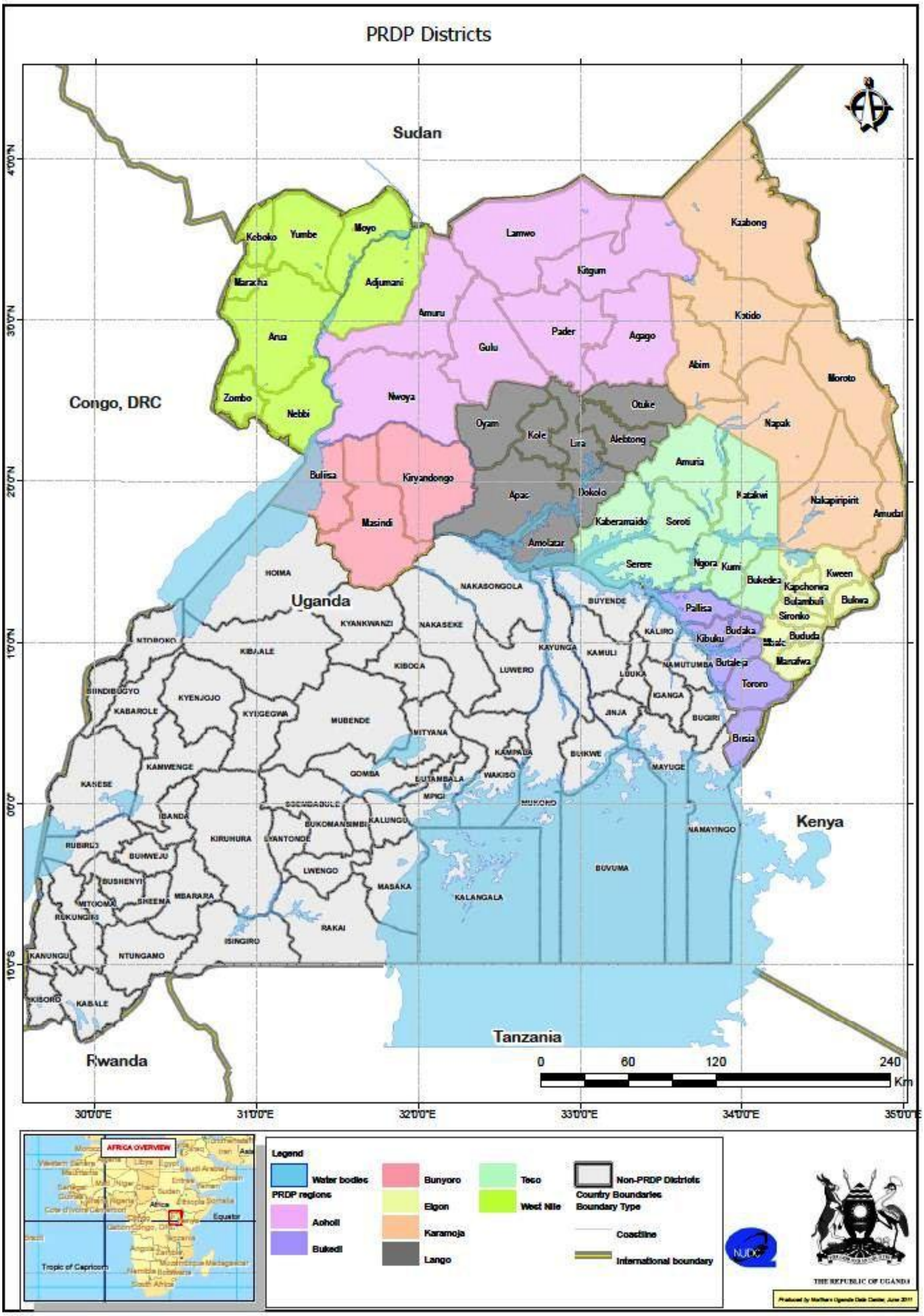
Republic of Uganda

THE PEACE RECOVERY DEVELOPMENT PLAN 3 FOR NORTHERN UGANDA (PRDP3)

JULY 2015 – JUNE 2021

AUGUST 2015

Contents


PRDP Districts
Sudan
Congo, DRC
Uganda
Kenya
Tanzania
Rwanda
Koboko
Yumbe
Moyo
Adjumani
Maracha
Arua
Zombo
Nebbi
Lamwo
Kitgum
Amuru
Pader
Agago
Gulu
Nwoya
Kaabong
Kotido
Abim
Moroto
Napak
Oyam
Kole
Lira
Otuke
Alebtong
Amuria
Buliisa
Kiryandongo
Masindi
Apac
Dokolo
Katakwi
Nakapiripirit
Amudat
Kaberamaido
Soroti
Amolatar
Serere
Ngora
Kumi
Bukedea
Kween
Kapchorwa
Bulambuli
Bukwa
Pallisa
Sironko
Budaka
Kibuku
Bududa
Butaleja
Manafwa
Tororo
Busia
HOIMA
NAKASONGOLA
KYANKWANZI
NAKASEKE
BUYENDE
KALIRO
KIBAALE
KIBOGA
LUWERO
KAYUNGA
KAMULI
NAMUTUMBA
LUUKA
IGANGA
BUGIRI
JINJA
KYENJOJO
KABAROLE
KYEGEGWA
MUBENDE
MITYANA
KAMPALA
BUIKWE
MAYUGE
KAMWENGE
GOMBA
WAKISO
KASESE
MPIGI
MUKONO
IBANDA
KALUNGU
NAMAYINGO
KIRUHURA
LYANTONDE
BUVUMA
RUBIRIZI
BUHWEJU
LWENGO
BUSHENYI
MASAKA
KALANGALA
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1°0'0"N
0°0'0"
1°0'0"S
AFRICA OVERVIEW
Equator
Tropic of Capricorn
Legend
Water bodies
PRDP regions
Acholi
Bukedi
Bunyoro
Elgon
Karamoja
Lango
Teso
West Nile
Non-PRDP Districts
Country Boundaries
Boundary Type
Coastline
International boundary
THE REPUBLIC OF UGANDA

Foreword

The Peace, Recovery and Development Plan (PRDP) 3 is an additional effort by Government to consolidate the achievements that were attained under PRDP1 and PRDP2. It is a framework against which all development interventions in Northern Uganda must be aligned.

Under PRDP1 and PRDP2, a lot of effort was focussed on resettlement of the formerly Internally Displaces Persons (IDPs) and infrastructural development respectively. Now that these have been achieved and the region is peaceful, it is important to focus our efforts to livelihood improvement. This will be achieved by supporting interventions that mainly revolve around household income enhancement.

The development of PRDP3 is a manifestation of the commitment of the Government of Uganda towards the recovery and development of Northern Uganda. It is important to note that PRDP is an additionality to the normal sector interventions across the region whose purpose is to ensure that the region attains the same level of socio-economic development as the rest of the country.

The PRDP3 fits within the provisions of the Uganda National Vision 2040 and the National Development Plan (NDP)2 in which balanced regional development is a key aspect. The goal is to enhance sustainable socio-economic development for Northern Uganda.

I therefore thank all the stakeholders including Ministries, Departments and Agencies, Local Governments, Members of Parliament, Development Partners, Civil Society Organisations, Religious and Traditional Leaders and the communities of Northern Uganda who contributed to the development of this plan through financial, intellectual, moral and other forms of support. I call upon all stakeholders to continue with this spirit through the implementation of the plan.

Ruhakana Rugunda (Dr.)
PRIME MINISTER

Acknowledgement

On behalf of the Government of Uganda, I wish to thank all the stakeholders that have been involved in the development of the Peace, Recovery and Development Plan (PRDP) 3. These include the women, men and children affected by war, Local Governments, Members of Parliament, Ministries, Departments and Agencies, Civil Society, Private Sector, Development Partners and Special Projects' staff. Special thanks go to DFID for funding the consultancy for the design of this document, and to UNDP, USAID and UN Women for funding the regional consultative workshops.

Appreciation also goes to Delta Partnership (Uganda) Ltd who carried out the consultancy for the development of the PRDP3, and to the staff of the Office of the Prime Minister who led the design process.

The PRDP3 will build onto the achievements attained under PRDP1 and PRDP2. I must therefore thank all the stakeholders who worked with and supported us to ensure successful implementation of these previous phases.

Key in the PRDP3 is the aspect of livelihood improvement which is aimed at creating a direct impact on the people by targeting interventions through interventions that enhance household income so that the economic growth is not only quantitative but also qualitative.

We at Office of the Prime Minister are committed to ensuring successful implementation of PRDP3 and will take pride in seeing the Greater North develop at the same rate as the rest of the country. With the support of every stakeholder, we are confident that the PRDP3 will be a success.

For God and Country,

Christine Guwatudde Kintu
PERMANENT SECRETARY

Acronyms

ALREP	Agriculture Livelihood Recovery Programme
DFID	Department for International Development
DPs	Development Partners
ERA	Economic Recovery Analysis (for Northern Uganda)
GBV	Gender based violence
GOU	Government of Uganda
JLOS	Justice, Law and Order Sector
IGG	Inspectorate of Government
KALIP	Karamoja Livelihoods Programme
KIDP	Karamoja Integrated Development Programme
LRA	Lord's Resistance Army
M&E	Monitoring and evaluation
MDA	Ministry, Department, Agency
MOFPED	Ministry of Finance, Planning and Economic Development
MP	Member of Parliament
MTR	Mid-Term Review
NDP	National Development Plan
NFA	National Forestry Authority
NGO	Non-Government Organisation
NUDC	Northern Uganda Data Centre
NUSAF	Northern Uganda Social Action Fund
NUYDC	Northern Uganda Youth Development Centre
OPM	Office of the Prime Minister
PCM	Policy Committee Meeting
PMC	PRDP Monitoring Committee
PRDP	Peace Recovery Development Plan

PSFU	Private Sector Foundation of Uganda
SACCO	Savings and Credit Co-operative
SGBV	Sexual and Gender-Based Violence
TWG	Technical Working Group
UBOS	Uganda Bureau of Statistics
UN	United Nations
UWA	Uganda Wildlife Authority
YLF	Youth Livelihoods Fund

Executive Summary

Introduction

The Peace Recovery and Development Plan 3 (PRDP3) outline a fundamental new approach to driving inclusive economic growth and consolidating peace in Northern Uganda. It is a strategic framework which sets out the specific context, priority needs and key processes for the development of Northern Uganda within which all development interventions by Government, Development Partners[1] (DPs) and Civil Society should be aligned. The design of PRDP3 builds on the successes and learns from the challenges of PRDP1 and 2. It takes into account the changing context and opportunities for the development of Northern Uganda.

The development context in Northern Uganda

In recent years, Northern Uganda has achieved important gains in peace, stabilisation and service delivery**.** It is now possible for people to travel around the region in safety and for government to deliver services throughout the Northern Region.

However, despite PRDP 1 and 2, the number of people living in poverty in Northern Uganda is increasing.[2] There is a growing socio-economic gap between the North and the rest of Uganda. A significant change in the strategic direction of PRDP3 is needed if gaps in income and poverty levels are to be reduced. Population growth, climate change and urbanisation are three significant over-arching issues that PRDP3 needs to respond to.

There is significant unlocked potential for economic growth in Northern Uganda. The recent Economic Recovery Analysis study concludes that economic development led by the growth of the private sector offers the best chance of growing incomes, reducing poverty and closing the gap between the North and the rest of Uganda.

There is still potential for conflict in some parts of Northern Uganda which needs to be addressed. Key potential conflict drivers are growing youth unemployment, disputes over land and natural resources, growing levels of domestic violence. There is also need for continuous mitigation of past conflicts.

There are large numbers of absolute poor and vulnerable people in the North. The majority of the absolute poor[3] Ugandan households are in the North and there are also high numbers of people with disabilities. People are still traumatised by past conflict these include abductees, ex-combatants, marginalised women, vulnerable children and older persons. Accordingly, inclusive development interventions in Northern Uganda need to be continuously emphasised.

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[1] Development Partners include all bilateral and multilateral donors and international organisations working in Uganda.

[2] The number of people living in poverty in the North has increased, from around 2.4 million in 1992 to 3.6 million in 2013. (Northern Uganda: Economic Recovery Analysis, OPM, 2014).[2]

[3] Absolute poverty is defined by the Government of Uganda as having a household income unable to meet the cost of caloric needs, given the food basket of the poorest half of the population and some allowance for non-food needs (p84, Uganda National Household Survey 2012/13, UBOS).

The strategic framework for PRDP 3

PRDP 3 will have a greater focus on service delivery and socio-economic outcomes. Its goal will be **to enhance sustainable Socio-economic development for Northern Uganda**.

PRDP3 has seven over-arching principles which cut across all development interventions. These include:

- Outcome-focus;
- Additionality;
- Multi-sector and multi-stakeholder partnerships;
- Transparency and accountability;
- Functionality and value for money;
- Gender equity and inclusion;
- Public awareness and sensitisation.

There are three **strategic objectives for PRDP3,** with 12 priority thematic areas related to them. The table below sets these out, together with a list of possible interventions. The selection of these interventions will be based on an assessment of most critical gaps.

Strategic objectives	Priority thematic areas	Possible areas of intervention
Objective 1: Consolidation of peace	• Elimination of gender based violence • Reintegration, reconciliation and transitional justice • Dispute resolution	• Public education to address GBV. • Support to reintegration of ex-combatants, women and children affected by conflict[4] • Establishment of land courts and capacity development of JLOS institutions to address land disputes • Strengthening of traditional dispute resolution mechanisms • Capacity building of JLOS institutions in Law and Order and Peace building mechanisms
Objective 2: Development of the economy	• Business infrastructure • Agriculture productivity and value chains • Skills development • Access to finance • Access to land • House hold income enhancement	• Establishment of Public-Private Partnerships for business infrastructure development. • Supporting vocational skills training for the youth • Provision of tools for supporting small enterprises for income generation. • Support to Northern Uganda Youth Development Centre (NUYDC) • Supporting of commercial development officers in all local

[4] This includes women and children who were abducted during the LRA war and children who were born in captivity. Because of the *ad hoc* manner in which many people returned from the bush after the war many did not receive reintegration support. Support is needed both to the individuals concerned and to their communities to promote reconciliation and to address stigma.

Strategic objectives	Priority thematic areas	Possible areas of intervention
		governments in Northern Uganda • Community empowerment interventions (Restocking, animal traction...) • Supporting provision of water for production. • Value chain development for key commodities and identification of markets • Market-oriented vocational skills and entrepreneurship development programme • Extending the Youth Livelihoods Programme to target war-affected groups in Northern Uganda[5] • Land access programme[6] • Operationalization of existing infrastructures (Education, Health..)
Objective 3: Reduction of vulnerability	• Critical health services • Completion of quality education • Resilience to climate change	• Psychosocial services provision • Family planning access • Programme to prevent teenage pregnancy including public education and youth-friendly services • Sanitation facilities for girls in schools • Programme to reduce charcoal usage by promoting alternative forms of energy and increasing access to energy-saving stoves • Supporting environmental protection activities.

This PRDP3 strategic framework document needs to be referred to as part of the extension of the existing PRDP speci
al projects. There are plans to move into new phases for NUSAF3, ALREP2, KALIP2 and some off-budget funded projects. However, all these projects need to align to PRDP3 as strongly as possible if the maximum benefits are to be attained.

PRDP3 recognises that Northern Uganda is not a homogeneous region and that the relative importance of development priorities, and the nature and scale of economic opportunities, varies by sub-region. The design and implementation of major interventions will respond to the different geographical priorities, but be within the same overall strategic framework of three objectives and 11 thematic areas.

[5] This includes women and children who were abducted during the LRA war, children who were born in captivity and people with disabilities.

[6] This will include surveying, demarcation, equity of access to women and people affected by war, titles for communal land, public education and implementation of the national land policy.

The implementation of PRDP3

During the implementation of PRDP3, OPM will be responsible for coordination, monitoring and evaluation. Ministries, Departments and Agencies (MDA), Local Governments and the private sector will take lead in implementation. OPM will coordinate the implementation of its existing special programmes - NUSAF3, KALIP2 and ALREP2 – which cut across sectors and span multiple local governments.

The governance arrangements for PRDP3 will be reformed with the overall aim of focusing on development outcomes. The PMC will meet once a year. The Policy Committee Meetings (PCM) will be held twice a year in the respective sub-regions. The Technical Working Group (TWG) will meet quarterly. The TWG meetings will focus on outcomes and track progress against each of the three strategic objectives. The membership of the TWG will be enhanced to include representatives of the Private Sector, Civil Society and Development Partners. Quarterly sub-regional meetings will be held to monitor progress in delivery of the objectives on the ground.

As a general practice, communities will be involved in a bottom-up approach to local project identification. This will help to ensure that the most important development needs of citizens are being addressed.

For all interventions, social accountability mechanisms will be strengthened, these include community monitoring and reporting. This will help to ensure that investments are delivering the services and other benefits which are required by the people of Northern Uganda.

Guidelines will be issued to influence the spending of the PRDP3 grant allocation to Local Governments. The previous requirement that at least 70% of the grant should be spent on infrastructure will be removed and instead spent on livelihood improvement. Local governments will liaise with the relevant MDA, rather than OPM, about sector expenditure from the PRDP3 grant. This will help to reduce the implementation burden on OPM, draw on the technical capacity of MDAs and ensure that local investments are in line with national standards. It will also increase the likelihood that any infrastructure spending is matched with a commitment to meeting associated recurrent costs. Expenditure should be justified as making a clear contribution to improving service delivery and improving outcomes. For infrastructure investments, the priority should be to increase the functionality and maintenance of existing infrastructure before building new infrastructure.

Discussions will be held to assess whether the PRDP grant should be combined with other local government grants for the FY 2016/17 onwards, with the major provision that the PRDP districts and municipalities do not receive less in total than they would have done under the old system. This will maintain the principle of affirmative action for the North.

All existing interventions in Northern Uganda will be identified and mapped against the 12 priority thematic areas of PRDP3 to identify major gaps. The possibility of expanding or linking existing interventions, developing public-private partnerships, and designing additional special projects for Northern Uganda will be considered.

Guided by priorities coordinated by OPM, MoFPED will strive to develop public-private partnerships and other innovation private sector financing for PRDP3. This will build on recent legislation and institutional mechanisms which have been established in Uganda.

Monitoring and evaluation will focus more on outcomes, using available data and innovative tools. There is a lot of potential for strengthening M&E, such as building on the UN Global Pulse Facility introduced by the Prime Minister and expanding the Northern Uganda Data Centre in OPM.

Financing of PRDP3.

The expected funding of PRDP3 is as illustrated in the table below:

Programme	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	Total
PRDP GoU contribution (UGX billion)	114.27	114.27	114.27	114.27	114.27	571.355
PRDP DPs contribution (US$ million)	50	60	65	60	50	285
NUSAF (US$ million)	25	25	25	25	30	130
Successor for KALIP / ALREP (Euro millions)	20	20	20	20	20	100

Source: OPM.

1 Introduction to PRDP3

1.1 The scope of PRDP3

The Northern Uganda Peace Recovery and Development Plan 3 (PRDP3) is a strategic framework which sets out the specific context, priority needs and key processes for the development of Northern Uganda. The design of PRDP3 builds on what has happened in the past, but also takes into account some fundamental shifts in the challenges and opportunities for the development of Northern Uganda.

The first PRDP was launched by the Government of Uganda in 2007, after extensive consultation with stakeholders, and as a result of the significant reduction in LRA activities arising from the ongoing peace negotiations**.** The PRDP provided a framework against which all development actors were expected to align their interventions to ensure that they met the needs of the region. It also acted as a mechanism for mobilisation of additional funds to finance recovery efforts in Northern Uganda. PRDP2 followed on from PRDP1 and comes to an end in June 2015.

Nine years after the Cessation of Hostilities agreement with the LRA was signed, Northern Uganda still has serious and specific development challenges. There was some initial post-conflict rebound, but overall, the socio-economic gap between the North and the rest of Uganda is still widening. PRDP3 is designed to address these challenges and build on some recent initiatives such as the design of the National Development Plan 2 (NDP2), the Economic Recovery Analysis (ERA) for Northern Uganda, the Northern Uganda Conflict Analysis and the Mid-Term Review (MTR) of PRDP2. ***Annex 2 presents the summary terms of reference for the design of PRDP3.***

For the purposes of this document, the term "Northern Uganda" is used to refer to the 55 districts and 9 municipalities which are part of PRDP2. ***Annex 3 presents the summary of these districts and municipalities.***

1.2 The purpose of PRDP3

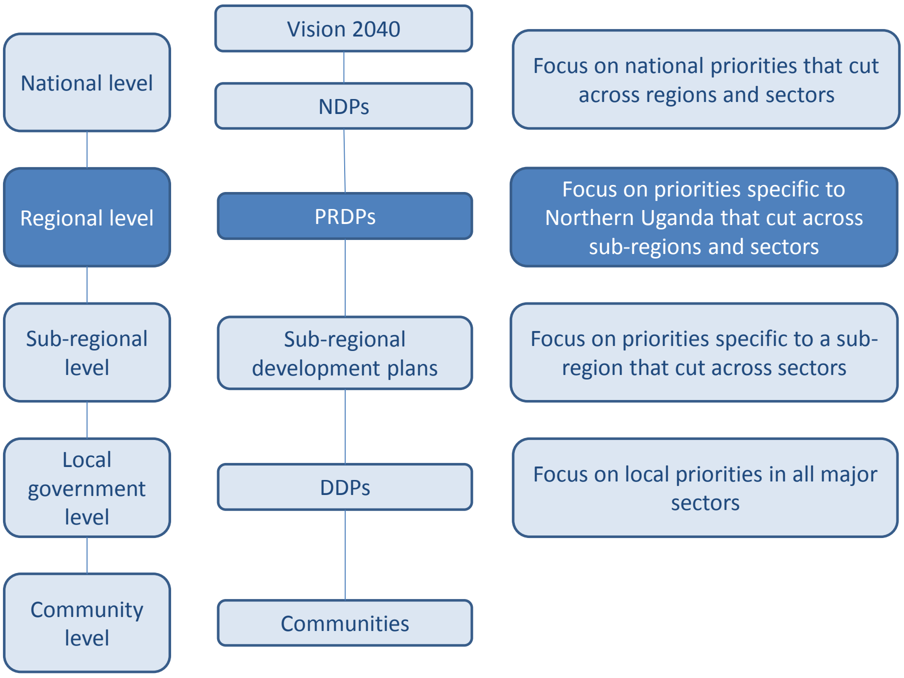
PRDP3 provides a strategic framework against which GoU, Development Partners, Civil Society Organisations (CSOs) and the Private Sector can prioritise and align initiatives so that these have the maximum potential benefit for the Northern Uganda. In this respect, PRDP3 sets out the most important development needs of the North and provides mechanisms for coordinating and monitoring overall progress. PRDP3 is not a detailed plan of activities in itself, but guides others to prepare more robust plans and more impactful initiatives.

PRDP3 aims to catalyse additional funding for Northern Uganda. The document sets out the extent of the challenges facing the region, as well as the opportunities for development. PRDP3 also strengthens governance systems to enhance coordination, accountability and transparency. This will aid the delivery of development outcomes and safeguard against the risk of corruption, ensuring the accountable use of resources.

1.3 The positioning of PRDP3

PRDP fits within an overall strategy and planning framework for Uganda which includes the NDP, sub-regional plans, special project plans, and district development plans. PRDP is the only document which focuses specifically on the development of the Northern region. A diagrammatic representation of this is presented below.

Figure 1: The positioning of PRDP within the overall planning framework in Uganda



Source: Consultations and analysis conducted as part of the process of preparing this PRDP document.

The NDP2 provides important guidance for the design of PRDP3. For example, the document states that:

- All the social service delivery and social protection components of the special programmes for Northern Uganda will be mainstreamed into the relevant MDAs;

- Special programmes targeting areas with significantly higher poverty rates and poor socio-economic indicators will exclusively be focused on-building and re-vitalising local economies as well as increasing the incomes of local people;

- Much more support is needed to enhance production and productivity, marketing and agro-processing in districts with high numbers of returnees in order to reduce income poverty;

- There is concern that high levels of unemployment among the youth can act as a form of conflict driver and so it is important to emphasise enterprise development, skills training and access to finance to provide economic opportunities for the youth;

- Efforts will be made to significantly address the infrastructure deficits of the poor sub-regions to facilitate the transport of agricultural inputs to production zones, to connect production to markets and to provide reliable and affordable commercial (as opposed to residential) power supply;

- Interventions to reduce income poverty in Northern Uganda will cover roads, electricity, water for production, skills enhancement, enterprise development, access to finance, value addition and marketing, all focused on the promotion of agriculture, fishing, agro-processing, light manufacturing, tourism and mining.

Vision 2040 makes little reference to regional specific development, but issues surrounding urbanisation, vulnerable groups, climate change and ex-combatants do stand out as being of particular relevance to Northern Uganda. More specifically:

- Urbanisation – four regional cities are planned, three of which are in the PRDP region - Gulu, Mbale and Arua - complemented by other strategic cities including Moroto for mining;

- Vulnerable groups - the Government should provide assistance for these groups, many of whom live in Northern Uganda;

- Climate change – this is a recognised threat to Uganda, particularly in Northern Uganda, and there needs to be appropriate adaptation and mitigation strategies to ensure Uganda is sufficiently cushioned from its adverse impacts;

- Ex-combatants - the socio-economic reintegration of ex-combatants is prioritised.

1.4 The process for the design of PRDP3

The design of PRDP3 builds on the lessons of PRDP1 and 2, an analysis of development data for Northern Uganda, Uganda-based research and international experiences. References are made throughout the document to the evidence which has been used to justify the proposed development approach for Northern Uganda.

There has been a wide consultation process in the design of PRDP3. A list of those consulted is provided in Annex 4. In summary, the approach included:

- Interviews with key informants within MDAs in Kampala;

- Interviews with civil society organisations and representatives of the private sector;

- Focus group discussions with representatives of vulnerable groups in Northern Uganda including people with disabilities, formerly abducted children and women affected by war.

- Regional consultation workshops in Arua, Gulu, Mbale and Moroto with participation from Local Governments, political leaders, NGOs, traditional leaders and the private sector;

- Consultation meetings with the Greater Northern Uganda Parliamentary Forum and the Uganda Women's Parliamentary Association;

- Interviews with Development Partners including a consultation with the Northern Uganda Development Partners Group;

- Validation workshops with the Office of the Prime Minister (OPM), PRDP Technical Working Group and the PRDP Monitoring Committee (PMC).

There has been an extensive review of documentation as part of the design of PRDP3. This included review of PRDP programme documents, MTRs of PRDP1 and PRDP2, NDP2, research reports on Northern Uganda, the recent ERA study, Uganda Bureau of Statistics (UBOS) reports and international case studies. A full list of documents reviewed is presented in Annex 5.

There has been some statistical analysis to assess the gap between Northern Uganda and the rest of Uganda on some key development indicators, as well as some analysis of the differences within the sub-regions of the North. This forms a major part of the contextual background in section 2 of this document and helps to provide evidence about the focus for future development initiatives.

The results of the consultation exercise, the review of documentation and the statistical analysis provide a set of fundamental issues which require a fundamental change for the future development approach for Northern Uganda.

1.5 The structure of the PRDP3 document

The rest of this document is structured as follows.

- Section 2 sets out the development context for Northern Uganda. This explains the specific challenges facing Northern Uganda, the changes in conflict drivers, the trends in socio-economic gaps and the opportunities for economic development;

- Section 3 looks at what has been done in previous PRDPs, what the successes have been and what learning can be applied to the design of PRDP3;

- Section 4 provides the strategic framework for PRDP3 with a well-defined goal, strategic objectives, over-arching set of principles, priority thematic areas and potential priority interventions;

- Section 5 covers the implementation arrangements for PRDP3, including coordination, delivery, financing, risk management, monitoring and evaluation.

2 The development context in Northern Uganda

2.1 Overview

Over the past 30 years, Northern Uganda has suffered from periods of prolonged conflict and insecurity. These conflicts led to socio-economic losses, population displacement, a breakdown in social infrastructure, severely weakened governance structures and service delivery, and asset depletion. Consequently, poverty levels in the region rose and other major social development indicators fell far short of national averages.

In recent years, Northern Uganda has achieved important gains in peace, stabilisation and service delivery. It is now possible for people to travel around the region in relative safety and for government to deliver services throughout the North.

The proportion of people below the poverty line in Northern Uganda has dropped from 46% to 42%.[7]. However, despite PRDP 1 and 2, as a result of population growth the actual number of people living in poverty in Northern Uganda has increased, from around 2.4 million in 1992 to 3.6 million in 2013.[8] During the same period, the number of people below the poverty line in the whole of Uganda has fallen significantly from around 9.7 million to 6.7 million. The gap between the North and the South is therefore increasing. The Government of Uganda's latest household survey data shows that in 2013, 44% of Northerners were living in poverty compared to 20% nationally.[9] To achieve NDP targets for national poverty reduction demands a specific focus on Northern Uganda.

Population growth in Northern Uganda is very high. The region's population has been growing faster than the national average, which itself is one of the fastest population growth rates in the world. By 2040, Northern Uganda's population will double in size to almost 20 million if it keeps growing at an average of 3.3% pa.[10] This high growth rate threatens to outstrip development gains.

There are significant gender inequalities in Northern Uganda with women having limited control over land and finances. [11] The conflicts have also changed gender relations and roles. In the central Northern region affected by the LRA war, the forced displacement of over 1.7 million people into IDP camps, and the abduction of thousands of children and youth[12] eroded the traditional role of men as 'protectors'. The war led to a significant increase in

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[7] Quoted in the Mid-Term Review of PRDP2.

[8] Pii, Northern Uganda: Economic Recovery Analysis. The number of people in poverty in the North has increased at the same time as the proportion of the population below the poverty line has decreased due to population growth.

[9] Ibid

[10] P10, Ibid.

[11] For example, 69% of women across the North surveyed in a 2011 report had low access to finances with the highest rate of 80% in Karamoja. See the Women's Taskforce for a Gender-Responsive PRDP 2011 'Midterm Review Report of the PRDP for Northern and North Eastern Uganda' for further information.

[12] A survey for UNICEF in 2006 ('The State of Youth and Youth Protection in Northern Uganda') estimated that 66,000 youth between the ages of 14 and 30 were abducted from 1990s to 2006. A 2004 UNOCHA report 'Child Soldiers at Centre of Mounting Humanitarian Crisis' estimated that 30,000 children under 18 were abducted from 1988 to 2004.

female-headed households[13]. In Karamoja, the significant reduction in cattle raiding has led to more Karamojong men engaging in agriculture, a practice previously seen as the domain of women.[14] There have been some improvements in women's empowerment in Northern Uganda - women now occupy prominent positions in government and civil society organisations while, in some communities, men are struggling to redefine their role after conflict. However, significant gender inequalities remain.

There are large numbers of very vulnerable people in Northern Uganda and a wide range of vulnerable groups. These include refugees from conflicts in DRC and South Sudan[15], people with disabilities (many as a result of the war[16]), women and children affected by the war[17] ex-combatants, elderly people without families to support them as a result of the war, and communities affected by climate change.

Climate change is having an increasingly negative impact on people's lives in some parts of Northern Uganda. The most affected areas are the arid sub-region of Karamoja which is susceptible to drought, the mountainous zones of Bugisu and Sebei which have experienced severe landslides and parts of Teso, Lango and Acholi sub regions which have experienced severe floods. In addition, over 90% of the population rely on biomass for their energy needs, and this has contributed to significant deforestation which impacts on agro-ecosystems.

Increasing numbers of people are moving to urban areas and this trend is likely to escalate. The urban population is predicted to increase five-fold by 2040, from one million to five million people.[18] Urbanisation could help to drive economic growth but experience shows it can lead to greater inequality and put significant strain on urban planning capacity and access to services.

2.2 Conflict issues in Northern Uganda

Northern Uganda has a recent history of conflict and insecurity. For two decades from 1986 to 2006, the Central Northern sub-region of Acholi was at the centre of the Lord's Resistance Army (LRA) rebellion, which subsequently spread to Lango and Teso sub-regions. The Teso sub-region and parts of Acholi and Lango suffered not only from the LRA war, but also from cattle raids from the neighboring Karamojong tribes. In Karamoja, conflict between clans rooted in cultural traditions of cattle rustling destabilised the sub-region and was worsened by the infiltration of small arms that significantly increased the lethality of conflict. Security in Karamoja has only improved in recent years. The West Nile sub-region was also affected by

[13] UBOS ('Uganda National Household Survey Report 2009/2010') reports that the the proportion of female headed households in Northern Uganda increased from 30.8% in 2005/06 to 32.7 % in 2009/10.
[14] P37, Northern Uganda Conflict Analysis.
[15] UNHCR states that Adjumani, Arua and Hoima have a total of 205,771 refugees. This is 48% of the entire refugee population in Uganda. (Uganda Refugees & Asylum Seekers As At February 28, 2015)
[16] Northern Uganda has the highest incidence of people with disabilities in Uganda as a result of landmines and other war-related injuries including mutilation by the Lord's Resistance Army. According to the National Union of Disabled Persons of Uganda, 46% of Ugandans with disabilities are poor, and 92.3% of households with a severely disabled member are poor or insecure non-poor, compared with the national average of 67.5%.
[17] This includes women and children who were abducted in the LRA war as well as children born in captivity.
[18] Pvii, Economic Recovery Analysis

the LRA conflict, though on a lower scale than the Central North, and also endured its own armed rebellions up to 2002.

Peace and security has increased significantly in the North during PRDP 1 and 2. People in the North feel safer and more secure in their communities in 2014 than they did at the start of the PRDP in 2012[19], and feel more confident in sustained peace and security.[20]

A number of immediate post-conflict challenges have been addressed. The Amnesty Act in 2000 granted amnesty to people involved in the LRA war. Ex-combatants have returned to their communities and some of them have received reintegration support. There has been widespread and successful disarmament, both of ex-combatants involved in the LRA war and of the heavily-armed Karamojong. The state provision of security is significantly enhanced with increased police presence in the North and the UPDF deployed alongside the police as a security guarantor in Karamoja.

However, there is still an enduring legacy of post-conflict issues. Demobilisation and reintegration was haphazard, many returnees went home without reporting to the authorities and there was no standard package of support across reception centres.[21] While many people in communities welcomed home returnees, stigmatisation is common. There has been some resentment among civilians at support received by returnees, and the children/youth who were abducted by the LRA contrast the meagre support they have received compared to their commanders. There is widespread trauma resulting from the war which has not been addressed, and the failure to implement a comprehensive justice and reconciliation process has resulted in a lack of closure to the conflict for many.

There are also a number of new emerging conflict drivers which, if not addressed, threaten to undermine Northern Uganda’s security and development. The ‘Northern Uganda Conflict Analysis’ published by the Advisory Consortium on Conflict Sensitivity’ in June 2013 found that “many communities in northern Uganda appear to be in a state of latent conflict, with increasingly frequent manifestations of overt conflict in the form of clashes between communities and government officials (district, UWA, NFA), violent community disputes over boundaries or resources, or sexual and gender-based violence (SGBV) amongst other examples.”[22]

Youth unemployment and lack of opportunity is a critical challenge. Half of the North’s population is aged 13 or under making it one of the youngest populations anywhere in the world.[23] This provides a significant opportunity if the youth can be educated, trained and use productively in the labour market. However, if the quality of education is not improved and the economy fails to create enough jobs to keep pace with the growing labour force then growing numbers of idle, disaffected youth could pose a significant conflict risk. Under a ‘business as usual’ scenario of economic growth, according to ERA projections, youth unemployment will soar especially in urban areas.

[19] Results of a population survey conducted by International Alert, quoted in ‘Monitoring the Impact of the PRDP on Peace and Conflict in Northern Uganda’, presentation given by Dr Robert Senath Esuruku at the National Reconciliation Conference, Speke Resort Munyonyo, 16.3.15.
[20] Ibid.
[21] ‘The challenge of DDR in Northern Uganda: The Lord's Resistance Army’ Conflict, Security & Development, 7(3), pp.387 - 415, Routledge, Oxford, 2007.
[22] pviii, ‘Northern Uganda Conflict Analysis’, ACCS, 2013.
[23] P11, Economic Recovery Analysis.

Conflicts over land and other natural resources (including oil, minerals, forest and other reserves) pose a serious threat to peace and security in the North. There are many different types of conflict over land and natural resources - disputes between communities, between state institutions and communities, between investors and communities, and along Uganda's borders. 94% of court cases in Northern Uganda are reportedly land-related. Unresolved disputes will also deter investors.

Sexual and Gender-Based Violence (SGBV) is a significant problem across Northern Uganda. Nearly half (48 per cent) of people surveyed across the PRDP region said that cases of SGBV were common in their communities.[24] Alcohol abuse was a commonly cited cause of incidents. SGBV cases often increase at harvest time due to arguments over ownership of the crops.

2.3 Trends in the Socio-Economic gap between the North and the rest of Uganda

Northern Uganda accounts for around one quarter of Uganda's population, but over half of national income poverty.[25] The North's contribution to national poverty has jumped from a quarter to over a half in the last two decades. This trend has continued through the PRDP 1 and 2. Within the North, the income poverty rate is highest in Karamoja where three people in four are living in poverty. Almost 70% of the North's population do not own at least one pair of shoes.[26]

Northern Uganda is lagging behind in several important development indicators. The percentage of births in government and private not-for-profit health facilities is 35% in the PRDP districts, compared to 41% in the non-PRDP districts.[27] Latrine coverage in households is 60% in PRDP districts, compared to 75% in the non-PRDP districts.[28] The teacher-pupil ratio is 1:60 in PRDP districts, compared to 1:45 in the non-PRDP districts.[29] However, Northern Uganda does better than the rest of Uganda when assessed against a few indicators. For example, the primary school net enrolment rate is higher in the PRDP districts than in the non-PRDP districts.[30]

There is significant variation within Northern Uganda of achievement against key socio-economic performance indicators. For example, the primary net enrolment rate in Karamoja is less than half that in Acholi, Bukedi, Elgon and Lango.[31] Deliveries in health facilities was 55% in Acholi, but less than 30% in Bunyoro, Elgon and Karamoja.[32] There are also significant variations between districts in the same sub-region, as well as between sub-regions. For example, latrine coverage in the Acholi sub-region ranges from a low of 36% in Lamwo to a high of 63% in Nwoya.[33]

[24] P51, 'Monitoring the Impact of the PRDP on Peace and Conflict in Northern Uganda', International Alert, 2015.
[25] P8, Economic Recovery Analysis, quoting UBOS 2012/13 household survey data.
[26] Ibid.
[27] UBOS 2012/13 Household Survey.
[28] Ibid.
[29] Ibid.
[30] The Net Enrolment Rate (NER) is defined as the ratio of pupils in primary school aged 6 – 12 to the country total population aged 6 -12 years.

[31] UBOS 2012/13 Household Survey.
[32] Ibid.
[33] Ibid.

2.4 Economic Development in Northern Uganda

Northern Uganda has a very small private sector and unless this is significantly developed the region will continue to lag behind the rest of the country. Only 3-7% of all businesses in Uganda are located in Northern Uganda, and a disproportionate share of these businesses are informal, small and young.[34] Businesses in Northern Uganda are insular and unintegrated. Only 9% sell their products to other businesses as part of a supply chain, while the North only has 8% of all food processing firms in Uganda, even though agriculture is the main activity in the region.[35] Only 5% of all Uganda's exports are produced in the North.[36]

Productivity levels in Northern Uganda are very low. The ERA identifies that, "The North makes a very small contribution to national output in higher productivity and higher wage sectors such as industry and services, and an above average contribution in lower productivity and lower wages sectors such as agriculture, forestry and fishing. Industry and services are 20 and 10 times respectively more productive per worker than agriculture, forestry and fishing at national level."[37] Northern Uganda also has lower sector productivity compared to the national average, including in agriculture its largest sector due to less access to inputs such as fertiliser and lower commercialisation.[38]

Businesses in Northern Uganda face particular challenges. The vast majority of businesses rely on their own limited internal funds for finance. Punitive interest rates of up to 30% result in only 10% of firms accessing funding from banks or other financial institutions.[39] According to the ERA II business survey, "access to finance was identified as the single most important factor limiting growth potential…The most rapidly growing economies in the last 20-30 years, especially in Asia, have all been supported by high levels of investment, both from public investment and access to bank lending."[40]

Access to energy is a major constraint on business. Only 14% of the national population has access to electricity at all (compared to 31.8% for sub-Saharan Africa overall) and this rate drops to under 2% for rural areas in Uganda.[41] No specific figures are available for Northern Uganda but given the majority of the population of the North live in rural areas, access to electricity is lower than the national rate. There is insufficient power supply for commercial use in many parts of Northern Uganda and some of the key driver sectors for economic growth such as manufacturing and mining are critically dependent on reliable and affordable power supply.[42]

Inadequate road and rail transport infrastructure is another constraint to business in Northern Uganda. Transport is especially important in the North given the nature of the sectors, such as agriculture and mining, in which it has a comparative advantage. Northern Uganda represents two-fifths of Uganda's land mass but has only 7% of its total tarmac roads

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[34] P19, Economic Recovery Analysis. The 3% figure is based on the 2011 Census of Business Establishments and the 7% figure is based on the 2007 Business Register. 6% of formal businesses are located in Northern Uganda according to the 2009/10 Business Inquiry.
[35] Pi, Ibid.
[36] P18, Ibid.
[37] P13, Ibid. More productive means they generate more wages and profits per worker, and as a result pay higher salaries and contribute more to tax revenue.
[38] Pi, Ibid.
[39] Pi, Ibid.
[40] P41, Ibid.
[41] World Bank Uganda Economic Update 5, p.41
[42] P43, Ibid.

(measured in kilometres of road).[43] There is no functional railway. The poor transport infrastructure increases transport times and costs which deters trade and reduces the region's competitiveness.

The communal system of land holding in Northern Uganda poses particular challenges to socio-economic development**.** This limits its sale and acquisition by investors and is a barrier to the commercialisation of agriculture. A high proportion of land in the region is not actually used or used effectively, for production.[44]

Northern Uganda has significant economic potential which far exceeds its current output. The challenge is to unlock it**.** Northern Uganda has a number of key assets which are currently under exploited but could provide it with a dynamic comparative advantage.[45] These include the abundant supply of fertile land, generally supportive climate (two thirds of the North has two cropping seasons a year), access to large fresh water sources, potential for hydropower and solar generation, significant deposits of high value minerals, and tourism assets (Murchison and Kidepo national parks). These assets match key growth opportunities identified in Uganda's Second NDP 2015/16- 2019/20: agriculture, tourism, extractive industries and energy infrastructure development.[46]

Growth needs to be sensitive to gender, conflict and environmental considerations. If growth is not inclusive and broad-based - leading to sustainable improvements in employment and living standards for the population of Northern Uganda – then it will be fragile and risk exacerbating social and environmental pressures. The Economic Recovery Analysis highlights that, "it is crucial to avoid relying solely on trickle-down effects and to proactively make sure that economic growth maximises poverty reduction and is as inclusive as possible."[47]

The challenge to narrow the socio-economic gap between Northern Uganda and the rest of the country is immense. The ERA states that the Gross Domestic Product of the North needs to grow at around 11% per year for the next 25 years in order to attain national priority by 2040. Also, poverty rates will need to reduce more than three times faster than the current trend. The design of PRDP3 needs to start a catalytic process which kick-starts massive development in Northern Uganda for the benefit of all citizens.

[43] P43, Ibid.
[44] P42, Ibid.
[45] P33, Ibid.
[46] Pxii-pxiii, NDP II, 2015.
[47] P5, Economic Recovery Analyis.

3 Assessment of Past PRDPs

3.1 PRDP components and funding

PRDP 1 and 2 have both had the same four strategic objectives but with some changes in programme areas.[48] The goal of PRDP 1 was "to stabilise Northern Uganda and lay a firm foundation for recovery and development." This slightly evolved for PRDP2, "to consolidate peace and strengthen the foundation for development in Northern Uganda". In both plans, the four strategic objectives were:

- SO1: Consolidation of state authority;
- SO2: Empowering communities;
- SO3: Revitalisation of the economy;
- SO4: Peace building and reconciliation.

PRDP1 and 2 each used three funding modalities – a PRDP grant, special projects and off-budget finance. The PRDP grant allowed local governments flexibility in how they spent PRDP money, with an element of freedom to allocate between four sectors in PRDP1 (health, education, roads and water) and between 8 "sectors" for PRDP2 (the four additional ones being production, environment, lands and local government). Special projects such as NUSAF2, ALREP and KALIP cut across multiple local governments and in some cases across sub-regions. Off-budget finance consisted primarily of NGO and Development Partner projects not included in GoU Budget Estimates.

Of the total budget for PRDP2 of US$ 455 million, only 67% of this has been committed. The analysis of budgets, commitments and gaps by funding modality is set out in Table 1.

Table 1: PRDP 2 Budgetary Allocation (million $)

<table>
<tr><th rowspan="2">Funding modality</th><th colspan="2">Total budget</th><th>Committed budget</th><th colspan="2">Funding gap</th></tr>
<tr><th>US$m</th><th>%</th><th>US$m</th><th>US $m</th><th>%</th></tr>
<tr><td>PRDP budget grant</td><td>214</td><td>47</td><td>129</td><td>86</td><td>40</td></tr>
<tr><td>Special projects</td><td>136</td><td>30</td><td rowspan="3">174</td><td rowspan="3">66</td><td rowspan="3">27</td></tr>
<tr><td>Off-budget</td><td>104</td><td>23</td></tr>
<tr><td>Other</td><td>1</td><td>0</td></tr>
<tr><td>Total</td><td>455</td><td>100</td><td>303</td><td>152</td><td>33</td></tr>
</table>

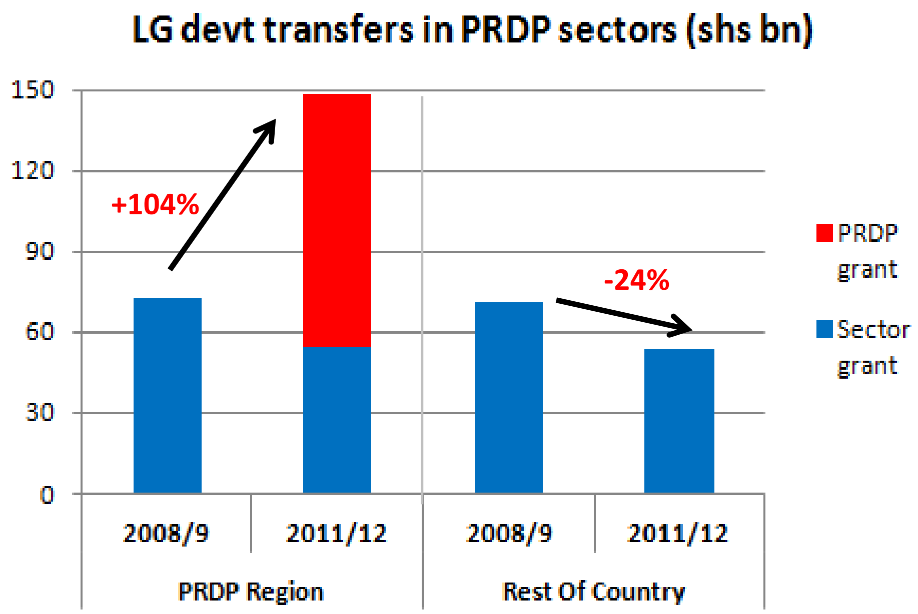
Source of data: MTR of PRDP2.

83% of spending under PRDP2 has been on SO2 (empowering communities) and SO3 (economic revitalisation). The MTR for PRDP2 reports that the allocation of the total committed spending of US$ 303m was US$ 54.60m (12%) under SO1, US$ 168.35m (37%) under SO2, US$ 209.30m (46$%) under SO3, US$ 13.65m (3%) under SO4, and US$ 5.00m (2%) for OPM coordination.

[48] There were 14 programme areas in both PRDP 1 and 2 but a number of these were adjusted from PRDP 1 to PRDP2 in line with the evolving needs of the North in the transition from the emergency immediate post-conflict phase to recovery and development.

OPM's analysis has shown that the PRDP budget grant has had a significant impact on local government (LG) funding in the PRDP region, both in terms of the amounts received and the levels relative to the rest of the country. OPM analysis has also shown that PRDP funding has been almost entirely additional, as there has been limited underlying adjustment in PRDP LG's sector grants relative to the rest of the country. This is illustrated in the following diagram. We have not been able to access robust data sets for 2012/13 onwards, but we have anecdotal evidence that the additionality of PRDP funding has continued. However, the additionality is not always 100% as, for example, there are reports of some local governments in the PRDP region being allocated less amounts from other sources such as the Schools Facilities Grant. Some sector MDAs see the PRDP grant as a reason to reduce other transfers to lower amounts than they would otherwise be.

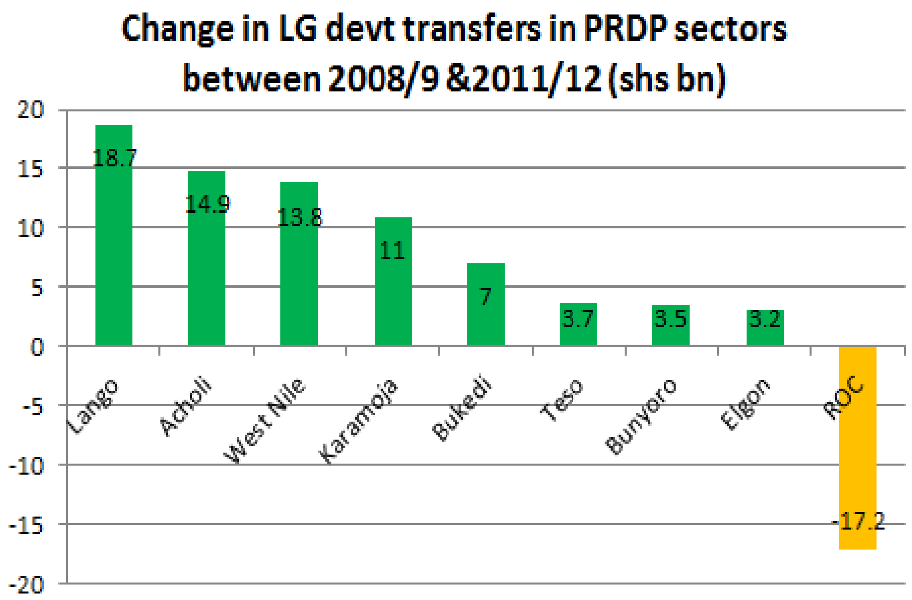
Figure 2: Local government transfers 2008/09 to 2011/12 by PRDP and non-PRDP



Source: Northern Uganda Data Centre- OPM, June 2012.

There is also evidence that the sub-regions most affected by conflict have been the biggest beneficiaries. The following diagram shows that Lango, Acholi, West Nile and Karamoja have benefitted from the largest increases in development funding transfers between 2008 and 2012. Again, we have not been able to access robust data sets later than this period.

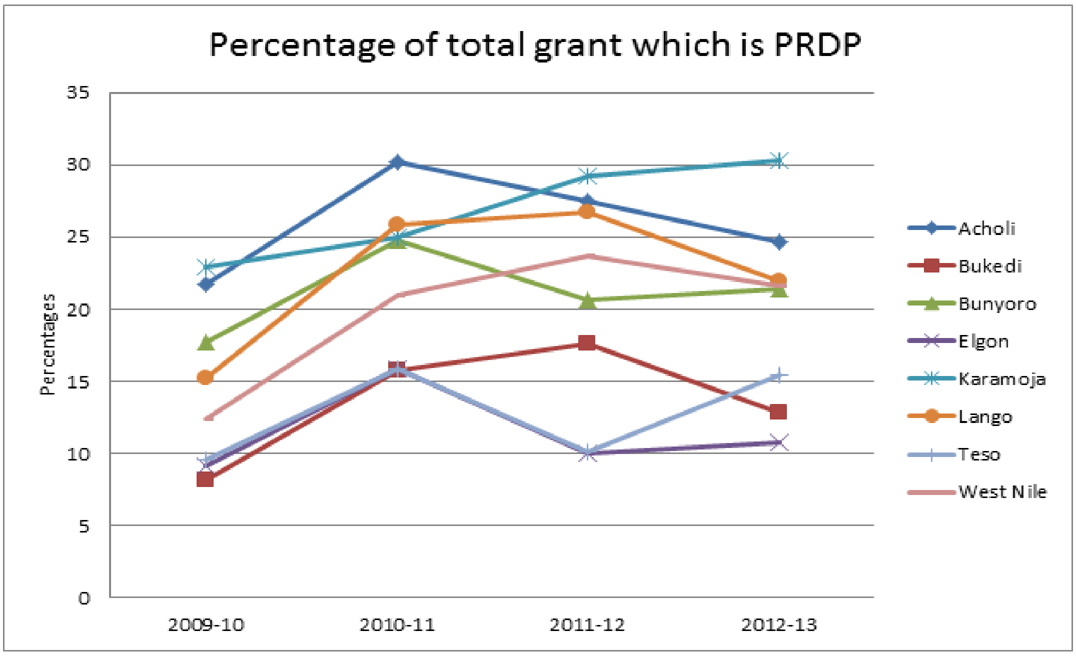
Figure 3: Local government transfers 2008/09 to 2011/12 by PRDP sub-region



Source: Northern Uganda Data Centre- OPM, June 2012.

Since 2011/12, the PRDP grant itself has continued to be an important source of funding for local governments in Northern Uganda. The following graph shows that in 2012/13 it accounted for over 30% of grants in Karamoja and just over 10% of grants in Elgon.

Figure 4: PRDP grant as a proportion of total grants 2009/10 to 2012/13 by sub-region



Source: Northern Uganda Data Centre- OPM, June 2012.

3.2 PRDP successes

PRDP 1 and 2 have provided a good framework for post-conflict recovery and development in Northern Uganda. They have provided a mechanism for joint planning, coordination and resource mobilisation.

There is significant Government of Uganda ownership of PRDP. It is a government-led programme in line with a key principle of the Paris Declaration. PRDP was successful at maintaining political attention on Northern Uganda's transition and recovery.

Security and stability in Northern Uganda has significantly improved during the timeframe of PRDP 1 and 2 and state authority has been consolidated. Citizens feel safer and more secure than at the start of PRDP according to survey data. Some of these gains can likely be attributed to PRDP investments, for example in increasing police presence. However, it is interesting to note that similar trends in public perceptions of safety were observed in Western Uganda over the same period which questions how much of this improvement was due to PRDP.[49]

Significant amounts of infrastructure have been built and rehabilitated in Northern Uganda with PRDP funds. For example, 2,808 classrooms have been constructed, 1,672 boreholes have been drilled, 342 health centre wards have been built and 2635km of feeder roads rehabilitated.[50]

Good practice has been developed in bottom-up community development through the NUSAF2 programme. In order to ensure local ownership of projects, NUSAF has a facilitator in each sub-county that works with communities using Participatory Rural Appraisal (PRA) techniques to identify problems, solutions and target populations. All project proposals have to be approved through the statutory district local government planning process with a Technical Committee from relevant line ministries providing oversight and technical advice. This bottom-up approach has been identified by a number of stakeholders as good practice that helps to ensure the appropriateness, functionality and maintenance of investments.

NUSAF2 has also developed good practice in ensuring transparency, accountability and preventing corruption. The Inspectorate General of Government has been brought in as an institutional partner to the programme. Also, Community Management and Social Accountability Committees have been established for each project to increase community involvement and oversight. There is a free phone-line that community members can text to report any instances of corruption on NUSAF2 projects. These social accountability arrangements will be further deepened in the design of NUSAF3.

3.2 PRDP lessons

[49] Results of a population survey conducted by International Alert, quoted in 'Monitoring the Impact of the PRDP on Peace and Conflict in Northern Uganda', presentation given by Dr Robert Senath Esuruku at the National Reconciliation Conference, Speke Resort Munyonyo, 16.3.15.

[50] 'Update on Progress of OPM Programs in Northern Uganda', presentation by Christine Guwatudde Kintu, PS OPM at the Northern Uganda Policy Committee Meeting, 2.3.15.

PRDP 1 and 2 both covered 14 programme areas, many of them defined broadly as sectors (for example health and education). PRDP 3 should not be so broad and attempt to cover the full range of development activity in the North but focus on the critical issues. **PRDP3 should therefore focus on the most significant priorities for Northern Uganda.**

Some of the infrastructure built under PRDP 1 and 2 are not functional. For example, according to OPM 2015 figures, there are 75 non-functional health centres across six of the PRDP2 sub-regions (this is not including Bukedi and Teso).[51] The mid-term review (MTR) of PRDP 1 in June 2011 pointed out the problem of non-functional investments: "A strong focus on physical infrastructure combined with an emphasis on output monitoring can lead to a bias away from the longer term objectives of investment functionality and service delivery. Infrastructure investments need to be comprehensive, and planning for recurrent items should go hand in hand with infrastructure planning."[52] Enhancing the functionality of PRDP investments was a 'guiding principle' of PRDP 2[53], however, this principle was not applied during implementation. The overwhelming majority of expenditure again went on new infrastructure without sufficient engagement of MDAs to ensure integrated planning. Only 4.3% of spending from PRDP2 grants to Local governments was allocated to 'software'.[54] **There is therefore need for local government level to focus more on functionality of existing infrastructure than building new ones.**

The focus of PRDP2 interventions has been primarily on activities rather than outcomes. For example, the interventions set out under the health programme area in the PRDP2 document were: infrastructure, equipment and logistics; training and equipping Village Health Teams and training Health Unit Management Committees.[55] In line with this approach, the reporting of PRDP2 achievements has been based primarily on outputs (e.g. infrastructure built, equipment supplied, training conducted). The MTR of PRDP1 found that "infrastructure investments have not always translated into functional service delivery"[56] but the design and implementation of PRDP2 did not apply this lesson by focusing on service delivery outcomes. **More focus is needed on service delivery and socio-economic outcomes.**

The focus of the economic development strategic objective was primarily on agriculture. This investment needs to be informed by the finding of the ERA that "expanding agricultural employment, especially subsistence agriculture, as the broader labour force grows will not lead to a reduction in poverty in many cases."[57] Agriculture has strong growth potential in the North but a key lesson for PRDP3 is the need to develop agricultural value chains, increase agricultural productivity and support the development of more productive industrial and service activities which can absorb excess rural labour. The private sector has a critical role to play in this. The same is true for the skills development part of PRDP. Under PRDP2 significant support was provided to the Northern Uganda Youth Development Centre but a

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[51] Ibid.

[52] P18, Mid Term review of the Peace, Recovery and Development Plan (PRDP) for Northern Uganda, OPM, June 2011.

[53] P9, Peace, Recovery and Development Plan for Northern Uganda (PRDP) Phase 2, July 2012-June 2015, OPM, November 2011.

[54] 'Update on Progress of OPM Programs in Northern Uganda', presentation by Christine Guwatudde Kintu, PS OPM at the Northern Uganda Policy Committee Meeting, 2.3.15.

[55] P22, Ibid.

[56] P17, Mid Term review of the Peace, Recovery and Development Plan (PRDP) for Northern Uganda, OPM, June 2011.

[57] P10, Economic Recovery Analysis.

lack of engagement with the private sector means that more people have been trained than jobs have been created, and this training has not been informed by a detailed market analysis of skills required. There is also the need for significant investment in regional roads, energy and other infrastructure if economic growth in Northern Uganda is to be attained. **Revitalisation of the economy requires a broader approach with greater engagement with the private sector.**

Although the MTR of PRDP1 found that more efforts were needed to achieve the strategic objective of building peace and reconciling communities in Northern Uganda, the total budgetary allocation to this objective under PRDP2 was reduced from $17.5 million to $12.5 million. Out of the four objectives, peace building and reconciliation received only 3 per cent of the total budget.[58] The MTR of PRDP2 established that "conflict drivers such as land, youth unemployment and inadequate reintegration of ex-combatants were considered not to have been adequately assessed or addressed."[59] **Therefore the underlying conflict drivers remain and there has been little investment in this area.**

There are common needs across Northern Uganda which requires action through PRDP3 in all sub-regions and districts. There are issues which require action at the local level and PRDP3 should enable local governments to identify and address these. There are other issues though, such as economic development and consolidating peace, which local governments are often unable to address on their own and may often require action at the inter-district or sub-regional level. PRDP3 should provide a strategic framework for these different levels of response. **There is a need to allow sub-regions and local governments to continue determining their own priorities within an overall strategic framework.**

Under PRDP 1 and 2, OPM took on a significant role in implementation and MDAs became gradually disempowered and played a reduced role. The critical roles of coordination, monitoring and evaluation received insufficient attention. The MTR of PRDP2 identified how "OPM's diversion from mobilisation and coordination of PRDP2 to implementation…makes it unable to take a 'birds-eye' view of the PRDP effort."[60] A much clearer division of labour, based on the comparative advantages and mandates of the different stakeholders, is needed for PRDP3. OPM will however continue with the coordination of implementation of existing special programmes - NUSAF3, KALIP2 and ALREP2 - which cover several sectors and cut across several local governments. **There should be a clear division of roles and responsibilities for PRDP3 with OPM focusing on coordination, monitoring and evaluation, and Sector Ministries, Local Governments and the Private Sector taking the lead in implementation.**

The Auditor General and Public Accounts Committee uncovered significant corruption in PRDP2. This led to the withdrawal of donor funding, a significant loss of public trust in Government institutions, and lost development opportunities for the people of Northern Uganda. It is essential that PRDP3 is designed with safeguards to reduce the risk of corruption. Transparency needs to be increased so that the use of public funds can be clearly monitored, and enhanced accountability mechanisms are needed to prevent impunity. **Stronger mechanisms are needed to reduce the risk of misappropriation of resources and improve accountability and transparency.**

[58] P47, Peace, Recovery and Development Plan for Northern Uganda (PRDP) Phase 2 July 2012 – July 2015, OPM, 2011.
[59] P22, Mid Term Review of the Peace, Recovery and Development Plan II, 2015
[60] Review of PRDP2: Presentation of Findings, presented to the PMC by Prime Solutions, 8 May 2015.

A detailed monitoring and evaluation system was established under PRDP2 but it was not fully implemented. A lesson is to focus on indicators based on available data. A lot of this exists within MDAs and just needs to be gathered rather than generated afresh. There are also a range of innovative data gathering tools which could be used as well. For example, following an invitation by the Rt. Hon. Prime Minister, Uganda is one of only two countries in the world to have a UN Global Pulse Lab. This captures and analyses ‘big data’ and could help to provide new data for new measures of PRDP impact. For example, increased spending on mobile phone airtime or increased coverage of metal roofs in Northern Uganda could be proxies for improved household incomes. **Monitoring and evaluation should focus more on outcomes, using available data and innovative tools.**

4 The strategic framework for PRDP3

4.1 Goal and strategic objectives of PRDP3

The goal of PRDP3 is to enhance sustainable Socio-Economic development for Northern Uganda. PRDP 3 will address the critical infrastructure deficits in Local Governments, support household incomes and address issues of vulnerability. The importance of increasing incomes has been emphasised in NDP2, the MTR for PRDP2 and in all of the regional consultations for the design of PRDP3. This will show tangible development benefits to the citizens of Northern Uganda. At the same time, it is important to make sure that the vulnerable are protected and that incomes do not fluctuate, with people falling in and out of poverty.

The first strategic objective of PRDP3 is to consolidate peace. As confirmed by recent research and by the MTR of PRDP2, there has been some major recent progress in improving safety and security in Northern Uganda. However, there are some remaining (and some new) conflict drivers which need to be addressed as part of PRDP3. The consolidation of peace will provide a stable environment to focus on household income growth.

The second strategic objective of PRDP3 is to develop the economy. The ERA report sets out the importance of private sector development as a catalyst to the transformation of Northern Uganda and as the prime strategy for socio-economic development. The approach is in line with NDP2 and the experiences of some other countries such as Mozambique and Rwanda which have moved from a post-conflict situation to economic growth. The growth of the private sector and of the economy will provide jobs and the opportunity to start and develop more businesses, thereby increasing household incomes.

The third strategic objective of PRDP3 is to reduce vulnerability. There are growing levels of poverty in Northern Uganda and high numbers of vulnerable women, children, youth, PWDs, ex-combatants, elderly and other groups. These people require support to enable them to move out of poverty and to be able to benefit from the income earning opportunities from peace and a growing economy in the North. Without specific attention, many groups risk getting left behind.

4.2 Principles guiding PRDP3

There are seven over-arching principles which apply across all the objectives and the all the interventions of PRDP3. These are:

- Outcome focus;
- Additionality;
- Multi-sector and multi-stakeholder partnerships;
- Transparency and accountability;
- Functionality and value for money;
- Gender, equity and inclusion;
- Public awareness and sensitisation.

Outcome focus – it is the end-results of development interventions (rather than the activities or outputs) which will make the most difference to the lives of people in Northern Uganda and this will be a main driver of PRDP3. The need to focus on outcomes has wide-spread support and is backed up by international experience. The design, monitoring and evaluation of interventions will be driven, for example, by tracking the effective resolution of disputes, the provision of skills that lead to jobs, and the completion of good quality education rather than by the provision of inputs and infrastructure which PRDP1 and 2 have focused on. Inputs and infrastructure which will still be important, but only in the context of delivering development outcomes.

Additionality – Northern Uganda still lags behind the rest of Uganda on most socio-economic development indicators and PRDP will remain as an affirmative action initiative with an aim to raise and target additional funding for the region. This is a key conclusion of the MTR of PRDP2. Funding mechanisms for PRDP3 will ensure that the North has a higher per capita level of resources allocated to it. Stronger governance arrangements will ensure that money is monitored and spent more effectively.

Multi-sector and multi-stakeholder partnerships – PRDP3 is a strategic framework which presents priorities for Northern Uganda which cut across sectors and cut across institutions. To deliver effective outcomes, it will be necessary for sector MDAs to work together, for example providing good sanitation in schools can help to retain girl pupils. To obtain extra funding, there is the opportunity to harness public-private partnerships as set out in NDP2. There is also a need to ensure that all off-budget interventions are incorporated into a single strategic framework for the development of Northern Uganda and that Government, NGOs and Development Partners work together in a coordinated way.

Transparency and accountability – linked to the cross-government budget transparency initiative, PRDP3 will have strong processes to report on spending and the results of spending and will have a governance arrangement which makes accountability crystal clear. Based on past experience, there are concerns about the risk of mismanagement in the use of PRDP funds in the future. The move towards an outcome-focused approach will require changes in the way in which interventions are designed and reported on. The need to strengthen transparency and accountability is a major conclusion of the MTR for PRDP2 and of the consultation process as part of the design of PRDP3. PRDP3 will expand social accountability mechanisms and use innovative tools to provide better M&E data. The Budget Website and Budget Hotline, launched by the Rt. Hon. Prime Minister in December 2014, provide an important opportunity and platform for improving the accountability of all local government resources, whether PRDP or not. They not only provide location-specific budgetary information, but also an opportunity for the public to provide scrutiny and feedback. OPM sits on the Budget Transparency Initiative Steering Committee, which oversees the implementation of these innovative tools, and is chaired by MOFPED.

Functionality and value for money – PRDP3 will prioritise functionality in local government infrastructure investments. One of the key findings of the MTR of PRDP2 was that a high proportion of health facilities, schools, roads, housing and other infrastructure constructed as part of PRDP1 and 2 were not constructed properly, maintained well or used for their intended purpose. Under these previous programmes there was a condition attached to the PRDP grant that at least 70% of it should be spent on new infrastructure. PRDP3 will remove this conditionality and focus on improving the delivery of services. For PRDP3, all investments will be linked to clearly defined outcomes. All major interventions under PRDP3 will have a sustainability plan which sets out how the investment will continue to provide benefits over time

Gender, equity and inclusion – the goal of PRDP3 is concerned with increasing incomes, but this will be done in a way which is sensitive to gender and other aspects of inclusion.

Interventions under PRDP3 will have a specific focus on people with disabilities, ex-combatants, women and children affected by the war, female-headed households and communities vulnerable to climate change. NDP2 refers to inclusive growth, economic growth which benefits as many people as possible. This will also reduce the likelihood of future conflict in Northern Uganda. Wherever possible, every key performance indicator in the M&E framework for PRDP3 will be analysed by gender, by beneficiary type, by age and by sub-region so that the differential impact on target groups can be addressed.

Public awareness and sensitisation – PRDP3 will have a strong communications component. This will have two main objectives. Firstly to inform beneficiaries of the rationale and objectives of PRDP3, re-build trust with communities and to build local ownership for interventions. The second objective is to try to change behaviours for the greater benefit of Northern Uganda. NDP2 refers to the continuing need to change mind-sets. Some stakeholders referred to the need to move from a dependency culture in the North to one which embraces change and the opportunities for socio-economic development.

4.3 Priority thematic areas and possible interventions for PRDP3

There are 12 priority thematic areas for PRDP3, three in relation to the consolidation of peace, six in relation to economic development, and three in relation to the provision of services for the vulnerable. Based on a review of documentation, data and consultation responses, these are judged to be the thematic areas which have the greatest potential to improve the lives and incomes of people living in Northern Uganda. Each thematic area is outcome focused and requires effective working across more than one sector or institution.

The 12 priority thematic areas are set out below, together with a list of possible interventions. The selection of these interventions will be based on an assessment of most critical gaps.

Table 2: Objectives, thematic areas and possible areas of intervention for PRDP3

Strategic objectives	Priority thematic areas	Possible areas of intervention
Objective 1: Consolidation of peace	• Elimination of gender based violence • Reintegration, reconciliation and transitional justice • Dispute resolution	• Public education to address GBV. • Support to reintegration of ex-combatants, women and children affected by conflict[61] • Establishment of land courts and capacity development of JLOS institutions to address land disputes • Strengthening of traditional dispute resolution mechanisms • Capacity building of JLOS institutions in Law and Order and peace building mechanisms
Objective 2: Development of the economy	• Business infrastructure • Agriculture productivity and value chains • Skills development	• Establishment of Public-Private Partnerships for business infrastructure development. • Supporting vocational skills training

[61] This includes women and children who were abducted during the LRA war and children who were born in captivity. Because of the *ad hoc* manner in which many people returned from the bush after the war many did not receive reintegration support. Support is needed both to the individuals concerned and to their communities to promote reconciliation and to address stigma.

Strategic objectives	Priority thematic areas	Possible areas of intervention
	• Access to finance • Access to land • House hold income enhancement	for the youth • Provision of tools for supporting small enterprises for income generation. • Support to Northern Uganda Youth Development Centre (NUYDC) • Supporting of commercial development officers in all local governments in Northern Uganda • Community empowerment interventions (Restocking, animal traction...) • Supporting provision of water for production. • Value chain development for key commodities and identification of markets • Market-oriented vocational skills and entrepreneurship development programme • Extending the Youth Livelihoods Programme to target war-affected groups in Northern Uganda[62] • Land access programme[63] • Operationalization of existing infrastructures (Education, Health..)
Objective 3: Reduction of vulnerability	• Critical health services • Completion of quality education • Resilience to climate change	• Psychosocial services provision • Family planning access • Programme to prevent teenage pregnancy including public education and youth-friendly services • Sanitation facilities for girls in schools • Programme to reduce charcoal usage by promoting alternative forms of energy and increasing access to energy-saving stoves • Supporting environmental protection activities.

Source: Consultations and analysis conducted as part of the process of preparing this PRDP document

The elimination of gender based violence addresses one of the major new conflict drivers in the North. The reduction in violence will allow individuals and families to live in peace and to devote more effort to raising disposable household incomes. Prevention and support to victims will require coordinated efforts by the police, social services, community

[62] This includes women and children who were abducted during the LRA war, children who were born in captivity and people with disabilities.

[63] This will include surveying, demarcation, equity of access to women and people affected by war, titles for communal land, public education and implementation of the national land policy.

development officers, CSOs, local and traditional leaders among others, engaging with both women and men. Male engagement will be key in eliminating GBV and addressing structural impediments to women's empowerment. The high levels of GBV in Northern Uganda are arguably a symptom of deeper problems, many of which can be traced back to conflict trauma and the reversal of gender roles. There is an opportunity to consider innovative ways of addressing this problem, for example by promoting reconciliation and regulating alcohol, drug abuse sales and marketing.

Support for reintegration will focus on refugees, ex-combatants, abductees and other people or groups still displaced or affected by past conflict. This will enable them to play a more active part in society and to focus on income generating activities. It will require holistic psychosocial support services, construction of houses and other interventions aimed at these marginalised groups. An inclusive approach will be taken which also works with members of their communities to promote reconciliation. Transitional justice will be a key component of this thematic area as many new conflicts are rooted in unfinished issues from the war.

Dispute resolution will focus on addressing a fundamental driver of potential future conflict – land disputes. Over 90% of current documented disputes are associated with land or other natural resources and resolution of these will facilitate the use of more land for economic development and income growth. There will be a need for institutions in the lands, justice, social development and other sectors, as well as the local and traditional leadership, to work together in this thematic area. Rwanda has embarked on an ambitious programme to address land tenure and this could be a benchmark for PRDP3 in the North.

Business infrastructure is needed to support the development of the private sector in Northern Uganda. Both NDP2 and the ERA study emphasise the importance of this for growing the economy, providing more jobs and increasing incomes. There will be different priorities in different parts of the North related to energy supply, roads, industrial parks and water for production in particular. This thematic area offers significant potential for the development of public-private partnerships and will also require significant cross-sector working. There will also be links to key national priorities, particularly those flag-ship projects set out in NDP2 which are in Northern Uganda.

Agricultural productivity and value chains offer great potential to build on the comparative advantage of Northern Uganda. The NDP2 states the importance of the development of agriculture as a way to increase incomes and a high proportion of the agricultural potential lies in the North. Value chain development for key commodities will require an integrated approach to the supply of inputs, improvement of storage facilities, development of agro-processing, and identification of markets. Again, this thematic area offers significant potential for the development of public-private partnerships.

Skills development, particularly for young people will focus on providing the vocational, entrepreneurial and life skills which are needed to take advantage of the economic development opportunities of Northern Uganda. This will help to reduce the potential conflict driver caused by massive youth unemployment. It is important that the skills that are provided are appropriate to job opportunities so that more young people can make a living and earn an income. Population growth rates are high with more and more people looking for work, thus requiring significant effort across a range of sectors and institutions. This thematic area offers significant scope for joint ventures between Government and the Private Sector, The Northern Uganda Youth Development Centre and other vocational training centres need to target their training better at the market opportunities for employment and income generation. PRDP3 also provides opportunities to link and expand existing Government initiatives. The Youth Livelihoods Fund can be extended to offer support to vulnerable groups affected by the war including ex-combatants, abductees and female-heads of households. A partnership between the YLF and NUYDC can also be explored to enable the latter to provide entrepreneurial training and support to YLF beneficiaries in Northern Uganda.

Access to finance is a major barrier to the growth of small businesses in particular. The ERA concludes that greater access to finance has the potential to create lots of new jobs and income generating opportunities in Northern Uganda. The formal banking sector and SACCOs need to be encouraged to expand operations in the North. Finance needs to be affordable. For bigger business, access to finance needs to be linked to broader investment promotion initiatives.

Access to land is perhaps the major impediment to the development of business in Uganda. As set out in extensive international research, the ERA study and the NPD2, without clearly defined land ownership, individuals find it hard to provide collateral for loans, businesses have challenges in expanding and government finds it hard to develop infrastructure such as roads – all of this curtails the development of the economy and the growth of incomes. Systems need to be strengthened to better survey, demarcate and give title to land, bearing in mind issues such as communal land holding and equity of access to land for women and men. Urban planning needs to consider the designation of zones for economic development. There should also be processes that help build trust between the communities and potential investors.

House hold income enhancement- under PRDP 1 and 2, much emphasis was put to infrastructure development; little was invested into programmes to address the real household needs. Therefore poverty at household level is still high which equally affects sustainability and maintenance of the established investments. With the high levels of poverty still being experienced in Northern Uganda, there is a growing need of targeting the real household to have their livelihoods enhanced. Initiatives like community empowerment (Restocking, animal traction, support to micro projects..) will be considered under PRDP 3 to address the real household needs. For the communities to effectively utilise the public infrastructure, they households need to be economically empowered.

Provision of critical health services is necessary to make sure people are able to lead happy and productive lives. A full package of basic health care needs to be available to all Ugandans, but there are some particularly critical issues in Northern Uganda which need to be addressed so that people are healthier and able to invest more time and effort in profitable income-generating activities. For example, population growth rates are high whilst access to family planning services is low. Some health related indicators in parts of Northern Uganda are significantly worse than the national average such as births in health facilities and access to good sanitation. Multi-stakeholder interventions are needed to improve health outcomes, particularly for the most vulnerable. The provision of youth-friendly services, support to people with disabilities, and action against specific acute health problems in the North such as HIV/AIDs and nodding syndrome are priorities under this thematic area.

Completion of quality education will provide more young people with the ability to contribute to the socio-economic development of Northern Uganda. Around the world, there is a close relationship between better education and higher future incomes. PRDP1 and 2 have focused on the construction of schools and primary school enrolment rates for the region are now above the national average. More needs to be done to reduce drop-out rates, such as by providing good sanitation facilities for girls, and to improve the quality of education.

Resilience to climate change is extremely important, especially in those parts of Northern Uganda which are subject to the highest risk of drought and / or floods. Such risks are often associated with unstable livelihoods with a high proportion of households moving in and out of poverty, and having less ability to save and invest in income generating activities. Interventions to mitigate and adapt to climate change, and reduce the risk of disasters, require multi-sector approaches, for example to social protection, early warning systems, afforestation, irrigation and regeneration of the environment.

4.4 Selecting the priority regional interventions for PRDP3

There will be no separate sector budget allocations under PRDP3. All investments will be undertaken within the 12 priority thematic areas on the basis of a justification of how they contribute to the achievement of outcomes and agreed indicators. Each major intervention will be mapped against the 12 priority thematic areas. The interventions will form a basis for the design and possible funding of major new special projects for Northern Uganda under PRDP 3.

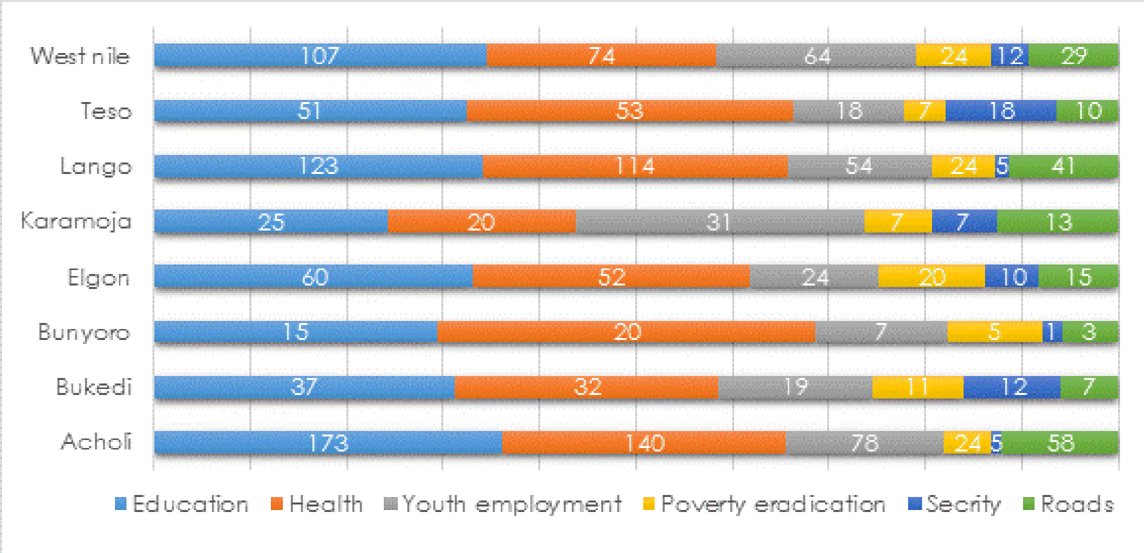
This PRDP3 strategic framework document needs to be referred to as part of the extension of the existing PRDP special projects. There are plans to move into new phases for NUSAF3, ALREP2 and KALIP2 and these projects need to be aligned to PRDP3 as strongly as possible for maximum benefits to be attained.

4.5 Sub-regional priorities for PRDP3

PRDP3 recognises that Northern Uganda is not a homogeneous region and that the relative importance of development priorities, and the nature and scale of economic opportunities, varies by sub-region. This assertion is backed up by the MTRs of PRDP1 and PRDP2, and the ERA. There are studies which show that the conflict drivers differ across Northern Uganda. There is also statistical evidence which shows that progress towards the achievement of many indicator targets varies significantly by sub-region. All this leads to the conclusion that different sub-regions need to focus on a different relative balance of the thematic areas.

Further evidence of sub-regional differentiation has been provide by a U-Report survey commissioned by UNICEF as part of the design process for PRDP3. 86,200 people were polled, and asked what in their view should be the most important priority of PRDP3. There were 4,281 responses, analysed below. These data has to be treated with some caution as the respondents might not represent a good cross-mix of society, but the conclusion does appear to enforce a balanced approach to PRDP3 with scope for some sub-regional prioritisation.

Figure 5: Indicative opinions on the most important priority for PRDP3 by sub-region



Source of data: UNICEF, U-Report.

The following table gives an initial indication of the priorities by sub-region, within the overall strategic framework for PRDP3. This assessment is based on a review of UBOS datasets, research studies and PRDP3 design consultation responses. Though all thematic areas are important to some extent in all regions, there are priorities that are more pressing in particular sub-regions and there is a need to prioritise the allocation of resources. For each sub-region in the table below, therefore, each score (1-3) could not be used more than four times. Also, to ensure further balance, all scores are used at least three times. The scoring is:

√= a priority; √√= of great priority; √√√= of the highest priority

Please keep in mind that this framework is flexible and these indicative priority area rankings will need to be updated and refined.

	Thematic area	Acholi	Bukedi	Bunyoro	Elgon	Karamoja	Lango	Teso	West Nile
Consolidating peace	Elimination of gender based violence	√√	√√	√	√√√	√√√	√	√√√	√√√
	Support for reintegration	√√√	√√	√√	√	√	√√	√√√	√√√
	Resolution of disputes	√√√	√√√	√√√	√√	√√	√√	√√	√√
Economic development	Business infrastructure	√√	√	√	√√	√	√√√	√	√√
	Agriculture value chains	√	√√√	√	√	√√	√√	√√√	√
	Skills development	√√√	√√√	√√√	√√	√√	√√√	√√	√√√
	Access to finance	√	√	√√	√√	√	√√	√√	√
	Access to land	√√	√√	√√	√√√	√√	√	√	√
Services for the vulnerable	Critical health services	√√	√	√√√	√	√√√	√√√	√	√√
	Completion of quality education	√	√	√√√	√	√√√	√	√√	√√√
	Resilience to climate change	√	√√	√√	√√√	√√√	√√√	√√√	√√

Each of the sub-regions of Northern Uganda have been affected by different levels and types of conflict and each face specific socio-economic challenges and opportunities. This has been factored into the indicative scorings in the above matrix.

Karamoja sub-region can be considered somewhat distinct, as the only sub-region with a dominant pastoralist and agro-pastoralist livelihoods system, and with more than 40 years of food and general insecurity. Karamoja exhibits the worst indicators in the country in terms of poverty, economic and social opportunities, and human development. It continues to be plagued by insecurity tensions and land disputes between the Government-driven decentralisation processes and pastoralist and agro-pastoralist groups and livelihoods, which in turn are expressed in gender conflicts, cattle raiding, environmental destruction and youth unemployment. It is also highly vulnerable to climate change.

Acholi sub-region suffered the greatest impact of the LRA war, being the epicentre of LRA activities and abductions. Over 90% of the population were displaced and spent over a decade in IDP camps. Acholi suffers land disputes between returning IDPs which are now intensified by oil exploration, related land grabs, and gazetting of land by the Uganda Wildlife Authority. 94% of cases before local council courts directly relate to land. Historic perceptions of neglect are reinforced by unequal distribution of development and services. There are particular challenges around the eradication of nodding disease. Youth unemployment and crime, and difficulties in reintegration also undermine stability.

West Nile sub-region, also directly affected by wars in the North, shows patterns of land and resource disputes including contested boundaries and tensions over the promise of oil. There are continuing frustrations over lack of justice and failure to compensate ex-soldiers and to provide reparation to victims of past wars. There are still accounts of many war-displaced having returned to find their land illegally occupied and being unable to claim their property rights due to a lack of effective access to the courts. West Nile is further burdened by inadequate health and education service delivery.

Parts of Bunyoro sub-region were both sporadically or marginally affected by impact of the wars in Northern Uganda. Community leaders have reported that poor pay and lack of investment has left health centres and schools to decay and public workers having to resort to private business to meet their basic financial needs. UBOS data shows that Bunyoro ranks low among the eight sub-regions in health and education indicators. Land is also a source of conflict, with communal land being sold into private hands with hopes to find oil. Commercialised agriculture is to some extent undermining subsistence livelihoods in a context of environmental degradation and food insecurity.

Teso sub-region has experienced numerous armed conflicts and cattle raids. Conflict displacement related land disputes and land grabbing are common with land encroachment occurring during and after the war. Many displaced people returned to find their land occupied, which in turn led to further encroachment and illegal occupation. This is further aggravated by environmental disaster-induced displacement and food insecurity. In this context, inter-ethnic tensions, family breakdown and GBV are reported to be widespread, as social changes have fuelled conflicts within families and communities.

Lango sub-region: The conflict in Northern Uganda caused significant population displacement and destroyed infrastructure and services**.** This sub-region also suffers from land grabbing, resource conflicts, and inadequate transitional justice with some ex-combatants still not adequately integrated. Youth unemployment is also a major conflict driver with a deep sense of hopelessness and frustration about the lack of opportunities to lift youth and their communities out of poverty. Lango also suffers from limited service delivery.

Elgon sub-region, was less directly affected by the conflict in the North, but did receive a large number of displaced people. There has been occasional spill-over of instability from neighbouring sub-regions and Elgon is also affected by displacement, controversial land gazetting by UWA and dam construction. Parts of Elgon suffer from poor infrastructure and service delivery, youth disenfranchisement and resultant involvement in crime. Climate change and environmental factors are of great concern as the greater part of the sub-region is mountainous and prone to flash flooding and mudslides during heavy rains, leading to deaths, displacement and loss of livelihoods.

Bukedi sub-region, also less directly affected by conflicts in Northern Uganda, is marked by land and mineral disputes and changing agricultural practices. Other major issues relate to the volatile combination of acute poverty, unemployment, youth disenfranchisement, and gender and family conflicts. Parts of the sub-region also suffer from low levels of quality education provision.

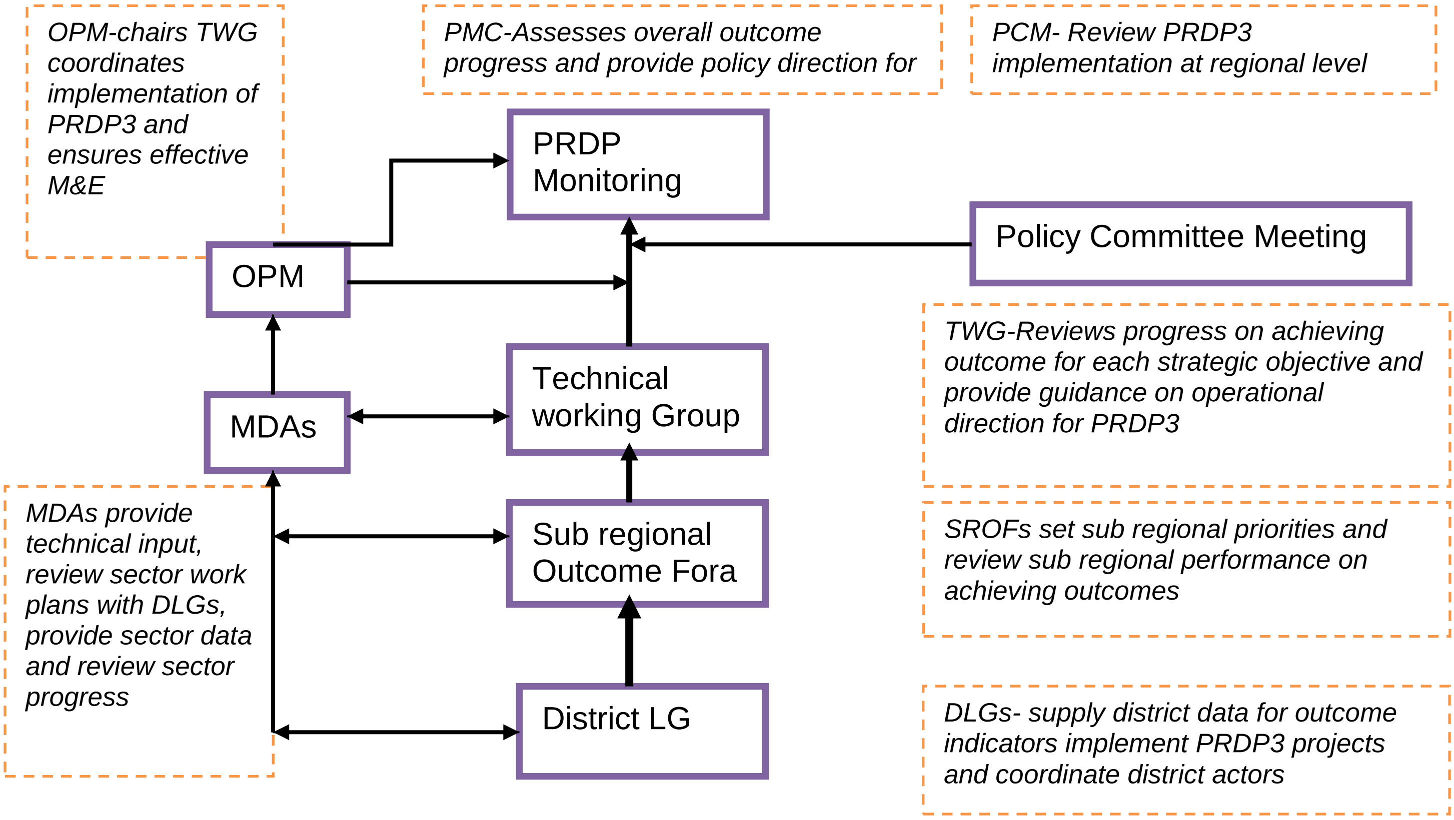
5 The implementation of PRDP3

5.1 The management of PRDP3

The effective management of PRDP3 requires clarity about roles and responsibilities for prioritisation, coordination, delivery, oversight and M&E. There is clear evidence arising from the MTR of PRDP2, from the Public Accounts Committee report on PRDP2 and from stakeholder consultation that roles and responsibilities for PRDP3 need to be significantly delineated and strengthened.

The governance arrangements for PRDP3 will be reformed with the overall objective of focusing on development outcomes. A summary of the proposed new structure is presented below.

Figure 6: Summary of governance arrangements for PRDP3



Source: Consultation and analysis conducted as per part of the process of preparing this PRDP document.

There will be a clearer division of roles and responsibilities for PRDP3 with OPM focusing on coordination, monitoring and evaluation, and Ministries, Departments and Agencies, local governments and the private sector taking the lead in implementation. OPM will continue with the coordination of implementation of its existing special programmes - NUSAF3, KALIP2 and ALREP2 – which cut across sectors and span multiple local governments.

The PMC will meet once a year. Its agenda will be revised and structured around the three outcome areas with time for detailed discussion on each, plus a session reviewing management and implementation issues. This will be a significant change from the current structure which focuses on presentations from different clusters of stakeholders with no thematic focus and little time for discussion. OPM will prepare an annual PRDP report for the PMC tracking progress against each strategic objective, thematic area and indicator. The membership the PMC will be enhanced to include representatives of the private sector who have a critical role to play in PRDP3 implementation. The PMC will identify the key policy and strategic changes which are needed to improve the delivery of priority outcomes. However the **Policy Committee Meetings at Regional level** will continue to meet twice a year in order to review PRDP 3 implementation and also to solve immediate policy issues that require the attention of MDAs.

The role of the Technical Working Group will be revised with quarterly meetings focused on outcomes, tracking the progress against each of the three strategic objectives. TWG membership will be expanded to include more representatives from Civil Society, the Private Sector and Development Partners. The TWG will identify priority actions to improve performance in PRDP 3 implementation. The TWG will continue to be chaired by OPM who will provide a summary of progress against each strategic objective to each meeting. MDA representatives will provide guidance on how sectors and local governments can work together better for progress on outcomes. They will also prioritise major region-wide development programmes and assess outcome related progress on these. MDAs will lead on sector specific planning and implementation, including any specific sector interventions funded under the PRDP grant. Local Governments will liaise with the relevant MDA, rather than OPM, about sector expenditure from the PRDP3 grant. This will help to reduce the implementation burden on OPM, draw on the technical capacity of MDAs, ensure that local investments are in line with national standards, and that any infrastructure spending is matched with a commitment to meeting associated recurrent costs. Sector working groups will continue to provide oversight and guidance for sector-specific interventions.

OPM will coordinate the workings of the PMC, PCM and TWG. This will help to make sure that the overall governance of PRDP3 is coordinated and integrated in an effective manner. A key role for OPM will be to lead in ensuring stronger outcome focused M&E for the development of Northern Uganda. This will ensure that attention is paid to the impact of PRDP3 activities. This will require increased capacity in the Northern Uganda Data Centre, but the main focus should be to act as a clearing house that gathers, analyses and circulates existing information. As a principle, OPM will rely on, and support the strengthening of, existing routine M&E mechanisms. OPM will make more use of latest technology and apply innovative M&E tools. Such tools may include: the budget website and budget hotline, mobile phone spending maps, U-Report, and the use of satellite imagery.

As part of a wider initiative to strengthen the coordination of socio-economic development, the possibility of setting up a Delivery Unit within OPM is being investigated. If established, the role of this unit will be to track major development results and ensure service delivery. Such a unit could play a useful role in helping monitor and coordinate the delivery of major development initiatives for Uganda, including the priorities of Northern Uganda through PRDP. This type of model has worked well in some other countries, including Pakistan, Tanzania and the United Kingdom.

Local Governments will continue to lead on the planning, coordination and implementation of interventions at the district/municipality level. They will also contribute to the validation of sub-regional development priorities and the supply of data, where possible using existing reporting mechanisms, which OPM can draw from to measure progress on the achievement of priority outcomes.

As a general practice, communities will be involved in a bottom-up approach to local project identification. This will have significant benefits in increasing local ownership and ensuring all activities are integrated and funded within the district development plans.

Communities will also be empowered to monitor local projects through the expansion of social accountability structures. This will strengthen accountability and transparency and enable the citizens of Northern Uganda to see the results of development spending more clearly.

Civil society will be given a formal role in monitoring PRDP3. International Alert conducted an annual survey against peace and conflict impact indicators which was valuable in providing an independent benchmark for PRDP2. For PRDP3, civil society organisations will join forces to develop a tracking survey which will provide independent information to help assess progress in PRDP3 implementation. This survey will be administered independently but provided to OPM as a constructive contribution to the M&E system.

5.2 Funding mechanisms for PRDP3

Guidelines will be issued to influence the spending of the PRDP3 grant allocation by Local Governments**.** This grant has already been included in the GoU MTEF. The guidelines will remove the previous stipulation that at least 70% of resources should be spent on infrastructure and instead focus on interventions to improve service delivery and livelihood in the outcome areas. Expenditure should be justified as making a clear contribution to improving service delivery in the three outcome areas. Local Governments will also be required to set performance targets related to PRDP grant spending for at least three of the 11 priority thematic outcome areas set out in PRDP3. For infrastructure investments, the priority will be to increase the functionality and maintenance of existing infrastructure.

Discussions will be held to assess whether the PRDP grant should be combined with other development grants for the FY 2016/17 onwards. A process of consolidating and reforming fiscal transfers is underway, coordinated by MoFPED, MoLG and the Local Government Finance Commission (LGFC). OPM has been consulted as part of this process, and further consultations are planned. There are strong arguments for mainstreaming the PRDP grant with other discretionary development grants. This approach is also proposed by NDP2. This will help to unify systems for planning, funding, coordinating and delivering local government interventions and to strengthen the basis for accountability. It will also guard against the risk of corruption by removing the possibility of investments being ‘double accounted’ under both the PRDP grant and other local government funding. Allocating PRDP funds to sector conditional grants up front in the budget process is no longer needed. Information on the sector allocations of discretionary funding made by local governments and the associated expenditures is available to all on the budget website, www,budget.go.ug, using data from the Output Budgeting Tool (OBT). It is also important that OPM and line ministry attention shifts from the allocation and spending of PRDP funds in isolation to the overall impact of all local government revenues and expenditures in furthering development in Northern Uganda.

Objectives of reforms to intergovernmental fiscal transfers

- To increase discretion to enable LGs to deliver services in line with local needs, whilst ensuring that national policies are implemented;
- To allow new national policies to be funded via the transfer system, at the same time avoiding future fragmentation of transfers and reduction in discretion;
- To shift the focus away from fragmented input-based conditions towards accountability for allocation decisions, expenditures and results;
- To use the transfer system to provide incentives to improve institutional and service delivery performance; and
- To restore adequacy and equity in allocation of funds for infrastructure and service delivery.

Source: MoFPED.

There will be a mechanism in place to enable the introduction of a coherent and strongly equalising allocation formula for development funding across Uganda, which would benefit Northern Uganda and other areas lagging behind. The major provision to this is that any mainstreaming formula needs to guarantee that the PRDP districts and municipalities do not receive less in total than they would have done under the old system. This will adhere to the principle of additionality and affirmative action for the North.

For the year 2016/17, a mechanism to reward the performance of PRDP3 local governments will be introduced. This will be consistent with plans for introducing performance incentives in the wider reform to fiscal transfers. This could involve the identification of objective assessment criteria in the PRDP priority outcome areas and assessing local government performance against them. Performance would be assessed annually, and the results disseminated at the relevant sub-regional outcome fora and approved by the relevant outcome oversight committee. Extra funding will be made available to high performing local governments from 2017/18 onwards.

The TWG and Local Governments will identity the potential for public-private partnerships. Options for PPPs will be presented at the PMC and decisions taken on the best PPPs to pursue, in consultation with MoFPED and the private sector.

MoFPED will organise annual meetings with major potential private investors for Northern Uganda and lead on the finalisation of PPP deals. In this way, it is hoped to harness significant amounts of private sector funding for the economic development of Northern Uganda.

All existing PRDP grant, special projects and off-budget interventions will be identified and mapped against the 12 priority thematic areas of PRDP3. This will build on the mapping exercise currently being coordinated by the Northern Uganda Development Partners Group. It will result in an indicative level of current and planned funding against priority outcomes.

This mapping will be compared with a finalised set of sub-regional priorities to identify the possibility of expanding or linking existing initiatives, or the need for any additional special projects for Northern Uganda. OPM will then lead on negotiations with the Ministry of Finance and development partners for additional funding, with a clear commitment to improve development outcomes.

Any additional special projects will be managed by specific project units. These may or may not be located in OPM. Key decisions will be taken by the PMC.

5.3 Monitoring and evaluation of PRDP3

The M&E framework will be outcome focused and include no more than 20 indicators for the PRDP3 goal and three strategic objectives / 12 thematic areas combined. Some proposed performance indicators are set out below. This framework will supplement the routine reporting and accountability of local and central government monitoring, reporting and accountability on outputs and expenditures, for which there will be no parallel PRDP3 mechanisms, but PRDP3 will reinforce. The framework will also draw from existing outcome data where possible.

OPM will gather existing baseline data for each of the performance indicators. This data will be reviewed and, where necessary. OPM will supply gender and sub-regional disaggregated data of the baseline.

Tools will be specified for the collection of data for each performance indicator, building on new technologies and innovative methods. The sources of data for some key indicators are set out below.

Table 3: Indicative performance indicators and data sources for PRDP3

Goal / strategic objective	Thematic areas	Performance indicator	Data source
Goal – Increasing income	Not applicable	Average household incomes	UBOS surveys
		Average spending on mobile phones	Global Pulse data
Goal - Reducing vulnerability	Not applicable	Number of people below the poverty line	UBOS surveys
		% households moving in and out of poverty	UBOS surveys
		Maternal and child mortality rate	MoH
		% change in density of vegetation	Global Pulse data
Objective 1 - Consolidation of peace	Elimination of gender based violence Support for reintegration Dispute resolution	Incidences of gender based violence	PRDP3 tracking survey
		Number of ex-combatants and war-affected women and children who have received reintegration support and feel better integrated	PRDP3 tracking survey
		Number of land disputes resolved	JLOS reports
		% people perceiving an increase in peace and security	PRDP3 tracking survey
Objective 2 - Development of the economy	Business infrastructure Agriculture productivity and value chains Skills development Access to finance Access to land	Number of new jobs	UBOS
		Km of feeder roads built / upgraded	MoWT
		Number of households using renewable sources of energy	MoEMD
		UGX millions of business loans provided	Bank of Uganda
Objective 3 - Provision of services to the vulnerable	Critical health services Completion of quality education Resilience to climate change	% fully stocked, staffed and functional health centres	Social Accountability Committees
		% school completion rates	MoE
		% access to family planning	MoH
		Number of environmental protection interventions undertaken	MWE

Source: Consultations and analysis conducted as part of the process of preparing this PRDP document.

A detailed M&E framework for PRDP3 will be developed. Some indicators in the table above may change, but there will still be no more than 20 of them in total and they will be outcome focused.

OPM will propose annual target levels of performance for each sub-region. These targets will be realistic, but with an element of challenge, bearing in mind baselines and future resource availability.

Each indicator will be measured annually, in a timely way, with data collection coordinated by OPM. The data, together with analysis and interpretation of major implications will be included in the annual PRDP3 performance report. The Northern Uganda Data Centre at OPM will be strengthened to perform this task.

Where relevant and possible, the measurement of all indicators will be disaggregated by gender, PWD and age, as well as by sub-region. This will help to assess the inclusiveness and equity nature of the development of Northern Uganda.

5.4 Financing of PRDP3

The total amount of financing for PRDP3 will depend on the availability of resources. Financing of new interventions will only be known once there is a better understanding of gaps in each of the 12 thematic areas of PRDP3.

It has been agreed to extend the PRDP grant and the existing special projects of NUSAF, ALREP and KALIP for 5 years. An indication of the funding is provided below.

Table 4: Indicative funding for PRDP GoU contribution and existing special projects

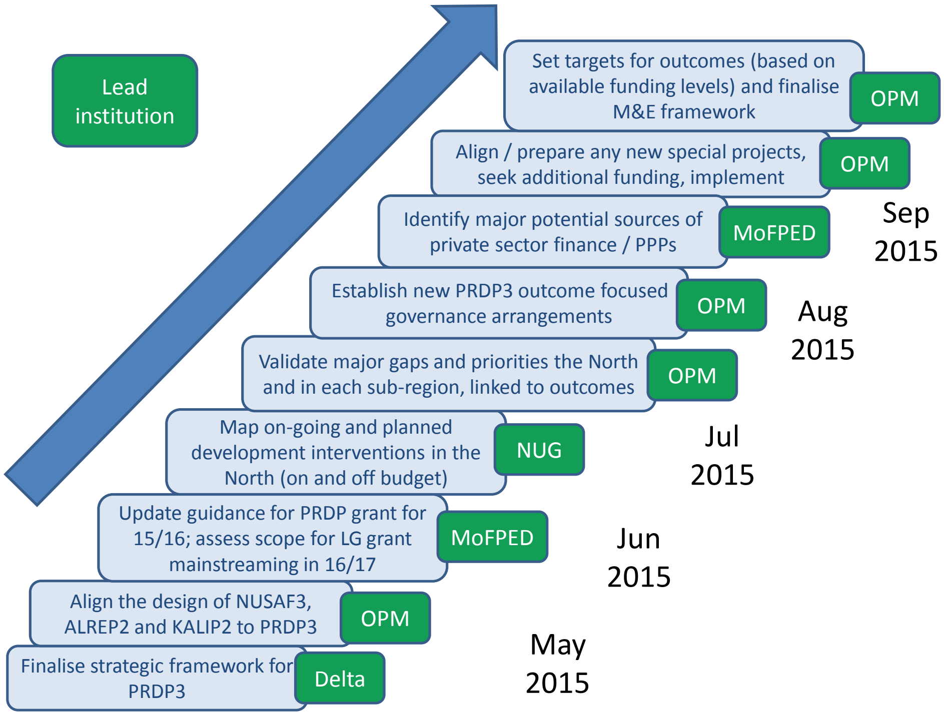
Programme	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	Total
PRDP GoU contribution (UGX billion)	114.27	114.27	114.27	114.27	114.27	571.355
PRDP DPs contribution (US$ million)	50	60	65	60	50	285
NUSAF (US$ million)	25	25	25	25	30	130
Successor for KALIP / ALREP (Euro millions)	20	20	20	20	20	100

Source: OPM.

Annex 1. Road map of next steps

The overview of next steps is presented below. This covers the finalisation of this PRDP3 strategic framework document; refinement of the design of NUSAF3, ALREP2 and KALIP2; update of PRDP3 grant guidance for FY 2015/16; negotiation of mainstreaming of local government grants from FY 2016/17 onwards; mapping of current and planning development interventions for the North; validation of major regional and sub-regional developmental gaps linked to outcomes; establishment of new PRDP governance arrangements; identification of sources of private sector funding; preparation of any new special projects; and setting targets for PRDP outcomes and finalising the PRDP3 M&E framework.

Figure 7: Road map for the implementation of PRDP3



Source: Consultations and analysis conducted as part of the process of preparing this PRDP document.

Annex 2: Extracts from the terms of reference

Purpose and Objectives of designing the Peace Recovery Development Plan 3

The purpose of this assignment is to undertake a design of PRDP3 which is going to be a successor programme to the current PRDP2. The design of PRDP3 will be in conformity with the National Development Plan2 (NDP2). The design of PRDP3 will address the current PRDP2 implementation challenges and incorporate the lessons learnt during implementation from the various stake holders. The design will address the efficiency and effectiveness of the 3 funding modalities (grant, on-budget and off-budget) and re-align them to PRDP3. The design will also analyse and take into consideration the recommendations that will be obtained from the review of PRDP2.

Scope of work

The design will concentrate on:

i. Reviewing the current PRDP2 document. The review will establish what has worked well and what has not from the current design, and propose appropriate changes in the design of PRDP3.
ii. Developing a mechanism of linking PRDP3 with the priorities highlighted in the Chapter on Regional Equalisation Programmes in the NDP2.
iii. Consult Sector Ministries and Agencies (Education, Health, Finance, Agriculture, Lands, Gender, Works, Water, Local Government, Police, Prison, Amnesty commission, Inspectorate of Government (IGG), Uganda Bureau of Statistics (UBOS) and National Planning Authority (NPA) on how to integrate their interventions in PRDP3.
iv. Consult with Members of Parliament from Northern Uganda on issues that should be incorporated in PRDP 3
v. Consult with selected Development Partners (UN, USAID, DFID, DANIDA, JICA, GIZ, Sweden, Norway and Ireland) on how their interventions should be integrated under PRDP3.
vi. Consult with selected Local Governments (LGs) (2 LGs per Sub-Region); Traditional leaders (Acholi, Lango, Teso and West Nile) on how their interventions should be integrated under PRDP3.
vii. Consultation with private sector, civil society and other relevant actors
viii. Review and Integration of PRDP2 Mid-term review recommendations into PRDP3. The consultant to work with those undertaking the evaluation of PRDP2 in order to ensure emerging recommendations are captured in the PRDP 3.
ix. Prepare a draft PRDP3 document for presentation to:

    a) Local Government Leaders (Chairperson LC V, Mayors, RDCs and CAOs)
    b) Members of Parliament from Northern Uganda.
    c) Traditional leaders from Acholi, Lango, Teso and West Nile

d) Development Partners UN, USAID, DFID, DANIDA, JICA, GIZ, Sweden, Norway and Ireland
e) Technical working group, OPM Heads of Department and Top management.

x. Designing a Monitoring and Evaluation Frame Work for PRDP3.
xi. Develop an estimated unit cost for interventions proposed to allow uniformity in resource allocation during implementation of PRDP3.
xii. Propose a maintenance and sustainability strategy for PRDP3 investments.
xiii. Print and submit 1000 hard copies, 50 CDs with soft copy documents all forwarded by the authorities.
xiv. The consultancy firm will be required to develop a detailed methodology for the design of PRDP3 within the proposed objectives set out in these Terms of Reference.

Office of the Prime Minister, through the Pacification & Development Department (P&D), will supervise the PRDP3 design under the overall guidance of the Permanent Secretary.

Key questions to be addressed by the design of PRDP3

i. How can PRDP3 address the geographical differences in poverty, gender inequalities and climate change vulnerabilities across all the sub-regions in the target area?
ii. How can the gains achieved in the four strategic objectives and all the programmes areas under the current PRDP2 be built upon in the design of PRDP3.
iii. How should the plan maximize inclusive growth and employment, and what role should the private sector play in reaching the goals of the PRDP?
iv. How can PRDP3 explicitly ensure that the benefits of the investments are felt equally by all vulnerable groups (women, PWDs, orphans, ex-combatants and unemployed youth)?
v. How will the gains in social protection and service delivery under PRDP2 be protected and built on?
vi. What are the most efficient oversight and coordination approaches?
vii. Given the current existence of the KIDP, how will Karamoja be most effectively and efficiently encompassed in PRDP?
viii. How will the various financing mechanism (Grant, on-budget and off-budget) and related interventions work together to ensure additionality of PRDP3 finance? What will be the most appropriate PRDP3 delivery systems?
ix. How can the plan act as an incentive to local governments to perform and report effectively during PRDP 3 implementation?
x. How will the UN Global pulse project and UNICEF’s U-Report systems be adopted to provide cheap and wide scale consultation with citizen be adopted as a source of information on PRDP3?
xi) How will the PRDP3 address issues of environmental protection?

Reporting

a) The consulting firm will from time to time consult the TWG subcommittee (Taskforce) for any guidance.

b) The consulting firm will provide regular updates to the TWG subcommittee (Taskforce) before the TWG meeting.

c) A debriefing meeting in which preliminary findings, analysis and recommendations of the assignment will be presented. The purpose is to inform OPM and its partners about the Consulting firms observations, and also to gather input and feedback to improve the final report.

d) The final PRDP3 report should be produced after incorporating all feedback from OPM and its partners, approximately 1 week following completion of the process. The following but not limited to should constitute PRDP3 document:

3. Executive summary
4. Introduction to the design exercise
5. Purpose and expectation use of the design of PRDP3
6. Objectives and methodology
7. Summary tables of collected data
8. Analysis of the collected data against the agreed indicators
9. Graphs, maps and other suitable presentation tools
10. Key observations from the current PRDP 2 and areas of focus for PRDP 3
11. Strategic objectives and programme areas of focus for PRDP 3, including responses to key questions listed above.
12. PRDP 3 draft plan, disaggregated by sub-region and sector, including:
    a. Timelines and milestones
    b. Detailed proposed activity plan for Year 1, and outline activity plan for years 2-5
    c. Institutional arrangements for further design, implementation and reporting
    d. Guidelines to ensure strategic and effective spending decisions
    e. Budgets

13. Monitoring and evaluation framework including impact level indicators focusing on poverty reduction, growth, peace and service delivery.
14. Conclusion
15. Annexes as relevant:

TORs; Itinerary; meeting reports / list of persons met; raw data; cleaned data; list of reference docs.

Annex 3: PRDP Districts and Municipalities

Sub Region	District	Municipality
Acholi	Amuru, Pader, Kitgum, Gulu, Nwoya, Agago and Lamwo	Gulu
Bukedi	Tororo, Busia, Butaleja, Pallisa, Budaka, Kibuku	Busia, Tororo
Bunyoro	Masindi, Buliisa, Kiryandongo	Masindi
Elgon	Mbale, Manafwa, Sironko, Bulambuli, Bududa,Kween, Kapchorwa, and Bukwo	Mbale
Karamoja	Moroto, Kotido, Nakapiripirit, Abim, Kaabong,Napak and Amudat	Moroto
Lango	Kole, Lira, Amolatar, Dokolo, Oyam, Apac, Otuke, and Alebtong	Lira
Teso	Katakwi, Amuria, Soroti, Kumi, Kaberamaido, Bukedea, Serere, Ngora	Soroti
West Nile	Arua, Moyo, Maracha Adjumani, Koboko, Nebbi, Yumbe, and Zombo	Arua

Annex 4: Stakeholders consulted

The following stakeholders were consulted as part of the design of this document.

Ministries

1. Ministry of Education and sports
2. Ministry of Health
3. Ministry of Finance, Planning and Economic Development
4. Ministry of Land, Housing and Urban Development
5. Ministry of Gender, Labour and Social Development
6. Ministry of Works and Transport
7. Ministry of Water and Environment
8. Ministry of Local Government
9. Ministry of Energy and Mineral development
10. Ministry of Trade, Industry and Cooperatives

Other Government entities

1. Inspectorate of Government (IGG)
2. Uganda Bureau of Statistics (UBOS)
3. Uganda AIDS Commission
4. National Environmental Management Authority (NEMA)
5. Lands Alliance
6. Land Commission
7. Public Service Commission
8. Office of the Prime Minister (OPM)
9. Officer of the President
10. National Forest Authority
11. Women Council in Northern Uganda
12. Youth Council in Northern Uganda
13. Persons With Disabilities Council in Northern Uganda
14. Formally Abducted children and war affected women in Northern Uganda
15. Northern Uganda Youth Development Centre

Parliament

1. Members of Parliament from Northern Uganda (Northern Uganda Parliamentary forum)
2. Public Accounts Committee
3. Uganda Women Parliamentary Association

Development partners

1. UN Agencies (workshops)
2. USAID
3. DFID
4. DANIDA
5. JICA
6. French Embassy
7. Germany Embassy
8. UNICEF

Local Governments

55 Greater Northern Uganda districts were consulted. Responses including LCVs, CAOs, planners, community development officers, gender officers, district health officers, production officers, commercial officers and district engineers.

Traditional leaders

1. Acholi
2. Lango
3. Teso
4. West Nile
5. Karamoja

CSOs

1. NGO Forum
2. AMICAALL
3. Tororo civil society Network
4. Teso Women Peace Activists
5. FIDA UGANDA
6. Rural Initiative for Community Empowerment-West Nile (RICE-WN)
7. Uganda Women's Network
8. Kitgum Women Peace Initiative (KIWEPI)
9. Refugee Law Project
10. Gulu Union for Women with Disabilities in Uganda
11. Centre for Reparation and Rehabilitation
12. Centre for Governance and Economic Development
13. Centre for conflict resolution
14. Kabarole Resource Centre
15. Transcultural Psycho social Organisation TPO
16. Uganda National Farmers Federation Eastern
17. World Vision
18. Mercy Corps Kotido
19. Food Agricultural Organisation
20. Dry lands Integrated Development Project
21. The AIDs Support Organisation

Faith based organisation

1. Inter-religious Council

Private sector

1. Private Sector Foundation
2. Local Chamber of Commerce
3. Post Bank
4. Uganda National Agro-input Association
5. Horticulture Exporters Association
6. Leaf Tobacco Commodities Limited
7. Northern Uganda Manufactures Association
8. Uganda Women Entrepreneurs Association
9. Association of Microfinance Institutions Uganda
10. Karamoja Private Sector Development

Academia

1. Makerere University

Other Consultations

1. Ex-combatants
2. Returnees
3. Children born in war

Annex 5: Documentation reviewed

Documentation Reviewed for PRDP3

1. Annual Budget Performance Reports, FY 2009/2010-2012/2013
2. Annual Report of the Auditor General, 2013
3. Annual Sector Performance Report 2013/14, Sector of Justice, Law and Order
4. Assessing the Additionality of Central Government Transfers to PRPD Districts, Irish Aid, 2011
5. Budget Speech FY 2009/2010, 2013/2014
6. Combating Chronic Poverty in Uganda , Economic Policy Research Centre, 2012
7. Demographic Growth and Development Prospects in Rwanda: Implications for the World Bank, 2009
8. District Development Plans (Eastern, West Nile and Northern Regions), 2010/11-2014/15
9. Education and Health Services in Uganda: Data for Result and Accountability, 2013
10. Education Sector Performance Report 2012, 2013-14
11. Evaluation Report on UN Peace Building Fund Programmes in Acholi land, Northern Uganda, 2012
12. From Post-Conflict Recovery to High Growth, World Bank, IDA at Work Mozambique, 2009
13. Goma Declaration on Eradicating Violence and Ending Impunity in the Great Lakes Region, 2008
14. Government of Uganda Annual Performance Report 2010/11, 2012/13
15. Inclusive Growth Policy Note: Agriculture for Inclusive Growth
16. Karamoja Integrated Development Programme 3-year Priorities among Priorities Sector Matrix 2011-2013
17. Karamoja Integrated Disarmament and Development Programme, 2007
18. Keeping the Momentum for Post-Conflict Recovery in Northern Uganda: Brainstorming the Successor Programmes PRDP2, Advisory Consortium on Conflict Sensitivity
19. Ministry of Health Annual Sector Performance Report FY 2013/2014
20. Ministry of Works and Transport Annual Sector Performance report 2012/2013
21. Monitoring the Impact of the Peace Recovery and Development Plan on Peace and Conflict in Northern Uganda, International Alert, 2013
22. National Action Plan on Women 2007, Ministry of Gender, Labour & Social Development, 2007
23. National Budget Framework Paper FY 2009/10-2013/14
24. National Budget Framework Paper FY 2010/11-2014/15
25. National Budget Framework Paper FY 2011/12-2015/16
26. National Budget Framework Paper FY 2013/14-2017/18
27. National Development Plan 2010/11-2014/15
28. National Development Plan II 2015/16 – 2019/20 Draft, March 2015
29. Northern Uganda Conflict Analysis Report, Advisory Consortium on Conflict Sensitivity, 2013
30. Northern Uganda: Economic Recovery Analysis II Final Report, Oxford Economics, 2015

31. OPM Ministerial Policy Statement FY 2011/12, 2013/14, 2014/15
32. Post-Conflict Recovery in Africa: An Agenda for the Africa Region, Africa Region Working Paper Series No. 30, Case study Mozambique, 2002
33. Poverty and Inequality Dynamics in Uganda - Insights from Uganda National Panel Surveys 2005/6 and 2009/10, Economic Policy Research Centre, 2012
34. PRDP Harmonised District Work Plans 2010/2011(Acholi, Bukedi, Bunyoro, Elgon, Karamoja, Lango, Teso, West Nile)
35. PRDP Projects in Karamoja Briefing Paper, Budget Monitoring and Accountability Unit, 2011
36. PRDP1 Report 2007-2010, 2007
37. PRDP1 Midterm Review Report, 2011
38. PRDP1 Midterm Review Report, Women's Task Force for a Gender Responsive PRDP, 2011
39. PRDP2 for Northern Uganda (July 2012-June 2015), 2011
40. PRDP2 Grant Guidelines for Local Government
41. PRDP2 Midterm Review Draft Report, 2015
42. PRDP2 Monitoring and Evaluation Framework
43. PRDP2 Operational Guidelines
44. PRDP2 Report
45. Rwanda (IPAR) Report for the African Centre for Economic Transformation (ACET), A case study of Rwanda's economic transformation, Institute of Policy Analysis and Research, 2012
46. Sector Issues Paper for NDPII Draft, Public Sector Management, 2014
47. Uganda Action Plan on UN Security Council Resolutions 1325 & 1820 and the Goma Declaration
48. Uganda Bureau of Standards Statistical Abstract, 2014
49. Uganda Demographic and Health Survey, 2011
50. Uganda National Household Survey, 2009/2010, 2012/2013
51. Uganda Promoting Inclusive Growth, The World Bank, 2012
52. Uganda Vision 2040
53. Uganda's Progress Towards Poverty Reduction During the Last Decade 2002/3-2012/13: Is the Gap Between Leading and Lagging Areas Widening or Narrowing?, Economic Policy Research Centre, 2014
54. UNDP Assessment of Development Results evaluation report for Rwanda, UNDP, 2008
55. UNDP Crisis Prevention And Recovery Report 2008: Post-Conflict Economic Recovery Enabling Local Ingenuity, Mozambique, 2008
56. USAID/Uganda Environmental Threats and Opportunities Assessment Report, 2011
57. Water and Environment Annual Sector Performance Report, 2014