IDPs that have returned and resettled to start working on productive activities.
- vii. Strengthening the coordination mechanisms for humanitarian action both at the national level (Department of Disaster Preparedness in OPM) and at the District level (District Disaster Management Committees-DDMCs).

The Joint Monitoring Mechanism will be reviewed upon the finalisation of the PRDP. Thereafter, the PRDP will form the basis for all ongoing and new interventions in the next three years linked to the National Poverty Eradication Action Plan (PEAP) and the Government's Medium-Term Expenditure Framework (MTEF).

Table 4.3: JMC Resource Commitments

No.	Source	Ug. Shs "000"	Other Currencies "000"	Summary Areas Spent on
1	Government of Uganda	18,600,000	0	All 5 thematic areas
2	German Government	15,275,000	6,500 €	Non Food Items, sanitation kits, agric tools & seeds, water and sanitation
3	United Kingdom	1,759,500	510 £	Uganda Police for trucks & communication equipment
4	The Netherlands Govt.	19,035,000	8,100 €	Uganda Police – civilian protection
5	Austria	2,100,000	1,200 US \$	Water and Sanitation
6	Norway	17,500,000	10,000 US \$	Food Aid through WFP
7	Turkey	350,000	200 US \$	Food Aid through WFP
8	World Bank/GoU	17,500,000	10,000 US \$	Labour Based Safety Nets Programmes and Youth Opportunities Program through NUSAF
		1,763,142.69		Promotion of reconciliation processes at individual, community and national levels
9	Canada	2,625,000	1,500 C \$	Canadian contribution to the Juba Initiative Fund
		1,050,000	600 C \$	2 projects focusing on conflict affected children & access to Justice for Women
		1,662,500	950 C \$	4 projects on reconciliation & conflict mediation
		700,000	400 C \$	1 project with the Amnesty Commission
		350,000	200 C \$	1 project, protection issues
		199,500	114 C \$	1 project, mine action awareness
10	ECHO	7,758,995	3,301.70 €	Health

		5,188,283	2,207.78 €	Food security interventions
		12,668,427	5,390.82 €	Water
11	UNDP	118,000		Strengthening the capacity of District Local Governments to coordinate humanitarian interventions
		600,000		Promotion of reconciliation process through the Amnesty Commission
		17,500	0.01+ \$	Support to the JMC Secretariat
12	Denmark			Facilitation to enable LCV chairpersons attend JMC meetings
13	UNICEF			Facilitation to enable LCV chairpersons attend JMC meetings
		10,076,000		Health Education
14	WFP	60,117,840		Food Aid
15	UNHCR	112,000		Promotion of human rights through UHRC
	Total	197,109,205		

ii) IDPs

Because of their large numbers, IDPs lack access to basic services such as safe water, shelter, sanitation, food and clothing. Many children have dropped out of school due to lack of education facilities. Sanitation and hygiene remain poor in the camps partly explaining the high incidence of morbidity and mortality especially among children. IDP access to farmland is severely hampered by insecurity. Studies show that the IDPs are only able to meet between 35-50 % of their basic food needs through own production and purchase. Hence most households rely on aid agencies and GoU for food and other basic supplies.

The Acholi and Lango districts in North Central sub-region have 90 % of the IDPs in the North. The challenge is to improve the living conditions of IDPs, especially in areas of high concentration. In the Elgon area, displacement has mainly been caused by Karamojong cattle rustlers, eviction from gazetted national forest area and frequent landslides while in Teso and Lango, the displacement was caused by both LRA attacks as well as Karamojong raids.

Objective

To provide basic needs to IDPs and in order to improve their living conditions while they are still in the camps.

Strategy

Intensification of humanitarian assistance during the following 6 months after the elapse of the Emergency Plan period to meet the needs of 60% of the IDPs who would not have returned to place of origin.

Activities

Protection services; improving living conditions by providing food and non-food items and water and health services to 40% of the IDP population.

Summary Budget

The emergency requirements will vary between the sub-regions and the pace of implementation of the programme will thus vary depending on need. Programme implementation will start slow with 30% of the investments made in each of the first two years and 40% of the total resources invested in the third year.

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
10,406,500,491	10,406,500,491	13,875,333,989	34,688,334,971	19,271,297

4.2.2 Return and Resettlement of IDPs Programme

Context

In the last eight months there has been a marked improvement in the general security situation in the North. As a result, an estimated 400,000 IDPs have voluntarily returned to their homes. The IDP Policy establishes principles for provision of assistance to IDPs in camps and provides procedures for their return and resettlement. In light of the current talks with the LRA it is presumed that security will further continue to improve. Hence it is imperative that a Return and Resettlement Plan for the voluntary return of IDPs from Lango, Teso and Acholi sub-regions is in place as part of the PRDP.

In the PRDP, 'return' refers to voluntary return to place of origin; 'resettlement' refers to return to locations other than the place of origin. The assistance given to the IDPs is the same irrespective of location where they decide to stay. The type and level of assistance has been formulated within the standards required for a family of 10 persons to establish a household and maintain them for a period of 6 months (transitional recovery). Detailed planning figures will continue to be monitored and adapted according to conditions district by district. At this stage it is assumed that some 30 % of IDPs will remain in current residence and some 70 % will return to place of origin or a new settlement.

Current Situation

With reduced LRA attacks, the trend is that some IDPs especially in Soroti and Kaberamaido have returned or are returning to their homes. In Katakwi, Lira and Apac some IDPs are transferring to camps nearer their homes especially camps located at the sub-county headquarters, where they can access land for cultivation. People in the southern parts of Lira (especially Dokolo County) have begun to return to their homes. However in the Acholi sub-region, the security situation is still precarious. Local governments have worked with the UPDF and partners to decongest the old IDP camps by creating more camps nearer to places of origin. The decongestion policy faces severe challenges: inadequate services in the newly created as well as the old camps and inadequacy of security organs to protect people. As the process of return/resettlement continues, the IDPs must be supported before departure and on arrival so that they can settle in properly in the communities and maintain household income during a transitional period.

Objective

The objective of this programme is to facilitate the voluntary return of IDPs from camps to their places of origin and/or any other location of their preference as peace returns.

Strategy

Facilitation will be at two points: i) pre-departure and ii) at the point of arrival. The pre-departure activities aim at building confidence and understanding of the IDPs about the necessary peace and security conditions and processes for return and resettlement. These include assessing for mines, inputs to establish new households, facilitate access to social services as they shift from camp based services to area based services.

Scenarios

Four scenarios are envisaged in the implementation of this strategy:

- a. Some IDPs will move without pre-departure support. Even when return is spontaneous, the IDPs still require support on arrival at the final destination;
- b. Some IDPs will require facilitation pre and post departure;
- c. Some will not move immediately - emergency inputs will reduce which may result in further population movements;
- d. Some IDPs will not move at all, preferring to stay permanently in the camp area. GoU will promote integration of the camps and IDPs into urban areas, to living within the legal and institutional framework of the local government.

Pre-departure facilitation and activities

- i. **Security Assessment:** local government and community leaders working with security organs to assess conditions and provide information to the IDPs about which areas are secure enough for return (this will be done in line with the landmine surveys in the critical areas);
- ii. **Awareness:** dissemination of results of the security assessment to all IDPs;
- iii. **Update of IDP registers:** camp leaders, supported by District Disaster Management Coordinators, to update the register of households in camps. A copy of the register will be sent to the various areas of return to be used for verification purposes and distribution of return kits;
- iv. **Special needs:** of vulnerable groups such as people with disabilities and elderly will be catered for to enable them move to the new locations.

Post arrival assistance

On arrival, an estimated 70 % of IDPs will be provided with return kits (containing food and household items) worth Ug Sh.627,000 to enable them settle in. Livelihood support will be provided on a needs basis as outlined in the Community Recovery Program.

Summary Budget

Given the intricacies involved in resettling IDPs, implementation of this programme will start slow with 30% of the investments made in each of the first two years and 40% of the total resources invested in the third year.

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
21,045,484,656	21,045,484,656	28,060,646,208	70,151,615,520	38,973,120

4.2.3 Community Empowerment and Development Programme

Context

Social service provision in the North is low compared to other parts of the country and needs to be scaled up both in terms of quantity and quality. For example in examining one indicator, education, the Northern Uganda Baseline Survey 2005 showed that only 22.4% of the communities in Lango sub-region had at least one primary school in their village (LCI). The figure is equally poor for the other sub-regions: 31.8% for Teso; 28.5% for West Nile; 20.7% Karamoja. Access is highest in Acholi sub-region (45 %) because of the high concentration of schools in camps. Secondary schools are sparsely located in communities with an average of 7 % having at least one secondary school located within the village.

As populations return to normalization there will be a need for expansion and shift in basic social services (water, education and health) to account for the demographic changes particularly in areas of high population displacement. In turn, there will be a need for transitional livelihood support for the vulnerable whilst local economies begin to revive.

Objective

The main purpose of this programme is to provide social services in areas of return as well as other areas that have not been disrupted by war in the North and to support people's livelihoods in order to enhance household incomes.

This programme has two sub-components that contribute to the overall goal of community empowerment and development.

- A. Basic service provision – education, water and health
- B. Livelihood support

A. PROVISION OF BASIC SERVICES

i. Basic Education Services

Context

Education is a major stimulant to development and a well educated and informed population.³ The education system in the North was disrupted by war – both teachers and students were displaced while others died. School facilities were destroyed and parents could no longer afford to pay the small costs associated with schooling. The conflict affected Northern region carries a disproportionate burden of children who have never attended school. The region is also faced with the problem of poor quality of education due to inadequate staffing and deployment issues as well as high rates of teacher absenteeism and weak supervision systems. Even in difficult conditions, GoU and partners continued to provide education even to the displaced. With UPE, primary school enrolment has expanded enormously in the country, even in the North. Alternative forms of education have been promoted in the Karamoja and West Nile areas.

³ Report on the Uganda baseline survey 2004

Current situation

The 2002 Population and Housing Census revealed that 40 % of the population in the North is less than 12 years. The condition of the education system is characterized by inadequate facilities, primary enrolment is relatively high with an average of 63.9% of the total population of school-going-age enrolled (i.e. 2,896,443 out of 3,303,257)⁴. At the next level only a small %age (5.2%) of the population has completed secondary education and beyond. The pupil classroom ratio is high in all districts – over 100 pupils/ classroom on average compared to the national target of 54/ classroom.

Nearly 21 % of children dropped out of school, this being more prevalent among female (23.5 %) than male children (17.3 %). Drop out rates increase with age, although the rates are higher in rural areas than urban areas and amongst the bottom 20 %. It is estimated that only 26% of those who enrol for primary education graduate to secondary. The high drop out rate in this region is attributed to the high cost of education, lack of interest, early pregnancy and early marriage among young girls, insecurity, displacement, and poor health. The average distance from home to school is estimated at 3km for all of the sub-counties in the region. These general problems impact negatively on attendance, concentration and progression of the pupils. The PRDP focuses on addressing a few of these challenges in the next three years.

Objectives

Primary school enrolment is high and the dropout rate is equally high while school retention is low. The main objectives of this programme are:

- i. To prevent dropouts at all levels of education to enhance completion rates;
- ii. To provide alternative training to school dropouts.

Strategy

It is acknowledged that multiple factors influence the high dropout rates, however, in the short run, the PRDP will address the problems of high pupil/ classroom ratios, lack of teachers and materials to minimise dropout rates. The strategy will involve:

- i. Classroom construction and expansion;
- ii. Refresher teacher, instructor and manager training;
- iii. Provision of scholastic materials;
- iv. Support provision, piloting and roll out of alternative education such as skills training, Alternative Basic Education for Karamoja (ABEK) and Complementary Opportunities for Primary Education (COPE) in West Nile;
- v. Improving the quality of services;

⁴ Education Desk-UBOS 2005

Summary Budget

The investments in this programme will be made at a rate of 30%, 30% and 40% in Year 1, Year 2 and Year 3, respectively. Implementation starts slow as capacity is being built in the local governments and the necessary recruitments are being made.

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
30,428,478,000	30,428,478,000	40,571,304,000	101,428,260,000	56,349,033



ii. Water and Sanitation

Context

Water is vital for sustainable life and promoting development. Provision of safe water supply and sanitation facilities and their proper management and utilization, are necessary conditions for health, economic development and vital for the welfare of society⁵. The water sector is principally divided into Rural and Urban Water Supply. The Urban Water Supply focuses on piped systems while the Rural Water Supply focuses on boreholes, shallow wells, protected springs and gravity flow schemes.

Current situation

Urban water supply: The Northern Uganda Survey done by UBOS in 2005 revealed that only 5.9 % of the households in the North have access to piped water, a %age which is below the national average of 13 % in 2002 with an urban bias. For the entire region access to piped water in urban areas is almost ten times in rural areas. About six in every ten households in the urban areas in Lango have access to safe water. The report further revealed a relatively high proportion of the households; nearly 26% draw drinking water from open water sources.

Rural water coverage and access: The UBOS survey 2005 and subsequent analysis by Economic Policy Research Centre (2006) indicated that the safe water coverage stands at 73.5% in the entire North. There are variations in water coverage between the sub-regions, with coverage being lowest in the Karamoja region (17.27% in Kotido and 31.38% in Nakapiripirit) and high in areas with IDP camps.

Sanitation: On the other hand, the regional household latrine coverage is estimated at 33% - compared to a national average of 48 %. There is, however, a wide variation of coverage from district to district (as low as 4 % in Karamoja sub-region and over 46 % in districts in the North West. Coverage of public latrines is also very low (19 %), with most of these latrines located in schools, markets and health units. Poor sanitation in schools reflects negatively on retention, especially for the girl children, exacerbating high school drop out rates.

The lack of access to clean and safe drinking water places a heavy burden on women and children who bear the primary responsibility for collecting water in the majority of households in the North. The most prevalent diseases afflicting the population have direct links to poor water supply and environmental sanitation. Environmental sanitation is considered in the education and health sector in this program. For example, the recurring cholera epidemic in the region is as a result of unsafe drinking water and poor sanitation.

Objectives

- i. To increase safe water coverage;
- ii. To enhance maintenance of water facilities;
- iii. To promote awareness regarding sanitation and hygiene.

⁵ Ministry of Water and Environment, Ministerial Policy Statement 2006/2007

Strategy

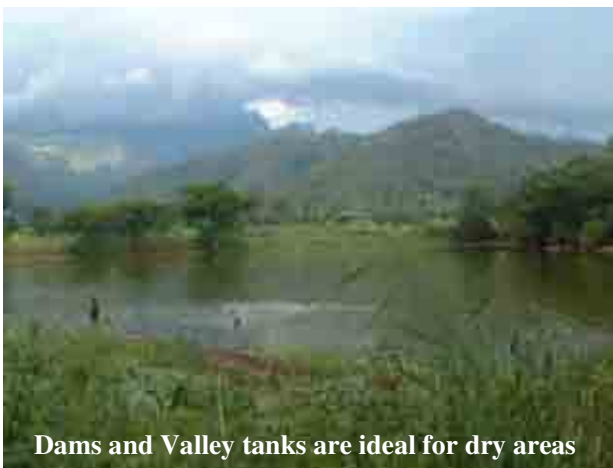
The strategy will involve constructing gravity flow schemes, protected springs, boreholes and shallow wells and provision of education on sanitation and hygiene. In rural growth centres and protected camps, motorized boreholes are recommended. The program target is to reduce the access to safe water gap by at least 10% in each of the Districts. This will result into an overall 6.3% increase in safe water coverage in each district.

1160, 783

Summary Budget

The pace of investments will be at a rate of 30% in the first and second year and 40% in the third year.

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
10,426,500,000	10,426,500,000	13,902,000,000	34,755,000,000	19,308,333



Dams and Valley tanks are ideal for dry areas



Springs to be protected



Windmills are alternative water sources



Boreholes and shallow wells are a major source of ground water

iii. Health

Context

Health status is one of the yardsticks for determining the quality of life of a community. In Uganda, ill health has been ranked as the most important cause of poverty in Uganda

The key health sector indicators monitored in Uganda include among others: infant mortality rate; child mortality rate; maternal mortality rates; morbidity rates; life expectancy; access to health facilities; birth rates and fertility rates.

Uganda has in place the Health Sector Strategic Plan (HSSP) that has been under implementation since 2001 aimed at reducing the disease burden in the country. Interventions are focused on increasing access and quality of basic primary health care (PHC) provision and bringing services closer to the people by construction and equipping health centres and hospitals. The Ministry of Health (MOH) is the lead agency coordinating interventions in the health sector that are implemented by the districts.

HIV/AIDS Services

The conflict in Northern Uganda has been identified as the most important factor, increasing the contextual and behavioural risk of exposing all people, especially women, children and young people to HIV/AIDS. Even though several initiatives are in place to address HIV/AIDS in the region there are still inefficiencies of coordination and delivery of HIV/AIDS prevention and mitigation services. There is weak capacity to respond appropriately and effectively to the situation are imminent.

The Uganda AIDS Commission, Office of the Prime Minister and other stakeholders established a National Committee on HIV/AIDS in Emergency Settings (NACAES) to ensure that programmes in the conflict-affected districts incorporate HIV/AIDS in their activities. The Committee provides technical guidance towards delivery of HIV/AIDS services and application of coordination. It is also responsible for monitoring the implementation of the national and District plans of HIV/AIDS and fulfils its role through regular quarterly meetings and reviewing reports

Current situation

The insurgency in Northern Uganda in the past 20 years has resulted in massive displacement of the population into Internally Displaced Peoples camps. Some of the camps are congested with inadequate social infrastructure. Access to water and education is also inadequate. Most of the trained health workers are in urban areas leaving operation of services in rural areas to unqualified personnel.

In addition, the insecurity has disrupted the provision of health services leading to closure of some health facilities and stagnation some services. For instance in Acholi sub-region 31.7% of health facilities is non-functional (MOH/WHO/UNICEF/ UBOS report 2006).

The camps are also conducive for transmission of communicable diseases such as: malaria (46%), acute respiratory tract infection (18%), diarrhoea (9%), skin infections (5%) of OPD attendances. The living conditions in the IDP camps are also conducive for HIV/AIDS spread. The districts with insurgency have HIV sero-prevalence of 8% which is higher than the national average of 7.1 % (MOH, sero-behavior survey 2005). Malnutrition is also common.

Table 4.4: Comparing the health indicators in the North with the national levels.

Indicators	National status	Northern Status	Target
Maternal mortality rate	480 : 100,000	650/100,000	
Infant mortality rate	82 : 1000	1.54/10,000/day	
Life expectancy	48.1	44.3 for North West and North Central; 48.6 for North East	
Access to clean water (Int. standard 20ltrs/person/day)	60%	52%	67%
Access to health facilities o/w Access to malaria treatment within 24 hrs of onset	74%		
% of children under 1 year of age receiving DPT	77%	50%	85%
Available essential medicines in health centres	57.5%		
Nutritional levels		5-10%	
Fertility rate	7 : 1		4:1
HIV/AIDS prevalence	7%	3% in Northwest; 9% in North Central and 4% in North East	
Sanitation		20 persons per latrine	

The health sector is constrained due to few under-stocked facilities and inadequacy of medical workers. The health sector system was also affected during the conflict when many facilities were destroyed. The intensified effort to rehabilitate and equip most of the health centres in the region by GoU together with several humanitarian agencies has enhanced the population's access to health care. The 2005 Northern Uganda Survey shows that over 95 % of the health facilities in the region had the basic medical necessities like malaria drugs and oral re-hydration packages. However, the health centres in the region are inadequate so that the average distance to a health facility ranges between 5km to 6.9km. The number of health workers serving the population is too small: many having migrated out of the region during the conflict period.

In West Nile, the ratio of health worker to population is about 1:2000 on average. The ratio is approximately 1:4000 in both Acholi and Lango, 1:3000 in Teso and 1:2500 in Karamoja. Other indicators in the sector are given in Table 4.4.

Objective

To reduce morbidity and mortality from major causes of ill health and decrease disparity therein

Strategy

In order to strengthen health services, more health facilities will be constructed or rehabilitated and equipped in the two sub-regions of Acholi and Lango. This work will be guided by service availability mapping which was in Acholi and Lango districts.

Initially, priority will be centred to areas of high return however; later the whole region will have to be covered. In the post conflict areas, the focus will be to improve the quality of existing health facilities and services. This will be in phases which will allow restoration to pre-conflict status and thereafter upgrading of the health services to match those in other parts of the country with better health services.

These efforts will be guided by the Health Sector Strategic Plan-II and Guidelines for health service delivery in displaced persons camps (a national guideline based SPHERE standards). Thus, priority will be given to major causes of mortality and morbidity, namely: Malaria Prevention and Control, Reproductive Health, Child Health, HIV/AIDS, Human Resources for Health, Infrastructure and Equipment, Epidemic Preparedness and Response, Mental Health and Disability and Rehabilitation. During implementation both preventive and curative interventions will be promoted.

Special interest will be paid to addressing the challenge of attraction and retention of health person in the region. For instance accelerated recruitment will be done and incentives provided to health workers. Public Private Partnership will be strengthened to ensure wide coverage of the population.

Investment will be made with the intention of improving the following key indicators:

- Increased access to functional health facilities: this should enable a larger %age of the population to be within 5km or less of the facility
- Improved service delivery: more persons coming for health services
- Public Health Education

Summary Budget

Capacity will need to be built and facilities restored in the health care system over the next three years. Investments will start slow at a rate of 30% in both years 1 and year 2 and then rise to 40% of the total resources in year 3.

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
39,921,085,440	39,921,085,440	53,228,113,920	133,070,284,800	73,927,936



B. LIVELIHOODS SUPPORT AND SOCIAL PROTECTION

Context

The Ministry of Gender, Labour and Social Development defines vulnerability in the Ugandan context in its Social Development Sector Strategic Investment Plan (SDIP) and identifies the categories of the Communities that are vulnerable in Northern Uganda. Vulnerability according to SDIP is *'the condition of people being at risk of becoming poor, or of other misfortunes such as violence or natural hazard'* For the purpose of the PRDP the vulnerable categories of people targeted in Northern Uganda includes orphans, the widowed, the elderly, persons with disabilities, and the IDPs. Vulnerability in the PRDP is primarily defined in line with conflict mapping. In the North West and North East sub-regions, all the categories that are specified above apply. In the sub-region, because of the great intensity in displacement, IDPs form the core target group among the vulnerable categories. Similarly, because of the spill over effects from the North Central and people displaced by cattle rustling from Karamoja, the core target group is the IDPs. Yet, it should be noted that 'weighting' of vulnerability (to determine %ages of target populations for costing purposes) has included poverty indicators where a large %age of the district population is below the poverty line - and so vulnerability in certain districts includes a %age of the 'poorest-of-the-poor'.

Current situation

The conflict in Northern Uganda has left considerable number of person vulnerable as local community structures were disrupted destroying family support systems. In some of the North central districts, over 90% of the population were displaced and have not been able to engage in meaningful economic activities.

Overall, 58 % of those who are economically active in the North are in self-employment, followed by unpaid family workers (30 %). Paid employment is almost non-existent in most parts of the North. For example, only 7.1% in Karamoja, 7.75 % in North West and 6.0% in Teso of economically active persons are in paid employment.

Objectives

The objective of the program is to provide support to the vulnerable persons as a means of strengthening their capacity to sustain themselves.

Strategy

Given the limited availability of wage employment in Northern Uganda, livelihood support will be in the area of promoting employment and labour productivity. Support will be provided to organized groups that are implementing income generating activities including among others, apiary, zero-grazing, poultry, vegetable growing and marketing, fishing, grain milling as well as value-addition programs. The delivery mechanisms will be worked out with the District Community Development Services through available options, such as the NUSAF, LGDP and European Commission project for the North.

Given that a large proportion of the population falls outside the working age (children,

elderly), the program will target 30% of the vulnerable population according to the above population. Support will be provided to groups organized as associations of 20-30 people. Vulnerable groups that are to be targeted include the internally displaced persons, orphans, widows, the elderly and disabled and the poor in the sub-regions that do not have IDPs.

Summary Budget

Using statistics from the Northern Uganda Survey conducted in 2004, the %age of population that are vulnerable (orphans, widowed, elderly and displaced) was established and a budget prepared. The budget is on the basis of the average cost by similar programs such as NUSAF extrapolated to all 33 districts to support livelihood projects to needy groups. The unit cost is approximately Ug. Shs. 9,000,000 for a group of 20 to 30 people. The total program budget targeting 30% of the vulnerable population is Ug. Shs. 135,067,890,887.

Identification of the vulnerable takes time and reaching out to them requires putting in place effective mechanisms hence implementation will start slow with 30% of the total resources being invested in each of the first two years and 40% invested in the third year.

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
43,018,837,398	43,018,837,398	57,358,449,864	143,396,124,660	79,664,514



4.3 Strategic Objective 3: Revitalization of the Economy

Overview

One of the major incentives for peace is to create the conditions for growth and prosperity. In the first instance, kick-starting the economy will primarily be based on the agricultural sector (food and cash crops) livestock and fish. However, with gradual stabilisation it is expected that other goods and services, as well as foodstuffs will be part of the engine for growth in a region profiting from commerce with South Sudan and DRC.

In order for this to take place, focus must be on Industrial Development which beside , in the besides addressing the need for value addition, was also a strategic intervention aimed at employment creation. This move would lead to transformation of the Northern Uganda economy to a commercial and industrial one. Such a transformation of the economy will rely on basic inputs such as agricultural goods and services, as well as basic infrastructure rehabilitation including road transport, electrification of district capitals as well as environmental protection and natural resource management. As Government plans to revise the Uganda Development Corporation to support industrial development, the PRDP will support the provision of an enabling environment for the Private Sector to invest in industrial development in Northern Uganda.

Government will pursue and promote industrialisation in Northern Uganda by financing studies and providing an enabling environment for the following particular industrial investments:

- a) Developing a sugar industry in Gulu, Amuru and Adjumani Districts, using Government Land in Maruzi and Aswa. There are already private investors that have shown interest in the identified investment options. Efforts to support them in assessment of the investment requirements by Government will go on.
- b) Setting up a biofuel industry in North,
- c) Establishing a fruit processing factory in Arua District and other suitable areas in the region. This factory would benefit from not just the growing Uganda market but also the vibrant regional market (DRC and Southern Sudan).

In line with the above objective of industrialisation and transformation of the Northern Uganda Economy, Government has planned to invest in Hydro-electric power generation in Northern Uganda. In particular, the two sites with high potential of Karuma and Ayago are being considered. Already Government commenced negotiations with the developers of the 200 MW Karuma Hydro electric power project, NORPAK/SN Power Consortium for the development of this Project on a public private partnership. The strategic investor will contribute 30% equity and Government through the Energy Investment Fund will invest 70% of the total Project. Government has requested NORAD and African Development Bank for soft credits to finance the transmission line estimated at US \$ 60 million. The Karuma Project

will go through the preparation phase this year and is expected to be operational within a year. The PRDP will support similar efforts to enter into joint arrangements with other private sector investors for the other sites of Ayago and others along the River Nile.


Other areas of support, such as rural energy sources, will be examined during the PRDP three year period. In turn, it is clear that interventions will have to support youth employment due to the expected increase in the proportion of people living in urban and peri-urban areas and high unemployment rates. Given the different security contexts this programme will be applied differently in the sub-regions:

North West sub-region: this sub-region is now in its third year of peace and stability and certain areas, such as Arua, are becoming major poles of cross-border trade and growth. Further investments are required to extend the power network from Arua to Nyadri, Yumbe up to Moyo as well as in the road system. In turn, particular attention will be paid to growth of cash crops as well as boosting food production.

North Central sub-region: The conditions in the short-run are not exclusively conducive full scale economic revitalisation due to ongoing return of the displaced persons. The major focus therefore, is being placed upon safe return, resettlement and reintegration. However, support will be given to strengthening the power and road networks as well as environmental protection as populations return.

North East sub-region: given the predominant pastoral way of life, considerable attention will be given to the livestock sector in conjunction with better regulation of gun and cattle ownership. Initiatives such as electronic tagging of cattle and joint-community ownership of herds will be explored in energizing this sector which has great potential for inter-state commerce. In turn, power and road investments will have to increase to support integration of the region into the country.

Complimentarity of roles and responsibilities: many of these activities will be undertaken by national actors such as Ministry of Energy and Mineral Development and Ministry of Works and Transport in infrastructure. However, in economic activities the PRDP will require complimentary support from the private sector, NGOs, and international agencies. In turn, national programmes such as NAADS will be important in providing technical expertise and advice.



4.3.1 Production and Marketing Enhancement Programme

Context

Most households in Uganda derive their incomes from agriculture including crops, livestock, fisheries and agro-forestry. According to the 2002 National Household Census, the agricultural sector accounted for 77% of total employment for persons aged 10 years and above. In addition, 74% of the households had an agricultural holding. Several policy and institutional reforms have been undertaken over the past decade to rejuvenate agricultural production and marketing, the most important being the Plan for Modernization of Agriculture (PMA) that was launched in 2001. The PMA seeks to reduce mass poverty through transformation of the agricultural sector from subsistence to a commercially oriented sector.

Among the most developed programmes under the PMA is the National Agricultural Advisory Services (NAADS) that offers advisory services to farmer groups using the private sector led, demand driven service delivery approach. The NAADS is now operational in 65 districts in Uganda including more than 20 districts in Northern Uganda. The agricultural sector still faces severe constraints that partly explain the increase in income poverty, especially among crop farmers. Key among the constraints is the relatively low price levels for agricultural produce associated with production of low-value crops and limited end products. Apart from limited access to agricultural support services, the limited access to infrastructure such as electricity and water, market information and proliferation of local taxes inhibit the development of a vibrant agricultural sector with linkages to other sectors of the economy.

The NAADS intervention in the Northern Uganda is to be focused on operationalising Government's support to farming and aimed at household food security and income generation as spelt out in the Government's Poverty Eradication Action Plan (PEAP).

The NAADS strategy consists of three interrelated elements, namely:

a) Ensuring household food security

This element consists of interventions aimed at replacing food relief and providing capacity to meet staple food needs of communities that are resettling into their homes.

b) Re-establishment of capacity for farming

As communities return to their home villages and resettle, their orientation into life outside the camps and to focus on agriculture and farming as a livelihood strategy becomes essential. The psychological and social orientation has to be supported through farmer mobilization, orientation and organization. This requires NAADS working closely with relevant programmes providing those necessary psycho-social support services. The intervention needs for this category include:

c) Organization for profitable agricultural production

The focus for these communities is to quickly bring them into the mainstream effort to increase productivity and profitability of agricultural enterprises. These interventions include:

d) Free input distributions

- Given that there are not enough competent private sector operators with the capacity to handle the quantities of the inputs that would be required in a district over a short period. The PRDP will support a one-off free input distribution.
- Input provision is a one-off affair that is time-bound because it targets agricultural production in a post conflict situation.

Current situation

The sub-regions of Acholi, Lango, West Nile and Teso have adequate rainfall throughout the year and good soils which sustain both crops and animal production. The districts of Gulu and Kitgum have almost 20% of Uganda's arable land. Before the armed conflict, these areas used to produce surplus food crops that were sold in other parts of Uganda. Land has not been used productively for a long time because of the conflict. The population has been unable to contribute to the country's revenue base and development due to lack of gainful employment and agricultural output. The displacement has also discouraged internal and external investment..

The Karamoja sub-region is semi-arid, characterized by one wet season and long dry spells. Such climate is not conducive to sedentary arable/ dairy farming. Consequently, the Karimojong are pastoralists. Pastoralism is an extensive, low input - low output subsistence oriented production system whereby livestock owners have to move far away from their homes in search of pasture and water.

Overall strategy

During the next three years, the PRDP will focus on stimulating production and marketing in the North in order to move agriculture from being largely subsistence to medium scale farming, benefiting larger communities. Investments will be made in four sub-sectors:

- A. Crops - both consumption and cash crops;
- B. Livestock;
- C. Fisheries;
- D. Entomology.

Farmers will in addition be sensitized and advised on the effective use of land for economic revitalisation of all the sub-sectors.

A. Crop sub-sector

Current situation

In Northern Uganda, the agricultural production is mainly subsistence with farmers investing minimally in agricultural inputs. The region lacks viable cash crops (apart from tobacco and coffee grown in the North West sub-region) that could increase household incomes. There are

a number of factors which cause low crop production, depending on the region, including: an unfavourable climate, weak land tenure system, rudimentary technology, limited knowledge, poor farming techniques, unavailability and high costs of inputs and limited access to urban markets which result in low prices being paid to farmers by the middle men.

Objectives

The PRDP objective is to increase crop sector growth through:

- i) enhancing land and labour productivity;
- ii) shift in production patterns from subsistence towards medium-scale block farming to enhance incomes and food security.

Strategy

In a post-conflict situation, markets are not performing well hence the PRDP will focus on food crops rather than cash crops that depend on market availability. The assumption is the Statutory Bodies such as the Uganda Coffee Development Authority (UCDA) and Cotton Development Organisation (CDO) will continue to promote the expansion of the traditional cash crops in the region. Investments in the crop sub-sector aim at increasing self-employment and production for both subsistence consumption and marketing. The target is to increase crop production in each district by 10% in the next three years. In each district, five crops will be selected on the basis of their importance.

Although it is government policy not to provide free inputs, in a post-conflict situation where the private sector is not functioning to be able to supply the needed inputs, it is essential to support return of IDP population through community farming groups with inputs. This can form the basis for providing advisory services, and encouraging private sector partnership for marketing. Without inputs, agricultural production will not perform beyond the subsistence level.

B. Livestock Sub-sector

Context

Livestock production contributes about 9% of GDP and 17% of agricultural GDP and is hence an important economic sector. Livestock contributes significantly to the welfare of the population at both household and national levels by being a source of food, providing income from sale of livestock and livestock products, used in ploughing as well as serving as a means of saving. It is estimated that more than 90% of the livestock population in Uganda is composed of indigenous breeds.

The objective of the sub-sector is to increase the contribution of the industry to national income, food security and people's welfare. The immediate objective is to increase the production and marketing of livestock/ livestock products and raise the livestock GDP from the current US \$ 158.6 million to US \$ 400.0 million annually by the year 2010.

Current situation

The majority of the farmers in Northern Uganda cannot afford animal drugs, dips and the services of the veterinarians to combat pests and diseases. Those involved in dairy farming have poor quality stock. These problems are compounded by the high prevalence of pests and diseases. Livestock are a reservoir for both parasites that affect people and animals. Water for livestock is a constraint in the semi-arid sub-region of Karamoja, which holds the highest population of cattle, and goats in Northern Uganda.

About 3000 heads of cattle and flock of sheep and goats have changed hands between the Karimojong and Iteso, since the conflict heightened in 1999 and 2000 and has continued at low levels until the LRA insurgency in the two sub-regions in June 2003. There was massive cattle rustling in Acholi and Lango by the Karimojong that led to total depletion of livestock in these areas. The loss of livestock and ox-ploughs changed the farming patterns as farmers had to rely largely on the hoe for farming. This continues to constrain the scale of production in Northern Uganda.

Objective

To increase livestock production and productivity through provision of improved breeds, control of livestock diseases.

Strategy

The interventions will include cross breeding of indigenous breeds with exotic breeds to optimise hybrid vigour, promoting use of modern breeding techniques such as artificial insemination and embryo transfer to maximise offspring from elite animals, and building the capacity of local hatcheries to increase supply of day-old chicks locally.

The Ministry of Agriculture Animal Industry and Fisheries, in collaboration with local governments and other stakeholders, will ensure the prevention, control and eradication of diseases in the region. This will be achieved through enforcement of veterinary regulations, creating capacity in disease diagnosis, surveillance and monitoring and creation of specific disease-free zones to target production for export.

Ticks will be controlled through construction and or rehabilitation of communal cattle dips/crushes, procurement and distribution of spray pumps and drugs. To overcome the periodic water shortage in Karamoja, it will be necessary to construct valley dams to provide water for both the people and their animals.

C. Fisheries Sub-sector

Context

GoU's long term vision in the fisheries sector embraces the following dimensions:

- a) A flourishing fishery and aqua-culture sector in which over 300,000 metric tonnes of fish are harvested annually;

- b) Fully modernised and highly skilled fishing-communities that use appropriate modern and efficient fishing gears and equipment;
- c) Participatory fishery management institutions that build on community and stakeholder structures;
- d) A sustainable increase in the consumption of fish by the national population;
- e) A fully developed and productive aquaculture system;
- f) Self sufficiency in fish and fish products, increased trade in fish/ fish products within the country and a sustainable basket of exports of fish/ fish products.

Such an increase in the production of fish is considered feasible if aqua-culture or fish farming is dramatically increased in the next 15 years. This should be coupled with improvements in the conservation and management of fisheries through stock rebuilding, targeting of under exploited fish stocks, more rational harvesting practices and wider application of fish food technology to reduce post harvest losses.

Current situation

There is no credible baseline data on most of the output indicators in the fishery sector in Northern Uganda. However, anecdotal evidence suggests that all the sub-regions lack the basic facilities to support the sub-sector. Very few farmers are engaged in fish farming using rudimentary technology and poor breeds. Fishing on most lakes is done using illegal nets as the quality control measures are weak. Most of the landing sites are under-developed and the fish handling infrastructure is of a poor quality. Marketing of fish products is difficult in the conflict/post-conflict situation due to the poor condition of the marketing infrastructure, agro-processing and storage facilities.

Objectives

To raise food security and incomes by promoting domestic consumption of fish and fish products as well as raising regional and international exports.

Strategy and Activities

Several interventions will be undertaken to address the problems that have been identified in the fisheries sector in Northern Uganda. These will include:

- Establishing fish fry centres;
- Constructing fish ponds;
- Stocking dams and minor lakes with fingerlings of quality fish seed;
- Supporting private fish seed production (both small and large scale);
- Developing and constructing landing sites;
- Involving fishing communities in the management of fisheries resources;
- Improving fish handling infrastructure;
- Constructing fish market stalls/display slabs.

D. Entomology Sub-sector

Context

This programme aims at addressing two insects that are important for improving people's livelihoods from two different dimensions: eradicating tsetse fly that is causing human and animal suffering and promoting the bee as a source of livelihood through honey production.

There continues to be a high prevalence of tsetse fly in many parts of Uganda, despite the intensified effort over the 1990s to eradicate the pest. These flies are vectors of both *Nagana* (animal trypanosomiasis) and sleeping sickness. *Nagana* reduces productivity drastically: milk production may fall from 10 litres per day to 1 litre per day. Sometimes the disease may lead to abortion and weight loss in livestock. The national program for control of the tsetse fly is ongoing albeit at a low level using the sterile insect technology (SIT).

Current situation

There is a great need to support bee farming/apiculture in Northern Uganda as an important income generating activity in Northern Uganda. There is currently no funding through the

Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) to improve honey production and productivity in the region. However, the Ministry, as the National Competent Authority (NCA) for honey in Uganda, has managed to secure European Union (EU) approval for Uganda to export honey to the EU Countries with effect from 1st April 2005. This opportunity should be exploited for quick post-war economic recovery and development in the region.

Tsetse fly

The districts of Northern Uganda are tsetse fly infested. Both human and animal trypanosomiasis is common in these areas. The North West sub-region has the acute form of the sleeping sickness while the chronic form of the disease is prevalent in the North Central sub-region. Treatment of the human is very painful. Reports from several countries indicate that cases of human mortality are a result of drug toxicity. It is estimated that it may take 15 years for the tsetse fly control programme to eventually reduce the pest pressure in North West sub-region.

Districts of Uganda are ranked in terms of tsetse fly infestation as low, medium and high on a scale of 1 - 5, with the latter being the highest. The suppression of the tsetse fly and treatment of infected livestock should target all these districts irrespective of whether a district is of low or high status. This is to avoid a later spill-over of the tsetse fly from the low status neighbouring districts into the tsetse-free districts if only high status districts are targeted.

Honey production

There is no update information on the status of bee keeping and honey production in Northern Uganda. There are indications however that bee keeping is an important source of income for the households that are engaged in this farming practice in the North. However, bee keeping is not wide spread as there are problems of marketing honey that is produced on a small scale. The Ministry of Agriculture, Animal Industry and Fisheries has a department that deals with bee keeping farmers. At the national and regional level, there are several NGOs involved in organising bee keeping farmers to produce and market in bulk.

Objective

To support and promote food security and increase household incomes by:

- i) Controlling livestock pests and diseases
- ii) Increasing household income through bee farming/ apiculture.

Strategy

Tsetse fly eradication: There are several techniques for tsetse control in Africa: some are species specific while others are broad spectrum. The vector in the affected districts will be controlled through an integrated approach using the following techniques:

- i) Deployment of insecticide-treated pyramidal tsetse traps.
- ii) Insecticide application on livestock (live bait technology).

- iii) Treatment of livestock with trypanocides.

Honey production and marketing: In order to increase honey production in the Northern sub-regions, farmer groups will be provided with modern beehives such as the Kenya Top Bars (KTB) and sets of honey harvesting gears. Linkages will be forged to the organisations that support bee farming to help boost the efforts of bee keepers in Northern Uganda in terms of production and marketing.

E. Input Delivery and Marketing

Inputs delivery: In the districts, use will be made of the contract committees to source for service providers to deliver the inputs (seeds and planting materials, farm implements, livestock, tsetse fly traps, beehives, veterinary drugs etc) to the Sub-county headquarters. The registered farmer groups would then collect these inputs.

Marketing agricultural produce: With the realisation of an increase in agricultural production, there is need to put in place conditions favourable for marketing the farmers' produce. Under the Liberalisation policy, the farmers are free to market their produce anywhere they wish. The role of the government is to have in place the necessary infrastructure (roads, transport), security and market information. However, in the three years it is expected that farmers' produce would target mainly the local and regional markets with almost none for export. Programme 11 aims at putting in place infrastructure that will support marketing of agricultural produce in Northern Uganda.

Summary Budget

Investments will thus be made at a rate of 20% in the first year, 30% in the second year and 50% in the last year. Areas that are not under conflict may have a slightly higher investment rate than those that are still in conflict.

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
10,781,427,261	16,172,140,892	26,953,568,153	53,907,136,305	29,948,409

4.3.2 Infrastructure Rehabilitation and Urban Improvement Programme

A. Roads

Context

Consultations with the district leaders and communities highlighted the need to focus the priorities of the PRDP in the next three years on three types of infrastructure that will support revitalization of economic activities in the North: roads, ferry transport and electrification.

Funds for maintenance are allocated depending on the maintainable road network in the respective districts, land area and population. A network not considered maintainable is categorised as poor, and is normally set for rehabilitation. Yet, due to limited budgets, very few districts receive rehabilitation funds from central government (for example only 8 districts out of 81 have been allocated rehabilitation funds this financial year 2006/07). These districts are selected from those which haven't received rehabilitation funding from any other donor funded projects. The funding for the maintenance of district roads available is also not enough for the maintainable network. This has resulted in further road deterioration. Small budget allocations have been exacerbated by the creation of more districts which have to gradually expand their networks to a required minimum by upgrading more community roads into feeder roads. The budget for rehabilitation and maintenance of the district road network has remained low over the past few years. The community roads on the other hand, don't receive any funding for maintenance from the central government. An analysis of the ferry transport requirement to improve communication in the region has been undertaken under the PRDP.

Current Situation

The total district road length in Northern Uganda in the 22 districts (that have been split into 33) is 8,724 km. Of this total road length, 3,428 km is categorised to be in good condition, 2,599 km in fair condition and 2,697 km in poor condition. The bad road conditions are attributed to inadequate facilities, insecurity, and poor maintenance. Some roads are inaccessible, thus people in those areas are unable to access social services like health centers, schools, food and other services. In Acholi, Lango, Teso and Karamoja, insecurity has rendered the road network poor, thus increasing the population's vulnerability to rebel attacks. Communities in war-

ravaged areas are concentrated in IDP camps, which have therefore led to closure of most rural roads that connected communities with one another.

The main roads that connect the districts are in fair condition and some are well maintained. However, the community roads are generally in poor condition. Most of the areas that could be connected by ferry transport have for long remained disconnected.

Objective

To rehabilitate and maintain the districts' connectivity and community road network in Northern Uganda in order to improve population access to services and open up communication between regions and villages.

Strategy

The focus of this programme in the next three years will be on ensuring improved access by the population by continually maintaining already existing roads in the area and opening those that are impassable. There is a need to open up roads in high return areas and in the areas where IDP camps are located. The target is to ensure that at least 70% of the population have access to the roads and actually use the roads.

Required finances

Activity	Length (Km)	Budget (USD)
Routine	1,714	1,285,500
Periodic	1,300	1,949,250
Rehabilitation	1,349	20,227,500
Community Roads Rehab.	2,846	5,691,600
Total budget		29,153,850

Summary budget

The road maintenance and rehabilitation programme will start slow especially in areas that are still facing conflict, but moving faster in the stable areas. The average investment rate will be 20% in the first year, 30% in the second year and 50% in the third year of the PRDP implementation.

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
12,526,929,281	18,790,393,922	31,317,323,203	62,634,646,406	34,797,026

B. Electrification of Northern Uganda

Context

Energy is a prerequisite for the socio-economic development of a country and for the proper functioning of the economy. A number of reforms have been undertaken in the energy sector, including the reform of public services and the Uganda Electricity Board and putting in place the energy policy and rural electrification programmes. Government started in 2001 to implement the Energy for Rural Transformation (ERT) Programme. The primary objective of the Rural Electrification Strategy (RES) is to reduce inequalities in access to electricity and the associated opportunities. The GoU Rural Electrification Strategy aims to achieve for the year 2010 a rural electrification of 10%, meaning that 480,000 consumers, a net increase of 400,000 since 2,000 are to be serviced.

Presently an estimated 9% of Uganda's population is supplied with grid electricity, and about 70% of these customers reside in the major towns of Kampala, Entebbe, and Jinja. Approximately 30% of the country's urban population is connected to the national grid, while about 4% of the rural dwellers are connected to the grid. Official records show that there are about 250,000 grid electricity users in rural areas.

Uganda faces significant constraints to continued rapid economic recovery due to the lack of electrical power. It is estimated that the current rate of growth in electricity demand surpasses that of the overall economy by about 55 points every year. Rising demand combined with lack of investment in the electricity sector and the declining levels of Lake Victoria, which constitutes the reservoir of the two hydropower stations in Jinja, cause power outages. Large parts of the country are not connected to power supply. A Rural Electrification Fund (REF) has been established as an instrument for achieving equitable regional distribution access to electricity.

Current situation

The contribution of Northern Uganda to electrification levels statistics is very marginal. Some district headquarter towns are not electrified. Energy services are available in the district headquarters of Nebbi, Gulu, Kitgum, Apac, Oyam, Lira, Amolatar, Dokolo, Kapchorwa, Bukwo, Kumi, Bukedea, Pallisa, Budaka, Mbale, Sironko and Soroti. There are isolated grids in Moroto and Adjumani. The other district headquarter towns are not electrified.

Objectives

The objective is to electrify all District headquarter towns in the region so as to improve socio-economic Development of the region.

Strategy

- As part of the strategy for rural electrification, GoU is committed to improving the situation of the people, through delivery of electricity for economic activity and social service delivery. The Government has embarked on a program to electrify parts of Northern Uganda starting with District Headquarters and areas with a potential for economic activities, especially agro processing.

Programme activities

The PRDP strategy thus will focus on:

- Identifying current generation systems;
- Establishing line requirement;
- Constructing Extensions from existing generation systems.

A summary outlining the projects that the GoU is planning to execute in Northern Uganda is in the Table 4.6 below.

Summary budget

Given the capital intensive nature of this programme and the resource constraints, the implementation process will start modestly with an investment of 20% in the first year, 30% in the second year and 50% in the third year.

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
7,929,493,920	11,894,240,880	19,823,734,800	39,647,469,600	22,026,372



4.3.3 Environment and Natural Resource Management Programme

Context

It is estimated that the natural resource base contributes about 54% of GDP, almost 100% of the direct employment and 90% of the country's exports. Over 80% of the population lives in rural areas and are dependent on land, forests, wetlands, fisheries, wildlife and other natural resources for their livelihoods. About 90% of the population depends directly on the environment and natural resource (ENR) to meet their energy needs.

The massive dependence on natural resource base for livelihood has resulted in deterioration of the productivity of the resource. Poor farming methods and the crude implements used in farming, over-exploitation of resources and an increasing population has resulted in soil degradation, biodiversity loss, deforestation and water pollution/contamination among others that are estimated to cost the country about 1.4-12% of its GDP (in the range of US\$170-460 million per year (SOER 2001).

The forest cover of Uganda has been reduced from 80% to 24% of the total land area (now app. 4.9 million hectares- ha.) in half a century. The main reason for the decline is deforestation linked to over-exploitation exacerbated by conflict over access to forest resources. 90 % of the population of 25 million has no access to electricity or gas, and are dependent on using wood fuels for cooking and heating. Studies undertaken by National Biomass Studies in (NBS 2003) indicated that out of 1.7 million ha of Central Forest Reserves (CFRs) in the country, 58,000 ha (5%) have been degraded or depleted.

Current situation

In Northern Uganda, 1,053 ha out of 1,456 ha (72.3%) local forest reserves have been deforested. The major threats to the forests include encroachment (i.e. settlement and cultivation), game hunting, illegal harvesting of forest products and fires. Many of the IDP and refugee camps are located in or adjacent to forest reserves. In all areas deforestation is still rampant. The satellite image analysis shows that woodland in districts and protected areas in the Northwest and North central sub-regions has increased by about 12-23% and 20-39% respectively, particularly in Yumbe (23%), Moyo (20%), Kitgum (19%), Lira (19%) and Pader (19%). There is a large belt of increased wood cover west and North of Kitgum where the LRA has been most active. Around urban centres loss of woody cover was particularly high although for Gulu and Kitgum this was confined to the immediate vicinity of the town and around IDP camps (Table 4.7).

In North eastern Uganda there has been a net loss of woodland, particularly in Nakapiripirit (36%), and Moroto (16%) districts, and also in Katakwi, Kumi, Soroti, Pallisa and Sironko.

Wetlands too have been extensively degraded for similar reasons. The level of

degradation has been highest in the Teso and Karamoja where land and wetlands are increasingly being converted into farming land. The rate of degradation is still low in other areas of the North (Table 4.8).

As peace returns and populations move back to their original homes, there will be increasing demand for fuel wood and use of forest land for farming and other income generating activities. This will increase the pressure on local leaders to demand the degazettment of protected areas to provide land for agriculture and fuel needs. Investment in the rehabilitation of conservation areas and in natural resource management in this region will therefore be of critical importance. District capacity building for environment mainstreaming has been done for the eight districts – Adjumani, Gulu, Kotido, Kumi, Lira, Nebbi, Pallisa and Sironko. The rest of the districts in the North also need to have their environment management structures developed and capacity built for environment management.

Objectives

The programme will aim at supporting the communities' livelihoods and promote sustainable use of the environment and natural resources through:

1. Protection and development of forest areas on farms and within District and Central Forest Reserves;
2. Restoration of degraded ecosystems, and enhance sustainable conservation and management of wetlands, riverbanks, lakeshores, hilly and mountainous areas;
3. To develop local skills and capacity for environment planning and management

Strategy

The following interventions will form the core of the strategy to protect and restore the ENR base:

- i) Mobilizing local government and communities to form environment management structures and resource user committees and sensitization of the communities on sound environment management and use of natural resources;
- ii) Building and strengthening capacity at all levels for ENR Action Planning, Mainstreaming and Implementation.
- iii) Establishment of community nurseries and woodlots and encouraging farmers to institutionalise tree planting and agro-forestry;
- iv) Promoting use of energy saving devices.

The target is to restore 30% of the degraded community forest equivalent to 107,314 ha and reclamation of 30% of the degraded wetlands equivalent to 168 ha.

Summary budget

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
18,784,728,590	28,177,092,885	46,967,821,474S	93,923,642,948	42,179,802

4.4. Strategic Objective 4: Peace Building and Reconciliation

Overview

Northern Uganda holds a large proportion of the country's population which has been affected by violence and war over the last two decades. In turn, there are many latent conflicts which exist between individuals, families, ethnic groups, and between civilians and government authorities. A particular program is required to address these conflicts and to build trust and reconciliation in the community. Many of these processes are simply part of the improvement of local governance: if rule of law and basic social services are delivered by local authorities in an accountable and transparent way, conflict management is in turn strengthened. However, given the ferocity of the conflict specific programs are required particularly building upon existing technical expertise in the non-governmental sectors, aimed at reconciliation. Gross abuse of human rights has occurred throughout the war and a variety of processes from traditional reconciliation to more formal processes of dialogue, truth telling and justice will have to be explored.

A special case-load of the war-affected population is those who have been engaged in non-government forces in opposition to GoU. Many of these have been engaged in rebellion against their own free will. The Amnesty Commission was established by a statutory instrument, the Amnesty Act (2000) to deal with this caseload so as to ensure equity in relation to other war-affected populations such as internally displaced persons.


North West Sub-Region: has had a number of years of post-conflict stabilization. However, more localised conflicts continue and there is a need to build up conflict management capacity in the districts.

North Central Sub-Region: given the ongoing war and the nature of the conflict with the LRA much of the effort on reconciliation and reintegration will be based in this region. Particular focus will be on building informal leadership amongst men and women to engage with local authorities and civilians in the reconciliation process. In turn, counselling services will need to be expanded and strengthened to address the needs of those affected by the war with the LRA. The Amnesty Commission's focus will be on any breakthrough in the LRA talks and address the needs of backlog and future reporters.

North Eastern Sub-Region: localised reconciliation and conflict management mechanisms will be strengthened to deal with inter-ethnic disputes and natural resource management. Likewise there will be a need to look at rebuilding social capital and community-government relations.

Complimentarity of Roles and Responsibilities: this strategic objective will rely on considerable collaboration between government and non-government actors. Ministry of Gender, Labour and Social Development, Amnesty Commission and Uganda Human Rights Commission

will be key government institutions to facilitate these programmes with the help of local leadership, district administration, NGOs, traditional institutions/authorities and other stakeholders such as World Bank, and other UN agencies.



4.4.1 Public Information, Education and Communication (IEC) and Counselling Programme

Context

Northern Uganda has experienced several conflicts for over two decades. Some of the conflicts have cross-regional and cross-cultural as well as international dimensions. GoU recognizes conflict resolution and peace building are critical elements of stabilisation and forms the basis for longterm development. OPM is leading the process of preparing a 'Conflict Resolution and Peace Building' policy to guide all efforts for conflict management in the country. An 'issues paper' has been prepared as part of this process which looks at i) the nature and dynamics of conflict in Uganda; ii) the government and institutional framework for conflict resolution; iii) national security and defence perspectives on conflict resolution; iv) and the humanitarian and economic aspects of conflict. In addition, to advance PEAP implementation a PEAP Pillar 3 Secretariat (for Security, Conflict Resolution and Disaster Management) is being set up in the OPM to coordinate the monitoring of programs and policies aimed at attaining the objectives of the Pillar.

A number of institutions, laws and national policies – both within and outside government – currently relate to conflict resolution in Uganda. These include GoU institutions such as the National Security Council and the Ministry of Internal Affairs; CSOs such as the Justice and Peace Commission; laws such as the Amnesty Act and the Karamoja Development Agency Act; and policies such as the Policy on Internally Displaced Persons. Within this framework however, peace-building efforts particularly for the North, are duplicated and gaps often not addressed effectively.

In dealing with the after-effects of conflict, the Ministry of Gender, Labour and Social Development has guidelines for provision of counselling services. At the local government level, the Department of Community Development Services is responsible for providing and overseeing the framework for counselling services in the District. Civil Society Organisations have had a comparative advantage in providing psychosocial counselling services to the traumatized and war affected in the region.

Current situation

Many conflicts are ongoing in Northern Uganda. People living in IDP camps face conflicts arising from the use of land and other resources that belong to the surrounding settled communities. Even when they return home, conflicts will increase over natural resource management, particularly land and water, especially in areas of high return.

The conflicts in North-eastern Uganda are chiefly as result of competition over scarce resources in a hostile environment, fuelled by the proliferation of small arms. Pastoralists are forced to move in search of water and pasture for livestock within and outside the Karamoja sub-region during droughts. Key contributing factors include reduced access to pastures and watering points due to land gazetting, cattle raids, availability of market for stolen cattle, and the socio-economic value attached to cattle. The conflicts are exacerbated

by social contextual factors such as revenge; inter ethnic animosities, and the culture of secrecy.

In other parts of the North, most land-associated conflicts originate from unsolved tenure and displacement problems, compounded by limited awareness of land rights and political interests. Mechanisms are needed to resolve conflicts and promote community reconciliation especially in areas of high return.

Objectives

The main objective of this programme is to coordinate all existing and planned efforts towards community reconciliation, resuscitate social capital formation and strengthen mechanisms for political, cultural and socio-economic recovery and rehabilitation of Northern Uganda: This will be achieved through the following specific objectives:

- To increase access to information by the population on available opportunities for increasing welfare, incomes and land rights;
- To enhance the provision of psychosocial, trauma and other counselling services to the traumatized and others that need it;
- To put in place support mechanisms for local intra/inter communal conflict management especially in areas dominated by inter-communal conflict such as Karamoja and the neighbouring Districts;
- To support reintegration of ex-combatants; and
- To ensure that formal and non formal accountability and justice mechanisms are in place

Strategy

Increase in Information Dissemination

A multi-track approach is proposed for the information dissemination program that will cover the reconciliation programme as well as the other 13 programmes in the PRDP. During the next three years, a comprehensive information strategy will involve the following:

- Use of the print and electronic media to popularise the PRDP with the beneficiaries and stakeholders;
- Use of the national and private FM radio stations and televisions stations for talk shows, educative messages and other relevant programs to reach the beneficiaries.
- Using the local religious, civil, cultural and community leaders to mediate reconciliation among the communities.

Activities

- A community radio program is proposed for areas with limited radio coverage such as Karamoja and other remote areas of Acholi. Under this scheme, it is proposed that the program explores the possibility of distributing community radios to communities that don not have them;

- Supporting traditional, local and cultural drama groups, cultural institutions to deliver messages through music, drama and other local shows to deliver reconciliation messages;
- *Enhanced Counselling Services*: scale up counselling services by profiling counselling providers and developing counselling tools and modules;
- *Mechanisms for managing inter-intra-communal conflicts*: support to traditional institutions for managing intra and inter communal conflicts;
- Harmonizing of approaches for reconciliation, disarmament and reintegration of ex-combatants.
- Support mechanisms for dialogue & reconciliation between the civilian population, government and the military

National Dialogue

A number of the factors relating to the conflict concern citizen to government and civil-military relations. Initiatives will be identified through more formal and informal mechanisms to assist dialogue and reconciliation over such issues.

Summary budget

As conflict subsides, the need for information by the population is enormous. The process of dialogue must be intensified to ensure that peace returns to all parts of the North and within the communities where there is high return. Mechanisms for managing inter-clan conflicts must be quickly strengthened. Therefore 90% of resources in this programme will be spent in the first two years of implementation with 60% of the total resources spent in the first year.

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
6,857,694,711	3,428,847,355	1,142,949,118	11,429,491,184	6,349,717

4.4.2 Demobilization and Re-integration of ex-combatants Programme

Context

GoU has established a clear national policy framework for demobilization and reintegration of non-government forces operating in and outside Uganda. The Amnesty Reintegration Programme (ARP) implemented by the Amnesty Commission is based on the framework of the Amnesty Amendment Act (2006) that was amended in 2006. The Amnesty Commission has its headquarters in Kampala with regional offices established in Gulu, Kitgum, Arua, Kasese, Mbale and Kampala. GoU defines 'non-government forces' (NGF) as those forces which operate illegally and aim to undermine national security and government authority by way of an armed rebellion. However these NGF who voluntarily surrender to Government under the Amnesty Act are known as reporters. For the purpose of the PRDP, the word *reporter* is applied to all ex-combatants who seek Amnesty.

There are three ways reporters can access the assistance under the ARP. They are eligible under a political framework (i.e. peace agreement), legal framework (i.e. voluntary reporting), or defence framework (capitulate to government forces during military operations). Irrespective of the framework, reporters are eligible for amnesty and programme assistance. The Amnesty Commission is responsible for NGFs only. The downsizing of government forces will be done though discharged from service, as part of the security sector reform.

Table 4.9: FRAMEWORK FOR ANALYSIS OF NON-GOVERNMENT FORCES

	CONFLICT RESOLUTION/RECONCILIATION		
CATEGORY OF FORCES	NON-GOVERNMENT FORCES ⁶		
STRATEGIES	Political Framework	Legal Framework	Defence Framework
GOVERNMENT MECHANISM	Peace Agreements	Amnesty Act	Bilateral or Multi-lateral Military Operations
OBJECTIVE	Negotiated Settlement; Voluntary participation and commitment of Leadership of Hostile Forces	Good Faith and Reconciliation; Voluntary Participation of individuals returning to civilian life	Offer of Good Faith; /Reconciliation
COMMITMENTS/OR TERMS AND CONDITIONS OF WORK	As per negotiated settlement and programme framework	As per the programme framework	As per the programme framework.
ELIGIBLE GROUPS	UNFRII and All under the Act	All under the Act:	All under the Act

⁶ Non-Government Forces are forces hostile to national governments and institutions. The ex-combatants who have participated in those forces and seek amnesty are called reporters.

RESPONSIBLE INSTITUTION	Amnesty Commission	Amnesty Commission	Amnesty Commission.
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Current Situation

The ARP estimates the total reporter population of groups eligible under the Amnesty Act in Uganda to be 20,588 of which 17,251 are from Northern Uganda. Most of the reporters from Northern Uganda were abducted against their will and forced to join the rebellion. Of the total number of reporters from the North, 5,677 are children below 18 years of age. In their captivity these children have been through a lot of indoctrination including killing their own relatives, raping and brutally cutting off lips and limbs of innocent civilians with an aim of creating public horror. Most of the victims are now disabled, traumatized and, if still of school-going-age, have had limited chances to attend school. There is therefore a need to promote good will and reconciliation and to facilitate the return of ex-combatants into civilian life and those who have embraced the amnesty.

Objectives

The objective of this programme is to coordinate and facilitate of socio-economic reintegration of Reporters in a timely manner.

Strategy

The strategy for demobilization and re-integration will focus on provision of resettlement packages to the ex-combatants, facilitating reunification with their families and the community and providing opportunity to access existing service providers. Mass information dissemination and facilitation of contact with reporters will be promoted.

Other strategies include;

- Issuance of a Demobilisation Certificate and kits (of about \$250 in value),
- Provision of bursaries for formal education for an estimated 20% of the reporters,
- Skills training/apprenticeships for 50% of the ex-combatants. In some cases, the assistance may be a one off while in other cases, it may be for a specified period depending on the specific needs of individual ex-combatants. For example, a one time support will be given for income generating activities, education may be for an average 2-4 years and skills building may be for 3-6 months.,
- Provision of support to income generating activities for 30% of the ex-combatants.

Activities: will include:

- Clearing backlogs;
- Defining the assistance framework;
- Establishment of technical standards for programme interventions;

- Establishment of delivery mechanisms and identification of service providers through issuance of a request for proposals from existing organizations;
- Establishment of a system to facilitate the linkage between reporters and reintegration assistance;
- Plan for handling the potential new caseload.

Summary budget

The amnesty process is on and hence must be quickly expedited. Assistance must be rendered in time to the ex-combatants who are resettling. Investments in this programme will therefore occur at a high rate of 60% of total resources invested in the first year, 30% in the second year and the remaining 10% in the final year of the PRDP implementation.

Annual Cost UG SHS			Total Cost UG SHS	Budget in US \$
Year 1	Year 2	Year 3		
10,859,700,000	5,429,850,000	1,809,950,000	18,099,500,000	10,055,278

5.0 PRDP INSTITUTIONAL FRAMEWORK

5.1 Context

The PRDP will be managed and coordinated under the Office of the Prime Minister (OPM) which is the government arm that oversees and coordinates all national programmes in Northern Uganda. The PRDP will be under the Political supervision of the Minister of State for Northern Uganda and technical management of the Permanent Secretary, Office of the Prime Minister. The ongoing projects implemented in the North including; The Northern Uganda Social Action Fund (NUSAF), Northern Uganda Rehabilitation Programme (NUREP), Karamoja Integrated Disarmament and Development Plan (KIDDP), Transition to Recovery Programme, Mine Action Programme, Northern Uganda Youth Rehabilitation Programme, Northern Uganda Youth Centre, North West Small Holder Agricultural Programme, and the Northern Uganda Data Centre as well as other efforts by the line ministries be realigned to the objectives of the PRDP.

A major shortcoming in the current institutional arrangements has been the lack of an agreed framework, strategy and targets for coordinating interventions in the North by the various stakeholders. This has made it difficult for Government to assess the amount of resources that have been utilized to address humanitarian and development needs and the impact derived thereof. The situation has been further complicated by the plethora of initiatives and implementation committees that are operating simultaneously but in parallel within the same region organized along geographical, sectoral and functional lines. Structures with a focus largely on the North include the following:

National Level

The PRDP will be undertaken under the direct supervision of the Minister of State for Northern Uganda Rehabilitation. Policy and budget oversight will be undertaken by the Northern Uganda Rehabilitation Policy Committee (NPC) chaired by the Minister of State for Northern Uganda Rehabilitation. The NPC will meet once every two months and is responsible for advocacy and resource mobilization, ensure coherence and consistency of PRDP Programmes with national policies, review the on-going interventions and advise on broad Government policy changes in the context of the North.

In addition to the NPC, there will be a forum for Development Partners and stakeholders which will meet once every quarter to discuss reports on the implementation of the PRDP and any other matters pertaining to the development of Northern Uganda. This forum will be formed out of a reviewed composition of the current Joint Monitoring Committee overseeing the Emergency Humanitarian Action Plan.

Management and Coordination of the PRDP will be undertaken by a lean Unit which will

establish close links with the line Ministries, Districts and Lower Local Governments as well as Development Partners and NGOs operating in the North to ensure harmonization of actions towards achieving the common objectives of the PRDP.

Sector technical planning and coordination will continue to be done by the sector line Ministries i.e. to review the goal, objectives and targets for Northern Uganda, establish sector norms and standards, policy, planning and budgeting, issue technical guidelines, monitor and conduct supervision. This will be done through the relevant Sector Working Groups (SWGS).

- **Political Level Portfolios-** i) geographic: Minister of State for Northern Uganda, and Minister of State Karamoja, and ii) specific sector: Minister of Disaster Preparedness and Relief, with a coordinating role for specific aspects of disaster.
- **Policy Level Committees-**
 - ii) national issue-based policy committees: NU policy committee, IDP policy committee, Karamoja national working group, MAYANNK Taskforce (West Nile), emergency Joint Monitoring Committee (LRA affected areas).
 - iii) **Project based policy committees:** Disaster Assistance to Refugees policy committee (UNHCR); transition and recovery policy committee (TRP-UNDP); NU Data Center (Italy); Northern Uganda Rehabilitation (EU); and National Land-Mine Action (UNDP)
 - iv) **Technical Level Committees-** a) National Technical Committees: NUSAF Steering Committee (World Bank) and b) Project Management/Technical Units (UNHCR and DANIDA support); TRP (UNDP); Mine Action Secretariat (UNDP); Northern Uganda Rehabilitation Programme (NUREP); PEAP Pillar 3 Secretariat (GTZ/UNDP).

Local Government Level

The Chief Administrative Officers (CAOs) working closely with the Political Leadership in their respective Districts will be responsible for the general management and coordination of the PRDP at the Local Government Level i.e. developing implementation plans and overseeing and managing the PRDP. The CAO will hire or appoint an officer from among the technical ranks in the District to work as the PRDP Liaison Officer to follow up on the implementation of the PRDP in close collaboration with all the stakeholders that are operating in the District.

- **Political:** the LC 5 Councils; District Council, District Executive Committees, District Sectoral Committees, District Technical Planning Committees, District Disaster Management Committees, District HIV/AIDS Committees, District Security Committees.

- **District Management:** local government personnel are inadequate; capacity is generally low and there is lack of a clear framework for interventions in the North;
- **Coordination of Partners:** numerous activities by various partners, NGOs, private sector and public sector without a coordinating framework.

The PRDP seeks to envelop all these initiatives together into one coherent institutional framework that guides all government and partner investments in Northern Uganda.

Given this scenario, there is need for a strong coordination and implementation mechanism working through the decentralized structures to guide the PRDP implementation and monitoring process.

5.2 Rationale for PRDP Institutional Arrangements

The PRDP highlights the need to link the political, security and socio-economic issues to ensure coordination between planning, management and implementation elements at all levels. The numbers of projects, programmes, operational committees, taskforces and agencies within government have led to challenges in addressing the needs of the population in a coherent manner. Moreover, the current structures do not lead to a common understanding of problems, gaps or agreement on targets. Thus it is difficult to monitor inputs and evaluate outcomes.

Specifically, there is need to ensure proper coordination and communication between the national and district level entities, in order to provide clear, accurate and up to date information regarding the PRDP activities to senior political leadership and other stakeholders, for the development of a sound strategy. In addition, there is a need to provide clear policy guidance, management and coordination of the inter-ministerial activities and sound operational support to district government to strengthen their implementation capacity.

Moreover, there is a need for providing regional and international partners a focal point and guiding framework by which support can be channeled for the implementation of the PRDP and provide a unified government position on Northern Uganda. The GoU therefore deems it necessary to establish an institutional mechanism which can support the aforementioned processes in an organized manner.

5.3 Objectives and Principles of the Institutional Mechanism

The institutional mechanism that is indicated below aims at implementing the PRDP in a manner that coordinates all the national and international stakeholders to ensure effective and efficient service delivery in order to achieve the agreed programme objectives and targets.

When fully operationalised, it will be in line with the following principles:

1. **Semi-autonomous**, dedicated to guide, coordinate, manage and monitor the overall PRDP implementation process, with powers to coordinate the activities of different sectors in the execution of this plan at all levels.
2. **Vested with quick decision-making powers** and dedicated timely response capacity, given the urgency of the three-year stabilisation investments.
3. **Ensure that all required functional bodies are linked** and operationalised (e.g. policy committees, management teams, MIS, finance, district operations etc)
4. **Organised around a management team** based upon the strategic objectives.
5. **Respect of the decentralisation policy**, in defining roles and responsibilities between central and local government levels, with recognition that certain state functions require some adjustment in the implementation of PRDP in the post-conflict situation.
6. **Ensure that written commitments to the PRDP framework** are established with each partner (national or international) based on functions undertaken. This would commit the partner's investment to pursue the programme targets established within the PRDP framework.
7. **Equipped with qualified staff** and be fully resourced to effectively manage the PRDP process and the realisation of its objectives.
8. **Transparent in its operations and accountable**
9. **Flexible and non partisan**

5.4 Institutional Functions

The institutional framework for implementing the 14 PRDP programmes in Fig 5.1 lays out how the GoU will organize itself to ensure that the system oversees, manages, coordinates and monitors the implementation of all programmes. It reflects existing structures and proposes some new elements. It ensures that there is clear lines of authority, communication and coordination with the GoU structure and with partners. The existing Northern Uganda Project Management Units which are under the OPM will be within the PRDP framework by the PRDP Management and Coordination Unit (PMCU). At all levels stakeholder participation will be paramount.

i) National Level Functions

- Policy and Budget Oversight would be undertaken through a National Committee on Northern Uganda. The terms of reference of the current Northern Uganda policy committee and its membership will be reviewed and taken into account during the implementation of the PRDP.

The NURP II Policy Committee (NPC) will reports to the Prime Minister, Parliament, and Cabinet through the Minister of State for Northern Uganda Rehabilitation on the performance of the PRDP. It meets twice a year and receives reports from all projects/programmes in Northern Uganda. Its members are:- Minister of State for

Northern Uganda Rehabilitation (Chairperson), Minister of State for Karamoja Affairs, Permanent Secretary Office of the Prime Minister (secretary), five (5) Members of Parliament - one from each of the 5 sub-regions, Chairman Local Government Finance Commission, Chairman, Uganda Local Authorities Association, representatives of donors financing projects implemented under the Programme, a representative of the Private Sector Association, and two (2) representatives of Reconciliation Institutions (UHRC, AC)

The NPC undertakes advocacy and resource mobilization for development of the North, ensures coherence and consistency of PRDP programmes with national policies, reviews the on-going interventions in the North with a view to ensuring that they address the deep poverty in the North and advise on broad government policy changes in the context of the North. The Committee will also be responsible for the development of policy guidelines for affirmative interventions intended for Northern Uganda rehabilitation in conjunction with the relevant sector ministries. It will also receive progress reports on PRDP Programmes and monitor their overall impact.

- Management and Coordination; overseeing the implementation of all 14 PRDP programmes. The PMCU will establish close links with line ministries, districts and lower local governments as well as Development Partners and NGOs operating in the North to ensure harmonisation of actions towards achieving the common objectives of the PRDP. The Unit will be under the political supervision of the Minister of State for Northern Uganda and technical direction of the Permanent Secretary. Detailed terms of references, structure, and staffing, reporting, procurement of technical expertise will be detailed during implementation phase.
- Sector Technical Planning and Coordination: Sector Ministries will continue to have mandate to review the goals, objectives and targets for Northern Uganda, establish sector norms and standards, sector policy, planning and budgeting, issue technical guidelines, monitoring, supervision and work across ministries through their Sector Working Groups.

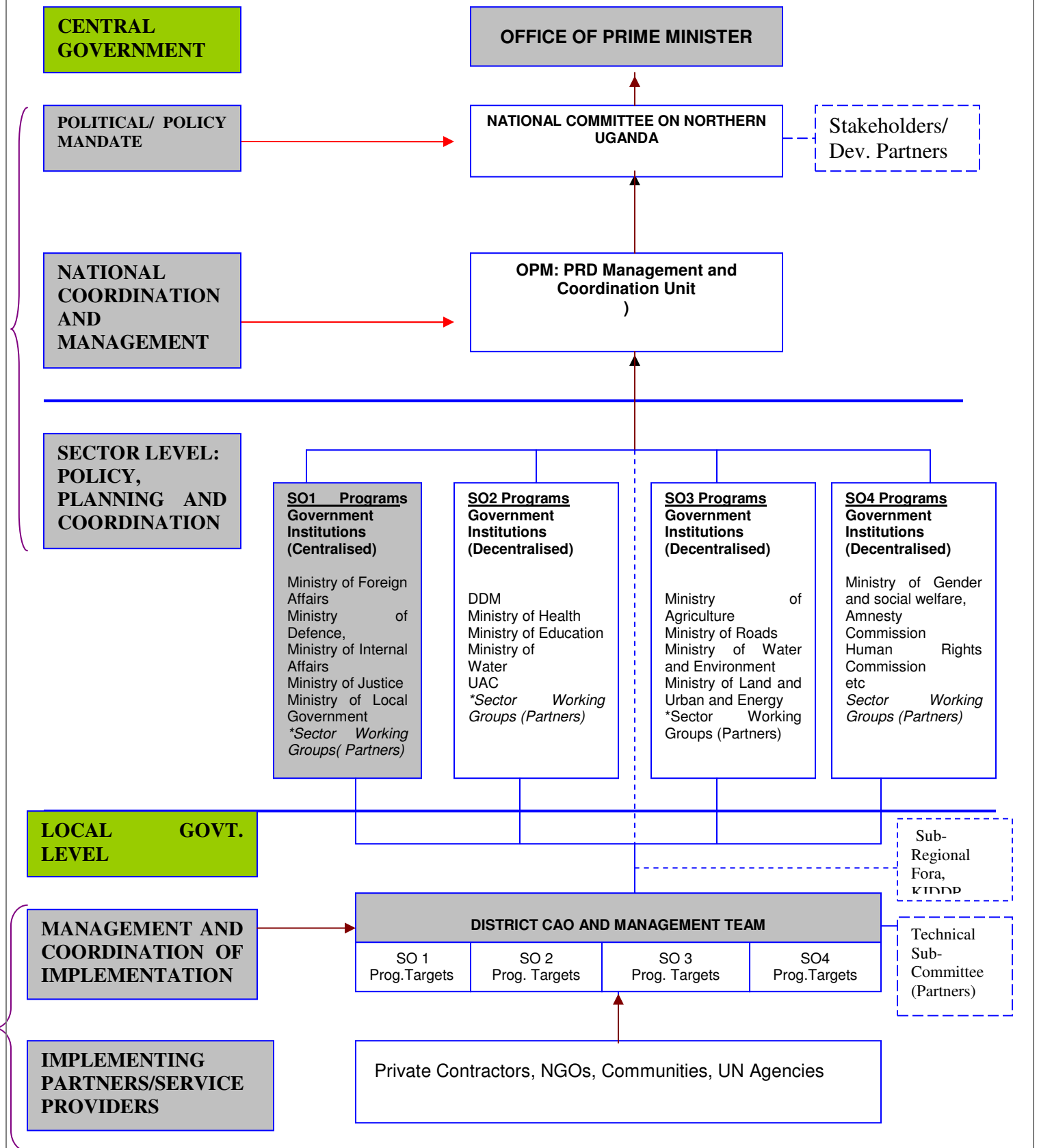
ii) Local Government Level Functions:

- Management and Coordination of Implementation. Chief Administrative Officer (CAO) working closely with the political leadership will be responsible for developing implementation plans, overseeing and managing the PRDP in the districts. The CAO will hire or appoint an officer within the technical ranks to work as the PRDP liaison officer in the district to follow up on the implementation of the PRDP in close collaboration with all the stakeholders that are operating in the district.

SUB-REGIONAL FORA - During implementation, district local governments and stakeholders in a given sub-region may come together for the purpose of reviewing their strategies, harmonising their activities, consulting and coordinating themselves on issues of interest to their respective sub-regions. For example, the West Nile Districts will come together under the framework of MANYANK while Karamoja Districts will coordinate the implementation of Programme in Karamoja through the Karamoja Integrated Disarmament and Development Plan (KIDDP).

- District Technical Planning and Team (DTPT) comprising sector specialists, will be responsible for development of implementation strategies, identification of key activities and implementing partners, supervision of work procured, coordination of sectoral activities, monitoring and accounting for sector budget and investments. The sector specialists also work within their existing sector technical sub-committees, which include development partners and other stakeholders for better coordination of activities in the districts.
- Implementation Partners/Service Provider: The DTPT will be responsible for contracting, oversight and supervision of services providers/implementing partners such as private contractors, NGOs, communities, and UN agencies in accordance with established government policies, standards, and guidelines as articulated within PRDP framework.

Fig 5.1: Institutional Framework for PRDP Implementation



6.0 PRDP BUDGET

The PRDP articulates a sectoral needs analysis and provides a coordination framework for national and international actors to meet a set of realistic targets for each sector within 3 years. In determining priorities the PRDP is ambitious and yet realistic in terms of what can be achieved in 3 years. As a result, the PRDP does not reflect total needs in Northern Uganda. It's goal is to meet post-conflict recovery targets with the recognition that PEAP/MDG goals will only be relevant after 3 years when the Northern Uganda is incorporated into the PEAP poverty monitoring framework. The success of the PRDP will therefore be reflected in two key steps i) institutional arrangements to implement the program and ii) mobilization of domestic and external financing for budget.

6.1 Approach to Costing

In developing the PRDP budget, the Government has had to answer a number of key questions: how much will it cost to put Northern Uganda back onto the road to recovery? Will such costs differ from sub-region to sub-region? What share of costs can be met by domestic resources or by external resources? How should prioritization of needs be done and how should priorities be linked to costing? What should the pace of investments over the three year period be?

In response to the above questions the following were undertaken:

- Identification and definition of targets based on consultations with districts on their respective plans;
- Derivation of unit costs guided by sectoral standards as well as the PEAP and international standards. Where certain targets – such as household packages – are not part of normal line Ministry responsibilities – international standards and comparisons have been used;
- Computation of the budgets based on capital and recurrent costs of each intervention;

The outcome has been to establish detailed and credible costs with a consistent method which is in line with both national and district level costing methodology.

6.2 Financing of PRDP

Modalities for financing the PRDP will be an important factor in determining the implementation arrangements. Such modalities will be discussed within GoU and with international partners but will involve a number of options:

1. **Reallocation of national expenditures;**
2. **International co-financing through direct budget support;**
3. **International co-financing through allocations at the district level by way of block grants;**
4. **Establishment of a multi-donor Trust Fund;**
5. **Parallel projects** along the lines of the Northern Uganda Rehabilitation Programme (NUREP) and Northern Uganda Social Action Fund.

Emphasis will however be in ensuring compliance with the decentralization policy. Given the options above, three models can be applied to promote implementation at the community level.

- **Model 1 - Centralized supply-driven delivery:** a mechanism for centralized contracting arrangements for a wide range of implementing partners (e.g. UN agencies, NGOs, CBOs, local authorities, private sector) be established in the short term to respond to large scale needs particularly of war-affected populations. Such a model quick disbursement on a set number of inputs for large population numbers. At the same time it enables capacity at the local and district level allowing for district government oversight and coordination and community participation and mobilization. The model requires a central/ sub-regional fund management structure that is responsible for identifying areas of priority need, reviewing and approving project proposals and disbursing funds to implementing organizations, monitoring and reporting on implementation and accounting to GoU on expenditures.
- **Model 2 - Community-driven delivery:** A mechanism that relies more on district local government to facilitate planning, review and approval of local development projects, disbursement of funds and monitoring implementation. Local communities and representative community associations would be responsible for managing funds and securing contracts for goods and services from either public, NGO or private service providers. Such a model requires considerable capacity building particularly at the community level as well as the local government level to ensure disbursement of funds.
- **Model 3 - Local government-driven delivery:** A mechanism that boards on the lines of conditional transfers from central government to local governments. District councils would be provided with additional block grants to contract goods and services in line with their area development plans. Capacity building would be provided to communities and community representative associations to ensure participation in planning and implementation as well as providing oversight and accountability of local government.

The PMCU and the technical expertise attached to it will identify the appropriate model to use in specific areas and for specific programmes/activities bearing in mind the prevailing circumstances in each district.

The Ministry of Finance, Planning and Economic Development is preparing a comprehensive Financing Plan for the PRDP as part of the PRDP Implementation Plan. The Financing Plan will be based on the established finance gap for the PRDP activities obtained through an assessment of the existing resource flows and projections to Northern Uganda.

6.3 Financing Strategy

In drafting the global PRDP budget, the Government has taken a number of steps to identify the needs gaps for the various interventions. The steps include:

1. Accounting for national-to-district authority transfers and setting them off against the PRDP sectoral programs where there are appropriate budget lines (e.g. health, education etc);
2. Accounting for national sectoral expenditures against the PRDP sectoral programs within the Medium-Term Expenditure Framework and commitments made in the national budget;
3. Accounting for existing and pipeline projects of a given magnitude (over US \$5 million) funded from external sources (such as NUREP, NUSAF, UN agencies) which are in line with the PRDP targets and activities;
4. Identifying the gap in resources to meet the PRDP objectives to be met by domestic and external resources and to guide and inform a Consultative Group meeting in addressing those outstanding resource needs.

6.3 Total Budget

The total estimated cost of implementing the PRDP over a three year period is **Ug Shilling 1,091,734,734,169** or **\$ 606,519,297 US Dollars**. Like any other programme implementation of the PRDP will initially start slow and then quicken in the last year as lessons from the first two years are fed into programme implementation.

Thus, total investment requirements will be at a rate of 31% in the first year, 30% in the second year and 39% in the third year of the PRDP implementation. The summary budget (Table 6.1) for the 14 programmes is given below.

Table 6.1 NATIONAL PEACE, RECOVERY AND DEVELOPMENT PLAN FOR NORTHERN UGANDA SUMMARY SECTOR PROGRAMME BUDGETS								
STRATEGIC OBJECTIVE	PROGRAMME COMPONENT	TOTAL COST UGX	Budget in USD	YEAR 1	YEAR 2	YEAR 3	Percentage total Budget	
1. CONSOLIDATION OF STATE AUTHORITY								
1.1	Facilitation of Peace Agreement	10,550,000,000	5,861,111	4,220,000,000	3,165,000,000	3,165,000,000	0.97	
1.2	Local Government Enhancement Programme	85,120,017,250	47,288,898	34,048,006,900	25,536,005,175	25,536,005,175	7.80	
1.3	Police Enhancement Programme	103,723,778,920	57,624,322	41,489,511,568	31,117,133,676	31,117,133,676	9.50	
1.4	Prisons Enhancement Programme	21,710,162,250	12,061,201	4,342,032,450	6,513,048,675	10,855,081,125	1.99	
1.5	Judicial Services Enhancement Programme	12,409,253,952	6,894,030	4,963,701,581	3,722,776,186	3,722,776,186	1.14	
1.6	Restructuring of Auxiliary Forces Programme	26,291,916,347	14,606,620	10,516,766,539	7,887,574,904	7,887,574,904	2.41	
Sub-Total SO1		259,805,128,720	33,561,851	99,580,019,038	77,941,538,616	82,283,571,066	23.80	
2. REBUILDING AND EMPOWERING COMMUNITIES								
2.1	Humanitarian Assistance to IDP Programme(JMC)	34,688,334,971	19,271,297	10,406,500,491	10,406,500,491	13,875,333,989	3.18	
2.2	IDP Return/Resettlement Programme	70,151,615,520	38,973,120	21,045,484,656	21,045,484,656	28,060,646,208	6.43	
2.3	Community Development Program.							
	Basic Social Svces (Education)	101,428,260,000	56,349,033	30,428,478,000	30,428,478,000	40,571,304,000	9.29	
	Health	133,070,284,800	73,927,936	39,921,085,440	39,921,085,440	53,228,113,920	12.19	
STRATEGIC OBJECTIVE	PROGRAMME COMPONENT	TOTAL COST UGX	Budget in USD	YEAR 1	YEAR 2	YEAR 3	Percentage	
	Water	34,755,000,000	19,308,333	10,426,500,000	10,426,500,000	13,902,000,000	3.18	
	Livelihoods Support	143,396,124,660	79,664,514	43,018,837,398	43,018,837,398	57,358,449,864	13.13	
Sub-Total SO2		517,489,619,951	287,494,233	155,246,885,985	155,246,885,985	206,995,847,981	47.40	

STRATEGIC OBJECTIVE	PROGRAMME COMPONENT	TOTAL COST UGX	Budget in USD	YEAR 1	YEAR 2	YEAR 3	Percentage of Budget
3. REVITALISATION OF ECONOMY							
3.1	Production and Marketing Enhancement Programme						
	Agriculture	9,909,286,700	5,505,159	1,981,857,340	2,972,786,010	4,954,643,350	0.91
	Livestock	18,231,830,000	10,128,794	3,646,366,000	5,469,549,000	9,115,915,000	1.67
	Entomology	1,557,940,000	865,522	311,588,000	467,382,000	778,970,000	
	Fisheries	3,176,714,000	1,764,841	635,342,800	953,014,200	1,588,357,000	0.29
	Mobilisation and extension Support	12,031,365,605	6,684,092	2,406,273,121	3,609,409,682	6,015,682,803	1.10
	Processing and Marketing	9,000,000,000	5,000,000	1,800,000,000	2,700,000,000	4,500,000,000	0.82
		53,907,136,305	29,948,409	10,781,427,261	16,172,140,892	26,953,568,153	4.94
3.2	Infrastructure Rehabilitation Programme						-
	Roads	62,634,646,406	34,797,026	12,526,929,281	18,790,393,922	31,317,323,203	5.74
	Energy	39,647,469,600	22,026,372	7,929,493,920	11,894,240,880	19,823,734,800	3.63
	Ferry and Bridges	3,000,000,000	1,666,667	600,000,000	900,000,000	1,500,000,000	0.27
		105,282,116,006	58,490,064	21,056,423,201	31,584,634,802	52,641,058,003	9.64
3.3	ENVIRONMENT AND RESOURCE MANAGEMENT						
	Wood Coverage	78,620,382,948	43,677,991	15,724,076,590	23,586,114,885	39,310,191,474	7.20
	Wetlands	11,803,260,000	6,557,367	2,360,652,000	3,540,978,000	5,901,630,000	1.08
	Extension Support	2,000,000,000	1,111,111	400,000,000	600,000,000	1,000,000,000	0.18
	Local land Management Institution	1,500,000,000	833,333	300,000,000	450,000,000	750,000,000	0.14
		93,923,642,948	52,179,802	18,784,728,590	28,177,092,885	46,961,821,474	8.60
SUB-TOTAL SO3		253,112,895,260	140,618,275	50,622,579,052	75,933,868,578	126,556,447,630	23.18
STRATEGIC OBJECTIVE	PROGRAMME COMPONENT	TOTAL COST UGX	Budget in USD	YEAR 1	YEAR 2	YEAR 3	Percentage
4. PEACE BUILDING AND RECONCILIATION							
4.1	Public Information Education and Communication (IEC) and Counseling Program	11,429,491,184	6,349,717	6,857,694,711	3,428,847,355	1,142,949,118	1.05
4.2	Amnesty, Demobilization, Reintegration of Reporters Programme(ARP)	18,099,500,000	10,055,278	10,859,700,000	5,429,850,000	1,809,950,000	1.66
	DEMOBILISATION						
	RETURN/RESETTLEMENT KITS						
	REINTEGRATION						
	EDUCATION SUPPORT						
	Economic Reintegration						

	Capacity Strengthening						
	CROSS BORDER ACTIVITIES						
SUB-TOTAL SO 4		29,528,991,184	16,404,995	17,717,394,711	8,858,697,355	2,952,899,118	2.70
PROGRAMS TOTAL COST		1,059,936,635,116	588,853,686	323,166,878,786	317,980,990,535	418,788,765,795	97.09
STRATEGIC OBJECTIVE	PROGRAMME COMPONENT	TOTAL COST UGX	Budget in USD	YEAR 1	YEAR 2	YEAR 3	Percentage
F.	PRDP MANAGEMENT COST 3%	31,798,099,053	17,665,611	14,309,144,574	9,539,429,716	7,949,524,763	2.91
	Personnel						
	Information and Sensitisation						
	Equipment and Supplies		-				
	Monitoring and Evaluation		-				
	Technical Assistance		-				
STRATEGIC OBJECTIVE	PROGRAMME COMPONENT	TOTAL COST UGX	Budget in USD	YEAR 1	YEAR 2	YEAR 3	Percentage
GRAND-TOTAL		1,091,734,734,169	606,519,297	337,476,023,360	327,520,420,251	426,738,290,558	100.00
			Percentage	30.9	30.0	39.1	100.00
	Total less 33%	731,462,271,893	406,367,929	226,108,935,651	219,438,681,568	285,914,654,674	67.00

Exchange Rate is USD1=1800UGX

NOTE:

- 1- The PRDP costed program Targets are based on the current existing needs in the sectors; Targets are based on the percentage of total needs
- 2- With exception of Roads and Energy, the costings include the current government transfers, sector programs and development partner interventions in the North
- 3- The target costs are based on real needs of the districts as indicated in the district baseline
- 4- Funding sources include:
 - a) Central Government Transfers (CGT) to specific PRDP program activities based on the PRDP Strategic Objectives
 - b) Current interventions of development partners within the PRDP Strategic objectives
 - c) Current specific sector interventions in the north within the PRDP Strategic objectives (outside CGT)
 - d) Consultative Group (CG) meeting commitments
- 5- Note that 1.6 is Discharge of Government auxiliary forces and 4.2 is demobilization of non Government Auxiliary forces

7.0 MONITORING FRAMEWORK

The PRDP provides a unique opportunity to transform and stabilize the North and lay the ground for long term development. It provides the strategy and establishes the investment priorities which have to be operationalised over the next 3 years. The Plan identifies sectoral gaps, and establishes priority investments with clear targets as a percentage of the overall gap, so as to manage expectations of the population. A consultative process to inform the PRDP has been carried out in each of the three sub-regions that have been affected by conflict.

GoU recognizes that all needs cannot be met during the immediate post-conflict period. Issues, which could not be addressed over the last 18 years, cannot all be resolved in 3 years. Therefore the plan has to be based upon realistic priorities and targets.

The Monitoring and Evaluation Framework of the PRDP is derived from lessons learn in the last one year of implementation of the Emergency Humanitarian Action Plan overseen by the Joint Monitoring Committee.

Levels of Monitoring and Evaluation

There are two levels of monitoring the PRDP, namely

- i) National / Policy level monitoring
- ii) Technical monitoring and
- iii) District Programme monitoring

i) National / Policy level Monitoring

At the National level, the PRDP activities will be overseen by the JMC which has been providing oversight for the EHAP from July 2006 to June 2007. The JMC will be meeting once every three months during the first year of implementation after which time the role and composition of the Northern Uganda Policy Committee will have been reviewed to take over the functions.

will continue for Identify, discuss and monitor issues related to the EHAP implementation

- Provide advice to Government and key stakeholders on action areas
- Establish benchmarks and mobilize resources needed for implementation of EHAP
- Ensure that decisions taken by the National Policy Committee are implemented and views of the National Stakeholders Forum are taken into account.

ii) Technical monitoring

- Technical Monitoring is the responsibility of the respective Sector Specialist at the central and Local Government levels in accordance with the sectoral norms and standards

iii) Geographic: District Programme monitoring

Annex 3 provides the PRDP Results framework which is to be discussed and agreed upon with the individual sectors that will be involved in the implementation and monitoring processes.

A detailed Monitoring and Evaluation Framework is being prepared as part of the PRDP Implementation Plan. The Framework will define in detail the mechanisms for data recording, processing, reporting and analysis as well as the responsible institutions for data management at the various levels of Government.

7.1 The Management Information System (MIS)

During the implementation of the Peace, Recovery and Development Plan, a lot of data and information will be required and generated. This information shall be collected, stored, analyzed and disseminated to all the stakeholders in a timely and reliable manner to support the planning and decision making process. The PRDP shall be established on a sound and reliable MIS as a decision support system.

A well developed decision support system will greatly contribute towards evidence-based decision making, removing duplication and bringing about synergy and harmony among all the stakeholders in the regional development process. A MIS unit shall be responsible for;

- i. Developing a system for collecting analyzing and disseminating all information relevant for the development interventions in Northern Uganda.
- ii. Building the capacity of the districts in collecting, processing, updating and utilizing data and information for improving service delivery.
- iii. Enhancing the planning and decision making processes through improved data management.

Data and information generated by the MIS will support the following key functions of the PRDP;

- a) Resource Allocation
- b) Resettlement Planning and Coordination
- c) Monitoring and Evaluation
- d) Advocacy and Community Awareness
- e) Conflict Management
- f) Reporting
- g) Evidence Based Decision Making
- h) Information Dissemination and Usage

The Management Information System will be developed with technical guidance of the Uganda Bureau of Statistics (UBOS) to ensure that information collected feeds into and fits within the established mechanisms for measuring change and impact on socio-economic targets. The MIS Unit for the PRDP shall liaise with sector MIS such as Educational

Management Information System (EMIS), Health Management Information System (HMIS), the Rehabilitation and Maintenance Planning System (RAMPS), the National Statistical System (NSS), the Land Information System (LIS), Environment Information Network (EIN), the Water Sector MIS, International agencies, NGOs and any other relevant stakeholders involved in the implementation of the PRDP.

The PRDP CMU Unit shall have the overall mandate to coordinate all the information management process for PRDP operational areas. Monitoring shall be based on District Implementation Plans. The existing mechanisms such as the NUDC GIS based information system will be incorporated into the PRDP monitoring system. A monitoring system will be developed working closely with the Ministries of Finance, Planning and Economic Development and the Ministry of Local Government.

8.0 ANNEXES

- Annex 1: List of Consultations
- Annex 2: Overview of Uganda Political History
- Annex 3: Institutional Framework
- Annex 4: PRDP Results Framework
- Annex 5: Detailed Budget Analysis Tables

TIME TABLE FOR CONSULTATIONS ON THE DRAFT PRDP

No.	ACTIVITY	PERIOD	KEY PARTICIPANTS
1	Conducting the Northern Uganda Survey in the Districts of Northern Uganda by UBOS and other Needs Assessments Studies.	Jan -June 2005	Local Government, Internally Displaced Persons, war affected populations and Civil Society Organisation
2	Launch of the PRDP consultations with Line Ministries. Inter-Ministerial Technical Committee formed	June-August 2005	All Government Ministries
3	Sub-Regional Meetings with Local Governments to prepare District Recovery Plans	August-October 2005	West Nile Districts, Central North Districts, and North East and Eastern Districts in Arua,Gulu, Moroto and Soroti respectively
4	Inter-Ministerial Technical Committee to discuss progress of consultations	October 2005	IMTC -Members
5	Receiving and reviewing copies of the District plans	October-December 2005	PRDP Secretariat, IMTC Members and Consultant
6	Consultations with Sector Working Groups	November-December 2005	IMTC and Consultant
7	Consultations with Development partners	November-December 2005	IMTC and Consultant
8	Writing the first draft of PRDP in consultation with stakeholders	January-June 2006	IMTC and Consultant
9	Establishing the Joint Monitoring Committee for Emergency Humanitarian Action Plan	July 2007	Responsible Minister for Northern Uganda
10	Further consultations with all stakeholders (Government Ministries, Development Partners and NGOs) in the finalization of the first draft	July-August 2006	IMTC
11	Production of first draft and circulation to all stakeholders requesting for comments	September-October 2006	IMTC
12	Receiving comments and incorporating them into the second draft	November 2006-January 2007	IMTC

13	Debriefing Sector Working Groups	Sept- 2006- May 2007	IMTC
14	Finalization of the second draft of the PRDP with amendments	January- February 2007	IMTC and Consultant
15	Consultations with the Development partners	March 2007	PS and IMTC
16	Circulation of second draft to all stakeholders for consultations and call for additional comments	March 2007	IMTC
16	Further consultations with Local Governments on the second draft before final draft. To check whether their priorities are set out in the PRDP as well as collective ownership of the PRDP	March -May 2007	IMTC and Local Governments in all targeted Districts
17	Finalization of the PRDP draft for Cabinet approval	May 2007	IMTC

Overview of Uganda Political History

Annex 2:

Date	Political event	Government Head	Era
Before 1962	Uganda as a British Protectorate	Federal Government	Colonial
1962	Independence	Sir Edward Mutesa (Prime Minister)	Post colonial
1966	Military Overthrow led by Apollo Milton Obote	Apollo Milton Obote (Executive Minister & later President)	Obote 1
1967	Republic Established: (Monarchs banned)		
1971: Jan	Military overthrow led by General Idi Amin. Obote, exiled in Tanzania	General Idi Amin Dada	Idi Amin
1972: September	Pro-Obote rebel group launches attacks on Uganda from bases in Tanzania		
1979: April	Ugandan rebel groups in Tanzania and Tanzanian forces overthrow Amin's military	Yusuf Lule, Godfrey Binaisa	Uganda National Liberation Front Transition
1980	General Multi-party Elections Held and electoral results Disputed	Apollo Milton Obote	Obote II
1981	NRM forms headed by Yoweri Museveni		
1985: January	General Tito Okello overthrows Obote and initiates consolidation of State and peace talks	General Tito Okello Lutwa	Military Council of the Okello
1986	NRM overthrows Tito Okello following the failure of the Nairobi Peace Talks	Yoweri Kaguta Museveni	Movement System
1986: August	Several rebel movements initiate insurgencies against Government, including; West Nile: WBNF, UNRF I & II, Rwenzori: ADF, Teso: UPA Acholi: UPDA, HSM, LRA		
1990	Teso conflicts negotiated		
1995	Promulgation of the Constitution of the Republic of Uganda		
1996	First general elections under the movement system of individual merit held		
2001	Second general elections under the movement system of individual		

	merit held		
2001	Rwenzori conflicts concluded		
2002	West Nile Conflicts Concluded		
2003	Escalation of the insurgency by the LRA in Acholi, Lango and parts of Teso and West Nile		
2006	Acholiland: Peace talks start in Juba, Southern Sudan		
2006	General elections under multi-party system of Government		
1982 to 2007	Continued Sporadic Law and Order problems within and outside of Karamoja.		
	Multi-Party system passed	GOU Museveni	
2006 March	Elected Government under a multi-party system	GOU Museveni	

Annex 3: Overview Of Functions Required For The Implementation Of The 14 Programmes

		GOVERNMENT STRUCTURES				COORDINATION	PARTNERS
LEVEL	KEY FUNCTIONS	RESPONSIBILITIES	AGENCY	MECHANSIMS	CHAIR	FORUM	FORUM
CENTRAL GOVT	POLICY/STRATEGY	Political Leadership	OPM	Northern Uganda Policy Committee	Minister of NU		LDGP
		Policy Guidance					
		Budget Review					
		Monitoring Plan					
	COORDINATION AND MANAGEMENT	RESPONSIBILITIES	OPM	PRDP Management	Executive Director		
		Coordination of Programme Development		Programme Coordinators			
		Establishment of Monitoring and Evaluation System		Programme Officers			
		Budget Tracking		Technical Experts			
		Policy implementation		Financial officers			
		Strategy adherence		Monitoring Officers			
		Financing arrangements					
		Technical/Management support to ministry and Districts					
		Issuance of guidelines					
	SECTOR INTERVENTIONS	RESPONSIBILITIES	MINISTERIES	PROGRAMMES	HEAD OF DEPARTMENT	SECTOR COORDINATION	PARTNERS
			SO 1:	SO1: CENTRALISED		CENTRAL	
		Establish Norms and Standards	OPM/MOFA/MOI	Facilitation of Peace Process Initiatives		Office of President	
		Sector policy adjustments	MOIA	Police Enhancement	IGP	JLO SWG	
		Technical Supervision	MOIA	Prisons Enhancement	CGP	JLO SWG	
		Technical Guidelines	MOJCA	Judicial Services Enhancement	SG	JLO SWG	
		Monitoring	MLG	LG Enhancement	PS	LGB Committee	
		Budget Oversight	MOD and MoIA	Restructuring of Auxiliary Forces		MOD	
			SO2	SO2: DECENTRALISED			
			DDM	Emergency IDP Assistance		IATC	
			DDM	Return and Resettlement		IATC	
				Community Recovery and Devt			
			MOH	Health Enhancement-AIDS		Health SWG,UAC SWG	
			MOES	Education Enhancement		Education SWG	

			MOWE	<i>Water Rehabilitation</i>		Water SWG		
			OPM	<i>Livelihoods Support</i>	P&D			
			SO 3:	SO 3: DECENTRALISED				
			MAAIF	Production Enhancement		Agriculture SWG		
				Infrastructure Rehabilitation				
			MOWT	<i>Roads Rehabilitation</i>		Roads SWG		
			MOEMD	<i>Energy Rehabilitation</i>		Energy SWG		
				Environment and Resource Mngt				
			SO 4:	SO 4: DECENTRALISED				
			OPM					
			MOIA (AC)					
			MDLSD					
			MOJCA (HRC)					
LOCAL GOVERNMENT LEVEL	PROGRAMME IMPLEMENTATION	RESPONSIBILITIES	GOVERNMENT INSITUTION	MANAGEMENT TEAM		TECHNICAL COORDINATION	PARTNERS	
		Planning	LC/ CAO/ DTPC	SECTOR PROGRAMMES				
		Establishment of Targets	SO 1:	SO1: CENTRALISED				
		Identification of implementing partners	OPM/MOFA/MOI	Facilitation of Peace Process				
		Coordination of parterns	DPC	Police Enhancement				
		Managmenet of programme activities	DPOfficer	Prisons Enhancement				
		Technical Supervisions	District Attorney	Judicial Services Enhancement				
		Monitoring Activities	CAO	LG Enhancement Programme				
		Contracting Ips	MOD &MOIA	Restructering of Auxillary Forces				
		Supervision and Monitoring of IPS	SO2	SO2: DECENTRALISED				
			DDMO	Immediate IDP Assistance		IATC		
			DDMO	Return and Resettlement		IATC		
				Community Recovery and Devt				
			Dir of Health Services	<i>Health Enhancement</i>		District Technical C		
			Director of Educations	<i>Education Enhancement</i>		District Technical C		
			Water Engineer	<i>Water Rehabilitation</i>		District Technical C		
			UAC	<i>Aids Support</i>		District Technical C		
			SO4:	SO 3: DECENTRALISED				
			Director of Production	Production Enhancement				
				Infrastructure Rehabilitation				

			Works Engineer	Roads Rehabilitation					
			MOWE	Energy Rehabilitation					
			SO4:	SO 4: DECENTRALISED					
			District Information Officer	Information Educn Commn					
			Community Development Services	Counselling					
			Amnesty Commisison	Amensty Disarmament, Demobilisation and Reintegration (ADRP)					
	IMPLEMENTATION	RESPONSIBILITIES	PARTNERS	PROJECTS/PROGRAMME					
		Adhere to Contractual terms	NGOs	SO 2					
		Adheres to MOUs	Private Contractors	SO3:					
		Adheres to GoU policy, technical and operational Guidelines	UN Agencies	SO4:					

Annex 3: PRDP Results Framework

STRATEGIC OBJECTIVES	INTERVENTIONS	EXPECTED RESULTS	INDICATORS	NATIONAL BASELINE (PEAP)	NATIONAL TARGET (PEAP)	PRDP BASELINE	PRDP TARGET	RESPONSE AGENCY
1. CONSOLIDATION OF STATE AUTHORITY (SO 1)								
SO 1	Facilitation of Peace agreement	Regional/National Security Initiatives (RSI) concluded <ul style="list-style-type: none"> ▪ Diplomatic And Military Pressure On LRA Continued ▪ .Implementation of the Alternative Justice System recommendations. 	Number of the 7 peace agenda items agreed on	Not Applicable	No Applicable	Political Process	Political Process	Ministry of Foreign Affairs Ministry of Defence Office of the President Office of the Prime Minister
		<ul style="list-style-type: none"> ▪ Outreach Activities To Establish Contact And Dialogue With Non- Indicted Middle-Level LRA. 	Reduction in rebel activities Number of small arms and light weapons collected Number of mines and unexploded ordinances removed.	Not Applicable	Not Applicable	Political Process	Political Process	Presidential Peace Team

3. Police Enhancement Programme (PEP)

- Civilian Police Presence Increased And Sustained In IDPs Areas And Communities.
 - Community Policing Activities Expanded For Enhanced Protection
 - Public Confidence In Police Increased.
- LAW AND ORDER RE-ESTABLISHED IN COMMUNITIES

-Ratio of Police To Persons Increased.
- Targeted # Number Of Police Posts Rehabilitated And Functioning,
-# Increase In Number Of Police Cases To Reflect Public Confidence.

MINISTRY OF INTERNAL AFFAIRS/UPF

4. Restructuring of auxiliary forces

- Role of LDUs in Protection of civilian Population is clear, understood and adhered Vis-à-vis police functions.
- Training of LDUS policing functions In Support of Peace And Recovery process.

-regular payment of LDUs salaries.
-police and LDUs working together to ensure law and order.
-decrease in complaints against LDUs

5. Prisons Enhancement Programme (PEP)

- Prison capacity increased
 - Prison overcrowding decreased.
- Target Number of District Prisons and County Cells Rehabilitated and functioning
-Number of persons in Community Service increased

Ministry of Internal Affairs/UPS

1.5	6. Local government enhancement programme (LGEP)	<ul style="list-style-type: none"> ▪ Increase LG staff in key sectors to Target level ▪ Management structure and Capacity of Local Government administration strengthened for post conflict situation ▪ Local Government Councils Strengthened 	% Of Local Government District and County Staff in post within established modules	Ministry of Local Government/ PSC
	7. Judicial services Enhancement programme(JLS)	<ul style="list-style-type: none"> ▪ Judicial and legal personnel increased ▪ Rehabilitation of key court structures completed. ▪ Access to basic legal services by the civilian population increased ▪ JUDICIAL AND LEGAL SERVICES STRENGTHENED. 	% Of District Judges and State Attorneys in post and functioning within established targets	

3. REBUILDING AND EMPOWERING COMMUNITIES

SO 2	2.1.1 Humanitarian Assistance to IDP Programme	<ul style="list-style-type: none"> ▪ Decrease in morbidity rates in areas with highest rates. ▪ Food security activities supported ▪ Social Services improved. ▪ Protection 	<u>Food Security:</u> Amount of Food distributed to maintain Nutritional Rates in IDP camps. <u>Water Coverage</u> Population to Number of boreholes (motorized) <u>Health Coverage:</u>
------	--	---	--

		Enhanced (see police)	% Of population with access to PHC?? To be clarified
		<ul style="list-style-type: none"> CONDITIONS IN KEY IDP COMMUNITIES IMPROVED 	<u>Sanitation:</u> Coverage: Ratio of Stances to Population: 5/250 <u>Education</u> # of IDPs facilitated for return
2.2	2.2.1	IDP Return/Resettlement programme.	<ul style="list-style-type: none"> Traditional Leadership fully participating in facilitation of return activities. Resettlement support for re-establishment of households/homestead Provided.
		RETURN AND REINTEGRATION OF DISPLACED FACILITATED	# of IDPS who have re-established households in area of return # of households engaged in livelihood activities
	2.3.1	Community Empowerment and Recovery programme	<ul style="list-style-type: none"> Rehabilitation and or reconstruction of urban and community infrastructure ongoing. Social services rehabilitated or strengthened in communities.
			<u>Food Security:</u> Amount of food required to maintain nutritional rates in IDP camps <u>Water Coverage</u> Population to Number of boreholes (motorized) <u>Health Coverage:</u> % Of population with access to PHC <u>Sanitation:</u> Coverage:

Ratio of Stances to
Population: 5/250
Education:

% reduction in
drop rates of
pupils

Reduction in
classroom pupil
ratios

**2.4.1 Livelihood
Support programme**

- Vulnerable Groups identified and assisted.

Of child orphans placed in interim care facilitated to permanent care (family, institution, adoption)

Of handicapped supported (rehabilitated, counselled etc)

Of elderly assisted

3. REVITALISATION OF ECONOMY

3.1 Production and Marketing Enhancement Programme(PMEP)

- # of persons participating in productive activities increased
- Access to inputs expanded.

% Increase in Food and Cash Crop Production

Increase in Livestock production for food and cash.

Increase in fisheries production
% Increase in Honey

	<p>PRODUCTIVE SECTORS REACTIVATED "Self Employment"</p>	<p>production # Increase in Transport demand. # Increase in small scale industries # number of land disputes</p>
<p>3.2 Infrastructure Rehabilitation and Urban Improvement Programme(IRP)</p>	<ul style="list-style-type: none"> ▪ Essential roads rehabilitated. ▪ District Headquarter towns electrified. ▪ Communications networks operating in districts and sub-counties. ▪ Urban Council services and Infrastructure programme ▪ CRITICAL ECONOMIC INFRASTRUCUTURE REHABILITATED 	<p># Km of District Roads Rehabilitated Maintained # Km of National Trunk Roads maintained # of DH Towns with Energy</p>
<p>3.3.1 Environment Land and Natural Resource Management programme (ERP)</p>	<ul style="list-style-type: none"> ▪ Forest resources management improved. ▪ Wetlands management improved. <ul style="list-style-type: none"> ▪ Mechanisms for sound land ownership, access and usage in place ▪ SOUND ENVIRONMENTAL REHABILITATION AND SUSTAINBLE USES PROMOTED 	<p>% of forest land recovered or increased. % of wetlands recovered</p>

4. PEACEBUILDING AND RECONCILIATION

4	<p>4.1.1 Public Information Education (IEC) and Counseling</p>	<ul style="list-style-type: none"> ▪ Number of people with access to information increased. <p>ACCESS TO INFORMATION INCREASED</p> <ul style="list-style-type: none"> ▪ 	<p># Of Community Development Officers in place # of Radios Distributed # Local Government information dissemination mechanisms in place and functioning</p>
4	<p>4.2.1 Mediation and Reconciliation Support Programme (CMR)</p>	<ul style="list-style-type: none"> ▪ Enhanced Presence of civic leadership (Churches, traditional, etc). ▪ Respect for law increased. ▪ Forums for peace buildings and reconciliations discussions functioning. ▪ Community Activities 	<p># Of community activities % Of local pop aware of and participate in community activities</p>
	<p>4.2.2 Amnesty and Reintegration of ex-combatants (ARP)</p>	<ul style="list-style-type: none"> ▪ Socio-Economic Reintegration of ex-combatants facilitated. 	<ul style="list-style-type: none"> ▪ Ex-combatants⁷ with households established. ▪ Increased number of ex-combatants with links to family members. ▪ Number of ex-combatants participating in community activities.
	<p>4.3.1 COUNSELLING SERVICES SUPPORT PROGRAMME (CSP)</p>	<ul style="list-style-type: none"> ▪ Capacity for counselling services in place. ▪ Participation of persons in 	<p># Of Counselling centres in Place # Of Counselling staff in place # Of families served</p>

⁷ In Uganda ex-combatants are referred to as reporters, to convey the voluntary nature of participation.

counselling
services
increased.

- Links for family and community of persons traumatized

B. NORTH CENTRAL										
<i>Acholi 4 districts</i>										
9	Gulu/Amuru	503,800	2,544	11,905,920,000	1,272	1,058,940,000	1,272	1,058,940,000	2,117,880,000	1,176,600
10	Kitgum	320,000	5,091	23,825,880,000	2,546	2,119,128,750	2,546	2,119,128,750	4,238,257,500	2,354,588
11	Pader	327,900	4,069	19,042,920,000	2,035	1,693,721,250	2,035	1,693,721,250	3,387,442,500	1,881,913
		1,151,700	11,704	54,774,720,000	5,852	4,871,790,000	5,852	4,871,790,000	9,743,580,000	5,413,100
13	Apac/Oyam	740,100	3,024	14,152,320,000	1,512	1,258,740,000	1,512	1,258,740,000	2,517,480,000	1,398,600
16	Lira/Amolatar/Dokolo	832,600	7,264	33,995,520,000	3,632	3,023,640,000	3,632	3,023,640,000	6,047,280,000	3,359,600
	Sub-Total	1,572,700	10,288	48,147,840,000	5,144	4,282,380,000	5,144	4,282,380,000	8,564,760,000	4,758,200
17	Masindi	458,700								
18	Bullisa	32,800								
	Sub-Total	3,215,900	21,992	102,922,560,000	10,996	9,154,170,000	10,996	9,154,170,000	18,308,340,000	10,171,300
C. NORTH EAST										
<i>Karamoja 5 Districts</i>										
21	Kotido/Abim/Kaabong	774,400	19	88,920,000	519		519	3,906,930,276	3,906,930,276	2,170,517
22	Moroto	194,300	2	9,360,000	502		502	3,778,957,608	3,778,957,608	2,099,421
23	Nakapiripirit	180,400	0	0	500		500	3,763,902,000	3,763,902,000	2,091,057
		1,149,100	21	98,280,000	1,521	0	1,521	11,449,789,884	11,449,789,884	6,360,994
<i>Teso 11 Districts</i>										
24	Kaberamaido	135,000	1,146	5,363,280,000	573	477,022,500	573	477,022,500	954,045,000	530,025
26	Kapchorwa/Bukwa	217,400	17	79,560,000	9	7,076,250	0	0	7,076,250	3,931
28	Katakwi/Amuria	365,900	4,256	19,918,080,000	2,128	1,771,560,000	2,128	1,771,560,000	3,543,120,000	1,968,400
30	Kumi/Bukedea	434,600	620	2,901,600,000	310	258,075,000	310	258,075,000	516,150,000	286,750
32	Pallisa/Budaka	569,000	0	0	0	0	0	0	0	0
33	Mbale/Sironko	686,692	21	98,280,000	11	8,741,250	11	8,741,250		
34	Soroti	427,300	767	3,589,560,000	384	319,263,750	384	319,263,750	638,527,500	354,738
36	Tororo	405,500								
37	Butaleja	172,600								
38	Busia	242,400								
		3,969,892	6,833	31,978,440,000	3,417	2,844,236,250	3,405	2,834,662,500	5,678,898,750	3,154,944
	Sub-Total	5,118,992	6,854	32,076,720,000	4,938	2,844,236,250	4,926	14,284,452,384	17,128,688,634	9,515,938
	TOTAL	10,552,992	31,570	147,747,600,000	16,478	12,451,952,250	18,101	25,252,806,384	37,704,758,634	20,947,088

Notes

1. The analysis is based on the assumption that the salaries for all the auxilliary forces is available with the Police/Army, which is included in the UGX 37,704,754,634
2. The objective is to reduce Auxilliary Forces by 20% in West Nile, 50% in LRA affected Districts and 0% in other areas as we increase the Police presence in the region.

SUMMARY BUDGET FOR RESTRUCTURING OF AUXILIARY FORCES

NO.	PROGRAMME COMPONENTS	Current Strength	3 Year Target Reduction/Increase	3 Year Status	Estimated Unit Cost (3 Years) (UGX)	Estimated Total Cost of target years) UGX (3	USD Equivalent of Estimated Total Cost (3 Years)
A	DISCHARGE						
	North West	2,724	545		832,500	453,546,000	283,466
	North Central	21,992	10,996		832,500	9,154,170,000	5,085,650
	North East (Teso)	6,833	3,417		832,500	2,844,236,250	1,580,131
	Sub Total					12,451,952,250	6,949,248
B	RETENTION						
	North West			2,179	4,680,000	10,198,656,000	5,665,920
	North Central			5,144	4,680,000	24,073,920,000	13,374,400
	North East (Teso)			3,405	4,680,000	15,935,400,000	8,853,000
	Sub Total			10,728		50,207,976,000	27,893,320
C	Enhancement						
	North East (Karamoja)	21	1500	1,521	7,527,804	11,449,789,884	6,360,994
	Sub Total					11,449,789,884	6,360,994
	Total(A+C)					23,901,742,134	41,203,562
	Administrative Cost (10% of Total)					2,390,174,213.4	4,120,356.2
	Grand Total					26,291,916,347	45,323,918

Note 1 Total AF Budget consists of Demobilisation cost for North West, North Central and North East (Teso) and Recruitment cost for Karamoja

Note 2 The assumption is that the budget for the retained LDUs in North West and North Central and North East (Teso) is already provided for in the Uganda Police Force Budget and therefore not included in the final AF budget

Note 3 The unit cost of demobilising an LDU is Us \$ 450 = Ugand Shs. 832,500

SUMMARY OF JUDICIAL PROGRAMME BUDGET

No.	PROGRAMME COMPONENTS	Current Strength	3 Year Target	Total	Estimated Unit Costs (3 Years UGX)	Estimated Total Cost (3 Years UGX)	Estimated Total Cost (3 Years USD)
A.	DPP						
1	State Attorney	8	27	35	30,096,000	812,592,000	451,440
2	Support Staff	8	33	41	3,780,000	124,740,000	69,300
3	Resident State Attorney facilities	5	30	35			
	3.1 Unit cost rent	5	30	35	9,000,000	270,000,000	150,000
	3.2.1 Operations cost - districts without high courts	0	27	27	3,225,000	87,075,000	48,375
	3.2.2 Operations cost - districts with high courts	4	1	5	4,755,000	4,755,000	2,642
	Sub Total					1,299,162,000	721,757
B.	JUDICIARY						
1	Chief Magistrates	8	27	35	39,600,000	1,069,200,000	594,000
2	Grade one Magistrates	21	14	35	23,400,000	327,600,000	182,000
3	Chief Magistrate Court	8	27	35			
	3.1 Unit Cost rent		27	27	27,000,000	729,000,000	405,000
	3.2 Unit Cost operations	8	27	35	7,500,000	202,500,000	112,500
4	Grade one Magistrate Court	20	15	35			
	4.1 Unit cost rent		15	15	18,000,000	270,000,000	150,000
	4.2 Unit cost operations	20	15	35	54,000,000	810,000,000	450,000
	Sub Total					3,408,300,000	1,893,500
C.	MINISTRY OF JUSTICE						
1	Senior State Attorney	1	2	3	39,600,000	118,800,000	66,000
2	State Attorney	0	11	11	30,096,000	331,056,000	183,920
3	Support Staff	0	8	8	12,780,000	25,560,000	14,200
3	Attorney General's Regional Offices	0	2	2			
	3.1 Unit Cost building one off cost	0	2	2	530,000,000	1,060,000,000	588,889
	3.2 Operations Cost	0	2	2	1,069,187,976	2,138,375,952	1,187,987
	Sub Total					3,673,791,952	2,040,996

D.	OPERATIONALISATION OF LAND TRIBUNALS						
	Offices		8	8	21000000	168,000,000	
	Operating Costs		8	8	45000000	360,000,000	
	Sub-total					528,000,000	293,333
E.	LEGAL AID SUPPORT					3,500,000,000	1,944,444
	Total Budget					12,409,253,952	6,894,030

DPP

Note 1: Support staff is one per district except districts with high courts
Note 2: Districts with high courts are: Arua, Gulu, Lira, Soroti & Pallisa
Note 3: Operations cost is 1,075,000 per year except districts with high courts
Note 4: Operations cost for districts with high courts is 1,585,000

SUMMARY OF JUDICIAL PROGRAMME BUDGET							
No.	PROGRAMME COMPONENTS	Current Strength	3 Year Target	Total	Estimated Unit Costs (3 Years UGX)	Estimated Total Cost (3 Years UGX)	Estimated Total Cost (3 Years USD)
A.	DPP						
1	State Attorney	8	27	35	30,096,000	812,592,000	451,440
2	Support Staff	8	33	41	3,780,000	124,740,000	69,300
3	Resident State Attorney facilities	5	30	35			
	3.1 Unit cost rent	5	30	35	9,000,000	270,000,000	150,000
	3.2.1 Operations cost - districts without high courts	0	27	27	3,225,000	87,075,000	48,375
	3.2.2 Operations cost - districts with high courts	4	1	5	4,755,000	4,755,000	2,642
	Sub Total					1,299,162,000	721,757
B.	JUDICIARY						
1	Chief Magistrates	8	27	35	39,600,000	1,069,200,000	594,000
2	Grade one Magistrates	21	14	35	23,400,000	327,600,000	182,000
3	Chief Magistrate Court	8	27	35			
	3.1 Unit Cost rent		27	27	27,000,000	729,000,000	405,000
	3.2 Unit Cost operations	8	27	35	7,500,000	202,500,000	112,500
4	Grade one Magistrate Court	20	15	35			
	4.1 Unit cost rent		15	15	18,000,000	270,000,000	150,000
	4.2 Unit cost operations	20	15	35	54,000,000	810,000,000	450,000
	Sub Total					3,408,300,000	1,893,500
C.	MINISTRY OF JUSTICE						
1	Senior State Attorney	1	2	3	39,600,000	118,800,000	66,000
2	State Attorney	0	11	11	30,096,000	331,056,000	183,920
3	Support Staff	0	8	8	12,780,000	25,560,000	14,200
3	Attorney General's Regional Offices	0	2	2			
	3.1 Unit Cost building one off cost	0	2	2	530,000,000	1,060,000,000	588,889
	3.2 Operations Cost	0	2	2	1,069,187,976	2,138,375,952	1,187,987
	Sub Total					3,673,791,952	2,040,996
D.	OPERATIONALISATION OF LAND TRIBUNALS						
	Offices		8	8	21000000	168,000,000	
	Operating Costs		8	8	45000000	360,000,000	
	Sub-total					528,000,000	293,333
E.	LEGAL AID SUPPORT					3,500,000,000	1,944,444
	Total Budget					12,409,253,952	6,894,030

Notes

DPP

Note 1: Support staff is one per district except districts with high courts

Note 2: Districts with high courts are: Arua, Gulu, Lira, Soroti & Pallisa

Note 3: Operations cost is 1,075,000 per year except districts with high courts

Community Service Budget

PROGRAMME COMPONENT	COST(UGX)	COST(USD)	Year 1 UGX	Year 2 UGX	Year 3 UGX
TRAINING of stakeholders eg Mags, State Attorney, Police, Prisons estd. Per wrkshop 6,500,000 x 2wrkshops x 20 dis.x3yrs for 35 pax for one day	780,000,000	433,333	312,000,000	234,000,000	234,000,000
Sensitisation of the public Local Council (4times in dis. X530,000per wrkshopx x20dis. X3yrs for 40 pax for one day	127,200,000	70,667	50,880,000	38,160,000	38,160,000
Parish chiefs and institution supervisors (2 times in a sub county x 4 in dis.x20) x3yrs	84,800,000	47,111	33,920,000	25,440,000	25,440,000
Radio Jingos (identify FM radois and run jingos for 3 months per year x 3 yrsx 300,000 per month x 20 dis.	18,000,000	10,000	7,200,000	5,400,000	5,400,000
Print of Posters & Brochure 5000 posters printed per year x 3yrs x 1000per poster	15,000,000	8,333	6,000,000	4,500,000	4,500,000
10,000 Brochures per yr x 3yrs x 500 per brochures	15,000,000	8,333	6,000,000	4,500,000	4,500,000
Monitoring & supervision of Offenders Operation cost, Fuel, Stationery, Communication, per quarter every district get 1,500,000x 4quarters x 3yrs x 20 dis.	360,000,000	200,000	144,000,000	108,000,000	108,000,000
Supply of Equipments Motorcycles(13 motorcycles for prob. Officers x 4,700,000@)	61,100,000	33,944	24,440,000	18,330,000	18,330,000
2 Computer & accessories x 4,600,000@	9,200,000	5,111	3,680,000	2,760,000	2,760,000
Grand Total	1,452,300,000	806,833	580,920,000	435,690,000	435,690,000

SUMMARY PRISONS AND COMMUNITY SERVICE BUDGET			
		UGX	USD
1	Prisons	4,444,000,000	2,468,889
2	Prison Personnel	2,748,862,228	1,527,146
3	Other Prison Facilities	13,065,000,022	7,258,333
4	Community Service Budget	1,452,300,000	806,833
		21,710,162,250	12,061,201

LOCAL GOVERNMENT STAFF ENHANCEMENT BUDGET						
No.	PROGRAMME COMPONENTS	Target=%60 of Gap	Total	Estimated Unit Costs	Estimated Total Cost (3 Years UGX)	Estimated Total Cost (3 Years USD)
A.	PERSONNEL					
1	LG Staff	4,312	11,241	NA	33,343,017,250	18,523,898
2	DDMO	8	8	925,000	14,800,000	8,222
	Sub Total				33,357,817,250	18,532,121
B.	MANAGEMENT GRANT					
	Activities		31	360000000	11,160,000,000	6,200,000
1	LC 5 Councils		31	5,550,000	172,050,000	95,583
2	Coordination of Partners		31	55,500,000	1,720,500,000	955,833
3	Sub-county support functions		31	46250000	4,301,250,000	2,389,583
4	District Disaster Management Operations	8 Districts	8	44,400,000	710,400,000	394,667
	Sub Total				18,064,200,000	10,035,667
C.	TECHNICAL CAPACITY					
1	Deployment of Operations Manager			18,500,000	333,000,000	185,000
2	Technical Consultants			555,000,000	9,990,000,000	5,550,000
3	Upgrade Monitoring and Information Systems		31	50,000,000	1,550,000,000	861,111
3	Upgrade Financial Tracking of PRDP		31	75000000	2,325,000,000	1,291,667
	Sub Total				14,198,000,000	7,887,778
D.	HARDSHIP SUPPORT	3 regions	3	6500000000		
	Sub-total				19,500,000,000	10,833,333
	TOTAL				85,120,017,250	47,288,898

Note 1: Unit cost for personnel varies by position, refer to personnel budget

Note 2: Unit Costs are calculated for period of 3 years

Note 3: DDMO are currently project staff, they would need to be continued as project staff contracted by government or converted to LG staff.

Note 4: Hardship support will be based on the security, displacement, and retention rates

C.	Disaster Mgt support		171	171	54,971	9,400,000	5,222
	TOTAL					34,688,334,971	19,271,297

NOTE: The package of Non food items provided includes two taurplines, pans, plates and other house hold requirements for water and daily use.
 2 Food is calculated on the basis of the current formular used by government which states that an adult r of maize mi of beans while a child requires about that much.
 3 There are additional costs for salt,cooking oil and other ingredients
 4 The cost under water systems is based on the budget submitted by the Ministry of Water and Environm emergency period in the plan for Northern Uganda.

Education Services Summary Budget

		UGX	USD
A	Primary and TRC	72,729,760,000	40,405,422
B	Alternative Basic Education	3,676,500,000	2,042,500
C	Secondary, Vocation and BTVET	25,022,000,000	13,901,111
Total Budget		101,428,260,000	56,349,033

SUMMARY BUDGET FOR ROADS REHABILITATION PROGRAMME

No.	PROGRAMME COMPONENTS	District Road Network	3 Year Target (50%)	Unit Cost Per Km (USD)	Cost of Target (USD)	Community Access Roads	3 Year Target (30%)	Unit Cost Per Km (USD)	Cost of Target (USD)	Total Cost (Community Access and District Roads) USD	Total Cost (Community Access and District Roads) Ushs
1	Good/Routine Maintenance	3,457	1,729	867	1,498,934						
2	Fair/Periodic Maintenance	2,639	1,320	1,734	2,288,508						
3	Poor/Rehabilitation	2,817	1,409	17,344	24,428,672	9,486	2,846	2,313	6,580,913		
	TOTAL				28,216,113				6,580,913	34,797,026	62,634,646,406

ENERGY SUMMARY BUDGET

3 Year Target	Number of Km	Unit Cost (3 Years) USD	Estimated Total Cost (3 Years) USD	Ushs Equivalent of Total Cost
Extend Gulu to Adjumani to Moyo	213	28,906	6,156,978	11,082,560,400
Extend Arua to Yumbe through Koboko	80	28,906	2,312,480	4,162,464,000
Extend Line Abim to Kotido	106	28,906	3,064,036	5,515,264,800
Extend Katakwi to Moroto to Katikekile	180	28,906	5,203,080	9,365,544,000
Extend Sironko to Nakripririti to Amudat	183	28,906	5,289,798	9,521,636,400
Extend Soroti to Amuria and Kabermaido				
Total			22,026,372	39,647,469,600

WOODCOVER AND COMMUNITY FORESTRY BUDGET (ENVIRONMENT)

SUMMARY OF ENVIRONMENT MANAGEMENT BUDGET TABLE

	Total Land Area	Degraded Areas	3 Year Target (Restoration of 30% of degraded area(ha))	Estimated Total cost of Replanting Degraded Areas	USD Equivalent of Estimated Total Cost
A. COMMUNITY FORESTRY					
	10,561,330	381,455	114,437	78,620,382,948	43,677,991
B. RECLAMATION OF WETLANDS					
	90,376	568	170	11,803,260,000	6,557,367
C. EXTENSION SUPPORT					
				2,000,000,000	1,111,111
Total				92,423,642,948	50,235,357
<p>Source: Uganda bureau of Statistics National State of Environment Report 2002 District State of Environment Reports.</p>					

No.	PROGRAMME COMPONENTS	Cost Factor	Unit	Quantity	Unit Cost	Item Total Cost	Year 1	Year 2	Year 3	Item Total Cost
3.1	EDUCATION SUPPORT									
	<i>Accelerated Primary Education</i>									
	Training of trainers	Courses	Courses	3	30,000,000	90,000,000	90,000,000			50,000
	Hire of training centre	No. of centres	Month	24	10,000,000	240,000,000	120,000,000	120,000,000		133,333
	Centre Coordinators	No. of centres	Month	24	15,000,000	360,000,000	180,000,000	180,000,000		200,000
	Teachers pay and expenses	No. of teachers	Month	24	50,000,000	1,200,000,000	600,000,000	600,000,000		666,667
	Books and teaching materials	No. of beneficiaries	Beneficiary	1000	50,000	50,000,000	25,000,000	25,000,000		27,778
	Stationery	No. of beneficiaries	Beneficiary	1000	35,000	35,000,000	17,500,000	17,500,000		19,444
	Meals and refreshments	No. of beneficiaries	Month	24	36,000,000	864,000,000	432,000,000	432,000,000		480,000
	Centre maintenance	No. of centres	Month	24	7,500,000	180,000,000	90,000,000	90,000,000		100,000
	<i>Secondary School Sponsorship</i>									
	School fees	No. of beneficiaries	Beneficiary	2000	2,400,000	4,800,000,000	1,200,000,000	1,200,000,000	1,200,000,000	2,666,667
	Uniforms	No. of beneficiaries	Beneficiary	2000	280,000	560,000,000	140,000,000	140,000,000	140,000,000	311,111
	Books and stationery	No. of beneficiaries	Beneficiary	2000	400,000	800,000,000	200,000,000	200,000,000	200,000,000	444,444
	Partner management	Implementing agency	Month	48	5,000,000	240,000,000	60,000,000	60,000,000	60,000,000	133,333
	Partner supervision	Implementing agency	Month	48	5,000,000	240,000,000	60,000,000	60,000,000	60,000,000	133,333
	<i>Vocational and Business School Sponsorship</i>									
	School fees	No. of beneficiaries	Beneficiary	500	1,200,000	600,000,000	300,000,000	300,000,000		333,333
	Uniforms	No. of beneficiaries	Beneficiary	500	140,000	70,000,000	35,000,000	35,000,000		38,889
	Books and stationery	No. of beneficiaries	Beneficiary	500	200,000	100,000,000	50,000,000	50,000,000		55,556
	Partner management	Implementing agency	Month	24	5,000,000	120,000,000	60,000,000	60,000,000		66,667
	Partner supervision	Implementing agency	Month	24	5,000,000	120,000,000	60,000,000	60,000,000		66,667
	<i>Accelerated Vocational and Business Skills Training</i>									
	Training of trainers	Courses	Course	2	25,000,000	50,000,000	50,000,000			27,778
	Hire of training centre	No. of centres	Centre	6	5,000,000	30,000,000	30,000,000			16,667
	Centre Coordinators	No. of centres	Month	6	700,000	4,200,000	4,200,000			2,333
	Instructors' pay and expenses	No. of teachers	Month	6	20,000,000	120,000,000	120,000,000			66,667
	Books and training materials	No. of beneficiaries	Beneficiary	1000	50,000	50,000,000	50,000,000			27,778
	Stationery	No. of beneficiaries	Beneficiary	1000	50,000	50,000,000	50,000,000			27,778
	Meals and refreshments	No. of beneficiaries	Beneficiary	1000	180,000	180,000,000	180,000,000			100,000
	Centre maintenance	No. of centres	Month	6	300,000	1,800,000	1,800,000			1,000
	Sub-Total					11,155,000,000				6,197,222

No.	PROGRAMME COMPONENTS	Cost Factor	Unit	Quantity	Unit Cost	Total Cost	Year 1	Year 2	Year 3	Item Total Cost usd
3.2	Economic Reintegration									
	<i>Linkages with NUSAF and other Programmes</i>									
	Mobilisation of reporters	Area and period	Month	12	1,000,000	12,000,000	6,000,000	6,000,000		6,667
	Facilitation of area coordinators	No. of area coordinators	Month	12	1,200,000	14,400,000	7,200,000	7,200,000		8,000
	Joint meeting facilitation	Meetings	Quarter	4	7,000,000	28,000,000	14,000,000	14,000,000		15,556
	Training of Coordinators and Group Lead	Courses	Course	6	8,000,000	48,000,000	24,000,000	24,000,000		26,667
	Group support	No. of beneficiaries	Beneficiary	1600	30,000	48,000,000	24,000,000	24,000,000		26,667
										-
										-
	<i>Support for Income Generating Activities</i>									-
	Group mobilisation and formation support	No. of groups	Group	50	500,000	25,000,000	25,000,000			13,889
	Training of participating reporter groups	No. of groups	Course	12	5,000,000	60,000,000	60,000,000			33,333
	Sponsorship with seed capital	No. of beneficiaries	Beneficiary	1000	250,000	250,000,000	250,000,000			138,889
	Sub-county Guides and Leaders	No. of leaders	Month	12	5,000,000	60,000,000	60,000,000			33,333
	Provision of tools and equipment	No. of beneficiaries	Beneficiary	1000	1,000,000	1,000,000,000	1,000,000,000			555,556
	Bicycles for sub-county Guides	No. of guides	Unit	50	200,000	10,000,000	10,000,000			5,556
	Sub-Total					1,555,400,000				864,111
4.0	Capacity Strengthening									
	<i>Community Dialogue</i>									
	Training of Community Volunteer Counsel	No. of courses	Course	3	15,000,000	45,000,000	11,250,000	11,250,000	11,250,000	25,000
	Support of Community Volunteer Counsel	No. of counsellors	Month	12	4,500,000	54,000,000	13,500,000	13,500,000	13,500,000	30,000
	Community IEC materials***	Volumes required	Sum	1	123,500,000	123,500,000	30,875,000	30,875,000	30,875,000	68,611
	Bicycles for CVCs	No. of CVCs	Unit	50	200,000	10,000,000	2,500,000	2,500,000	2,500,000	5,556
	National consultation workshops	Workshops	Workshop	1	20,000,000	20,000,000	5,000,000	5,000,000	5,000,000	11,111
	Regional consultation workshops	Workshops	Workshop	6	15,000,000	90,000,000	22,500,000	22,500,000	22,500,000	50,000
	District consultation workshops	Workshops	Workshop	10	10,000,000	100,000,000	25,000,000	25,000,000	25,000,000	55,556
	Sub-county seminars	Seminars	Seminar	50	3,000,000	150,000,000	37,500,000	37,500,000	37,500,000	83,333
	Newspaper publicity	Printing times	Publication	12	4,000,000	48,000,000	12,000,000	12,000,000	12,000,000	26,667
	Radio publicity	Spots used	Spot	810	30,000	24,300,000	6,075,000	6,075,000	6,075,000	13,500
	Television publicity	Spots used	Spot	96	400,000	38,400,000	9,600,000	9,600,000	9,600,000	21,333
	Community amnesty events - games, dra	No. of events	Event	216	500,000	108,000,000	27,000,000	27,000,000	27,000,000	60,000
	<i>Monitoring and Follow up</i>									
	Development of monitoring tools	Consultancy time	Month	3	7,000,000	21,000,000	10,500,000	10,500,000		11,667
	Base-line survey	Extent of survey	Survey	1	12,000,000	12,000,000	6,000,000	6,000,000		6,667
	Periodic reporter surveys	Extent of survey	Survey	4	5,000,000	20,000,000	10,000,000	10,000,000		11,111
	Supervision of implementing partners	No. of partners	Month	12	5,000,000	60,000,000	30,000,000	30,000,000		33,333
	Follow-up of reporter activities	Extent of follow-up	Month	12	5,000,000	60,000,000	30,000,000	30,000,000		33,333
	Supervision of regional offices	Extent of follow-up	Quarter	4	10,000,000	40,000,000	20,000,000	20,000,000		22,222

PROGRAMME COMPONENTS	Cost Factor	Unit	Quantity	Unit Cost	Total Cost	Year 1	Year 2	Year 3	Item Total Cost usd
<i>Institutional Strengthening</i>									
Commissioner and DRT	New staff	Month	48	5,200,000	249,600,000	62,400,000	62,400,000	62,400,000	138,667
SRO, 6 Ros	New staff	Month	48	7,500,000	360,000,000	90,000,000	90,000,000	90,000,000	200,000
Accounts assistants (6)	New staff		48	3,000,000	144,000,000	36,000,000	36,000,000	36,000,000	80,000
Office Secretaries (4)	New staff		48	1,200,000	57,600,000	14,400,000	14,400,000	14,400,000	32,000
Establishing regional reintegr	New staff	Month	48	8,000,000	384,000,000	96,000,000	96,000,000	96,000,000	213,333
Training of PCU and reintegr	Courses	Course	2	30,000,000	60,000,000	15,000,000	15,000,000	15,000,000	33,333
Training of other staff	Courses/workshops	Course	2	30,000,000	60,000,000	15,000,000	15,000,000	15,000,000	33,333
<i>Administrative support</i>									
Motor vehicles	No. of DRT offices	Units	4	60,000,000	240,000,000	240,000,000			133,333
Motor cycles	No. of DRT offices	Units	4	6,000,000	24,000,000	24,000,000			13,333
Central computing and com	System	Units	2	5,000,000	10,000,000	10,000,000			5,556
Stationery and office expen	Estimates	Month	48	2,000,000	96,000,000	24,000,000	24,000,000	24,000,000	53,333
Travel for Commissioners, U	Trips	Month	48	5,000,000	240,000,000	60,000,000	60,000,000	60,000,000	133,333
Furniture for new staff	New staff	Sets	9	1,000,000	9,000,000	9,000,000			5,000
Laptop computers for field s	No. of field staff	Unit	4	3,000,000	12,000,000	12,000,000			6,667
Laserjet printers for regiona	No. of DRT offices	Unit	4	700,000	2,800,000	2,800,000			1,556
CROSS BORDER ACTIVITIES									
Travel					500,000,000				277,778
Operating Costs for offices in DRC and Sudan					3,000,000,000				1,666,667
Sub-Total					3,500,000,000				1,929,556
GRAND TOTAL					18,099,500,000	1,085,970,000	5,529,850,000	1,809,950,000	10,055,278

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