



**United Nations Development Programme**  
**Country: Uganda**  
**Project Document**

<b>Project Title:</b>	Local Development and Social Cohesion in Northern Uganda
<b>UNDAF Outcome(s):</b>	Capacity of selected Government Institutions and Civil society improved for good governance and realization of human rights that lead to reducing geographic, socio-economic and demographic disparities in attainment of MDGs by 2014
<b>Expected CP Outcome(s):</b>	Vulnerable segments of the population increasingly benefit from sustainable livelihoods and in particular improved agricultural systems and employment opportunities to cope with the population dynamics, increasing economic disparities, economic impact of HIV/AIDS, environment shocks and recovery challenges by 2014
<b>Expected Output(s):</b>	Selected institutions capacitated to deliver community security and access to justice services Increased productivity, competitiveness and employment in agriculture, trade and tourism sectors, particularly benefiting women and youth
<b>Implementing Partner:</b>	<b>Output 1:</b> Community justice, security and social cohesion increased for peaceful resolution of disputes, in particular as related to land and women's issues <b>Output 2:</b> Employment opportunities enhanced and economic recovery and reintegration initiatives developed targeting youth, crises-affected and vulnerable people <b>Output 3:</b> Peaceful and sustainable mining in Northern Uganda <b>Output 4:</b> Capacities of local authorities and civil society strengthened in civic engagement, coordination, and planning for economic recovery and peace consolidation
<b>Responsible Parties:</b>	Office of the Prime Minister through selected District Local Governments from Northern Uganda Civil Society Organizations

**Brief Description**

The current project document builds on previous initiatives for peace and development in Uganda. Capitalizing on PRDP2 it aims at strengthening post-conflict recovery process; strengthening the foundation for development in Northern Uganda; and to narrow the gap between Northern Uganda and the average national level of the main socio-economic indicators. The project covers three strategic areas that are of paramount importance to achieving the goals of the government of Uganda under PRDP2 namely:

- Community security, access to justice and social cohesion;
- Employment creation and economic recovery;
- Building a peaceful and sustainable mining in Northern Uganda
- Strengthening the capacity of targeted local governments and institutions for efficient and effective planning and service delivery.

The project will capitalize on the strong partnership between the government of Uganda and UNDP as well as between UNDP and other national and international organization for the implementation and success of this project.

Programme Period:	20 months
Key Result Area:	Sustainable Livelihoods
Atlas Award ID:	00071034
Start date:	April 2013
End Date:	December 2014
PAC Meeting Date:	11 April 2013
Management Arrangements:	National Implementation Modality (NIM)

Total budget:	US \$4,390,000
Total resources required:	US \$4,390,000
Total allocated resources:	1,720,000
• Regular (TRAC):	970,000
• Other:	
• BCPR:	750,000
• Government:	In-kind contributions, human resources, office space
Unfunded budget:	2,670,000

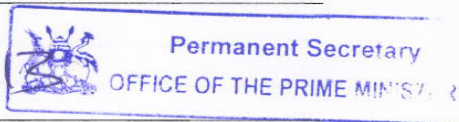


Agreed by MoFPED (Executing Entity):

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Agreed by Office of the Prime Minister (Implementing Partner):

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Agreed by UNDP (Senior Supplier):

*[Handwritten signature]* 17/05/2013



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## Abbreviations and definitions

ADR	Alternative Dispute Resolution
AMISOM	African Mission in Somalia
CEDOVIP	Centre for Domestic Violence Prevention
CHA	Cessation of Hostilities Agreement
CPA	Comprehensive Peace Agreement
CPAP	Country Programme Assistance Plan
CSO	Civil Society Organisation
DRC	Democratic Republic of the Congo
FAO	Food and Agriculture Organization of the United Nations
GOU	Government of Uganda
GOSS	Government of South Sudan
HIV	Human Immunodeficiency Virus
HUMC	Health Unit Management Committee
IDP	Internally Displaced Population
ICRR	International Climate Risk Report
JLOS	Justice, Law and Order Sector
LCC	Local council Courts
LRA	Lord's Resistance Army
MES	Ministry of Education and Sports
MGLSD	Ministry of Gender, Labour, and Social Development
MLHUD	Ministry of Lands, Housing and Urban Development
MoFPED	Ministry of Finance Planning and Economic Development
MOLG	Ministry of Local Government
MTR	Midterm Review
NAPA	National Adaptation Plan of Action
NGO	Non-Governmental Organization
NRM	National Resistance Movement
NUERP	Northern Uganda early recovery Project
OPM	Office for the Prime Minister
PDC	Parish Development Committee
PEAP	Poverty Eradication Action Plan
PRDP	Peace and Recovery Development Plan
PTA	Parents and Teachers Association
PWD	People with Disability
SALW	Small Arms and Light Weapons
SGBV	Sexually Gender Based Violence
SMC	School Management Committee
SPLA/M	Sudanese Peoples Liberation Army/Movement
ULRC	Uganda Law reform Commission
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
WFP	World Food Programme of the United Nations

## 1 Contextual analysis

The post-colonial history of Uganda is characterized by conflict and wide spread instability, which largely explains the current political framework in the country. It is a history of coup d'état's, regional and ethnic competition, civil war, and a cross-border war with Tanzania. The victory of the National Resistance Movement (NRM) in 1986 under the leadership of the current President Yoweri Kaguta Museveni ushered the longest period of relative political stability in Uganda's history.

However, from the time it came to power in January 1986, the government of the NRM government faced several armed rebellions in Acholi, Lango, Teso and West Nile sub-regions, as well as having to contend with resurgent violent livestock raiding in Karamoja and neighbouring districts. The complexities of these different armed conflicts generated differential impacts on every aspect of the livelihoods of the populations in the affected communities. It did not only lead to massive population displacement into internally displaced persons (IDP) camps but also loss of life of tens of thousands of people, massive destruction of property and breakdown of the social, economic and other infrastructures and networks.

While the Lord's Resistance Army (LRA) were the main cause of internal displacement in much of Northern Uganda, in sub-counties neighbouring Karamoja in Acholi, Lango and Teso sub-regions, internal displacement was also associated with armed Karimojong livestock raiding. Armed Karimojong warriors (cattle rustlers) extended to Lango for the first time between 1985 and 1988 and rustled cattle from as far as Akokoro Sub County in Apac district on the shores of Lake Kwana which is bordered by Nakasongola District to the South and the current Kiryandongo District to the West. They left in their wake destruction of life and property and above all a population dispossessed of their major source of livelihood – cattle.

By 1996, the most formidable rebellion that the government of Uganda had to deal with was the LRA. Until 2000, the insurgency was largely confined to Acholi sub region where hundreds of thousands of the civilian population had already been moved to internally displaced persons camps. However, between 2001 and 2003, LRA rebel incursions into Lango increased. Between 2003 and 2004, insecurity engulfed Acholi, Lango and Teso sub-regions. In 2004, 2 massacres took place in Lira district, one at Abia where over 60 IDPs were killed, and at Barlonyo, where over 300 civilians were killed on 21 February 2004. This led to massive displacement of people from the villages into the safety of Lira town and its outskirts.

The signing of the Comprehensive Peace Agreement (CPA) between the Khartoum government and the Sudanese Peoples Liberation Army (SPLA/SPLM) in January 2005 greatly curtailed the hitherto unfettered existence of the LRA in southern Sudan. The LRA shifted its base to DRC in September 2005. Peace talks between the government of Uganda and the LRA began in 2006, and were mediated by the Government of South Sudan (GOSS). On August 26<sup>th</sup> 2006, the Cessation of Hostilities (CoH) Agreement was signed between the GoU and the LRA.

Despite the failure by Kony to sign the Final Peace Agreement on 10 April 2008 and a couple of times thereafter (in May and June 2008), the Juba peace negotiations were credited for ushering relative peace and calm in Northern Uganda. Sections of IDPs began relocating from 'Mother' IDP camps either under the government-initiated 'de-congestion' programme, or left IDP camps 'spontaneously'. Some former IDPs returned straight to their former villages, while the majority first settled in satellite camps near their former villages.

In the areas of return, and former villages, government and humanitarian agencies had ceased providing emergency assistance, and yet the former IDPs either lacked food or were not able to grow the food quickly. Without sufficient food rations, returnees faced significant food shortages. The delivery of government promises of food relief as well as planting materials and seeds for returning IDPs for the initial six months encountered a lot of challenges, which led to widespread food insecurity and high malnutrition levels in almost all areas of return, initially in Lango, but also in Acholi where there was return. Many of those who returned to their homes lacked requisite agricultural implements for crop production. While there was less congestion in return areas, basic social services (e.g. primary health care services, safe water, education institutions, and access to sufficient food, protection from crime and personal safety and shelter) were seriously lacking for the majority of the population<sup>1</sup>. This exposed the population to a lot of serious risks including disease as the health system had collapsed.

In all the areas of return, land conflicts between households and clans/communities were rife, with the most serious conflicts being manifested in Amuru district. Due to inadequate presence of institutions of the state such as police and local councils, criminality was rife in all areas of return, associated mainly with large numbers of unaccounted for small arms and ammunition in illegal hands.<sup>2</sup> The prolonged exposure to armed conflicts and the conditions in the IDP camps had accelerated a crisis in social values and systems.

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<sup>1</sup>. See also UNICEF Humanitarian Situation Report for Uganda, May 2007

<sup>2</sup>. See Muhereza Emmanuel Frank, *'The Juba Peace Process: An Analysis of Emerging Issues and Key Lessons Learnt'*. A Synthesis of issues emerging from a Lessons' learnt Workshop Held at Acholi Inn, Gulu, 23-24 April 2009, Submitted to Danida-Human Rights and Good Governance Programme (HUGGO), Kampala, 20 May 2009 (Revised Final Draft).

Not only were land conflict common and bloody, natural disasters in the form of floods and diseases struck. Floods as a result of heavy rains received between August and October 2007 led to displacement in Lango and destroyed infrastructure in both Lango and Acholi. Ebola haemorrhagic epidemic and of recent the nodding syndrome have affected mainly Acholi and led to death of scores of people.

Meanwhile in Karamoja, conflict and insecurity had existed from time immemorial although it was exacerbated when the Karimojong warriors acquired automatic weapons from the departing Uganda Army soldiers at the fall of President Idi Amin in 1979. When the soldiers departed, the warriors raided an unguarded armoury in Moroto Military barracks and made off with thousands of arms and ammunitions. This was shortly followed by influx of arms and ammunition from the volatile areas across the border including arms from Somalia and South Sudan. From then on, the nature and form of conflict and insecurity changed with massive armed parties of Karimojong warriors moving at will to rustle cattle from communities within and in the neighbouring sub regions of Lango, Teso, Acholi, Sebei and Bugisu. They even carried out cross-border raids into Kenya and South Sudan.

It is worth noting that Karamoja suffered and still suffers from a myriad of problems ranging from food insecurity and inadequate infrastructure to poor governance and poor delivery of all basic social services, resulting from decades of social, political, economic and cultural marginalization and exclusion. These problems have been compounded by chronic armed conflict, due to not only the uncontrolled proliferation of small arms and light weapons until recently when a semblance of normalcy was restored by the disarmament programme which was launched in May 2006 and is still being sustained. Nevertheless, these factors conspired to make Karamoja extremely vulnerable to different forms of crises both natural and manmade.

## **2 Recovery and redevelopment phase**

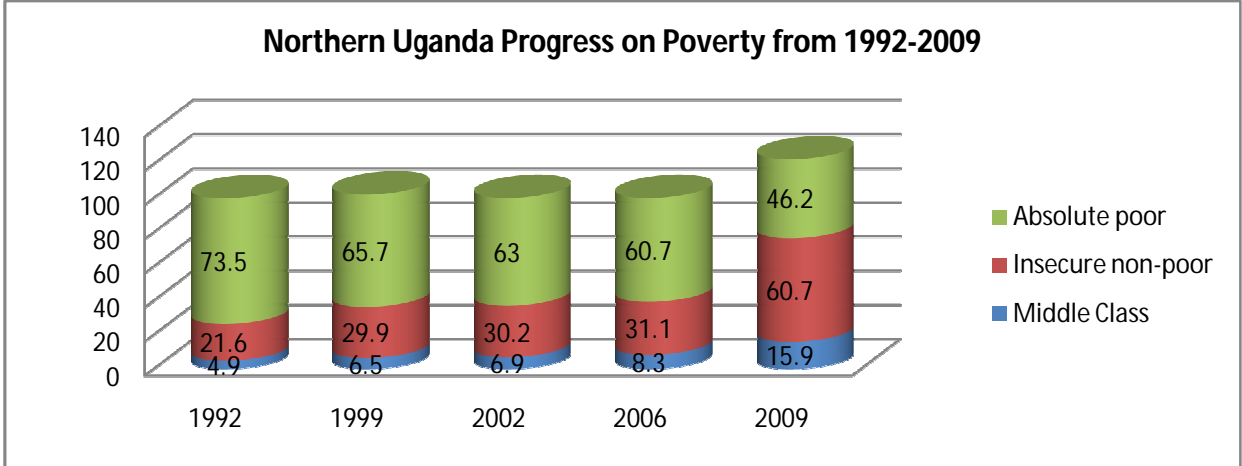
With return and resettlement in earnest as a result of the respite brought about by the CHA and the improving security situation in Karamoja, in 2007, the Government of Uganda developed the Peace, Recovery and Development Plan for Uganda (PRDP), as a framework through which northern Uganda would be helped to recover from the effects of the two decades of armed conflict. The PRDP was preceded and accompanied by other measures to protect the civilian population and promote development. These were expressed in the GoU's Poverty Eradication Action Plan (PEAP), an IDP policy and various humanitarian and emergency relief responses that targeted Northern Uganda. Since then different development partners and GoU have implemented a number of initiatives within the

region, some of which were specific to certain sub regions while others cut across sub regions. Initiatives implemented range from governance to community infrastructure.

The United Nations Development Programme (UNDP) has supported PRDP areas through several projects: the *Strengthening Recovery, Reconciliation, Peacebuilding and Development project* focused on social cohesion and livelihoods initiatives in Nwoya, Lamwo, Pader and Agago; the *Karamoja Peacebuilding and Development project* provided livelihoods and governance support in Karamoja; the *Civic and Political Participation project* promoted rights awareness in Amalator and Dokolo; the *Gender Budget project* supported gender responsive budgeting for the PRDP; the *Karamoja Youth Empowerment project* fostered livelihoods for youth in Karamoja. UNDP also contributed to joint UN programmes supporting elements of the PRDP 1 such as the *Programme for Gender Equality; the Peacebuilding through justice for all and human rights* in Acholi; the *Livelihoods and Economic Recovery project* in Acholi; the *Resettlement, Recovery, Livelihoods and Peacebuilding project* in Acholi and the *Joint Northern Uganda Early Recovery Project* in Oyam, Lira, Alebtong and Otuke Districts. These projects are coming to an end along with the end of PRDP 1.

The PRDP, combined with other interventions targeting PRDP areas have therefore laid the foundation for recovery in Northern Uganda. Collectively, these efforts have resulted into a significant drop in the absolute poverty gap by 13% since the start of the PRDP 1 in 2007. The Figure below shows poverty trends in Northern Uganda from 1992-2009.

**Figure 1 Poverty trend in Northern Uganda since 1992**



Source: EDPRD of Ministry of Finance, Planning and Economic Development, MAY 2012

However, poverty still remains a big issue in Northern Uganda. Sub regional comparison of poverty status puts in Northern Uganda far behind the rest of the country. As can be seen in Figure 1 above, up to 46.2% of the population still live in absolute poverty.

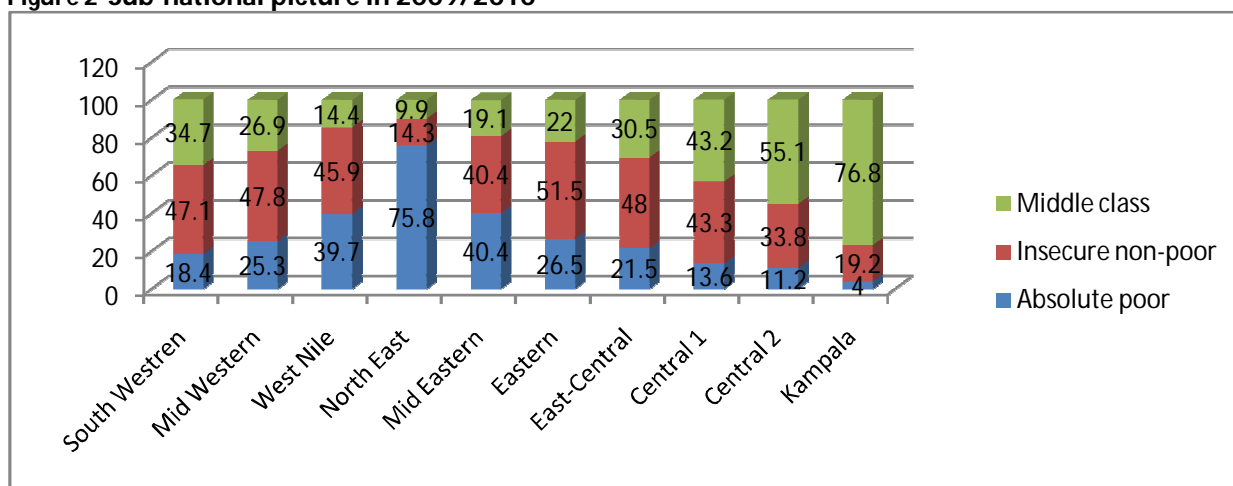


Also in terms of security, significant progress has been made. The PRDP areas have enjoyed relative security since the signing of the CHA between the Government of Uganda (GOU) and the Lord's Resistance Army (LRA) in August 2006. Noteworthy are also the successful disarmament efforts in Karamoja led by the Uganda Police and Army, resulting in a significant reduction of arms in the Northern parts of Uganda directly leading to increased security.

Between May to

August 2011, a Mid-Term Review (MTR) and Needs Assessment were carried out to assess the progress against PRDP 1 and to measure whether the current PRDP Strategic Objectives and Programme Areas remain relevant for a potential follow up PRDP 2. The analyses concluded that the areas covered by PRDP 1 have shifted from an immediate post-conflict emergency phase to a reconstruction and recovery phase. It was also concluded that given the scale of the gap between the PRDP areas and the rest of the country, additional increased attention remains necessary.

**Figure 2 Sub-national picture in 2009/2010<sup>3</sup>**



Source: *Source: EDPDRD of Ministry of Finance, Planning and Economic Development, MAY 2012*

<sup>3</sup> Sub-region of North East includes the districts of Kotido, Abim, Moroto, Kaabong, Nakapiripiriti, Katwaki, Amuria, Bukedea, Soroti, Kumi and Kaberamaido; Mid-Northern includes Gulu, Amuru, Kitgum, Pader, Apac, Oyam, Lira, Amolatar and Dokolo; West Nile includes Moyo, Adjumani, Yumbe, Arua, Koboko, Nyadri, and Nebbi; Mid-Western includes Masindi, Bullisa, Hoima, Kibaale, Bundibugyo, Kabarole, Kasese, Kyenjojo and Kamwenge; South Western includes Bushenyi, Rukungiri, Kanungu, Kabale, Kisoro, Mbarara, Ibanda, Isingiro, Kiruhura and Ntungamo; Mid-Eastern includes Kapchorwa, Bukwa, Mbale, Bududa, Manafwa, Tororo, Butaleja, Sironko, Paliisa, Budaka and Busia; Central 1 includes Kalangala, Masaka, Mpigi, Rakai, Lyantonde, Sembabule and Wakiso; Central 2 includes Kayunga, Kiboga, Luwero, Nakaseke, Mubende, Mityana, Mukono and Nakasongola; East Central includes Jinja, Iganga, Namutumba, Kamuli, Kaliro, Bugiri and Mayuge; and Kampala

To support this fragile recovery phase, the Government of Uganda designed PRDP 2 with the objective to complete the post-conflict recovery process; to strengthen the foundation for development in Northern Uganda; and to narrow the gap between Northern Uganda and the national average level of the main socio-economic indicators. PRDP 2 runs from July 2012 to June 2015, enabling future plans for the North to be integrated in the next National Development Plan.

Parallel to this, UNDP Uganda undertook several management and portfolio reviews which confirmed the need and added value for continued UNDP engagement in PDRP Districts<sup>4</sup>. It was also recommended to integrate support to the PRDP Districts into one comprehensive programme in line with PRDP 2.

### 3 Risks and Opportunities

With relative stability and an influx of donor aid, the country has recorded an impressive economic growth and the emergence of a middle-class. The country has made a considerable progress in reducing poverty and is on target to meet key MDG goals relating to poverty, gender; safe drinking water and sanitation (see **Figure 1**). As already noted, the Northern region of the country continues to perform poorly on all social and economic indicators (see **Figure 2**). According to the government's mid-term review of the Peace, Recovery and Development Plan for Northern Uganda (PRDP), the *"North is now four times poorer than the Central region, more than twice as poor as the Western region, and almost twice as poor as the Eastern region. In 2009/10, the number of poor people living in Northern Uganda stood at 2.84 million, as compared to 2.6 million in 1992"*. The state of poverty in northern Uganda has a potential for conflict that when not addressed is likely to stir conflict<sup>5</sup>. So far calls for secession have been made by sections of the population in northern Uganda. Additionally, the discovery of oil and minerals in the Albertine Rift has already triggered disputes between landowners, local government and oil companies that could easily spill over to violence.

Another source of potential instability is the rampant unemployment among Uganda's youth, which has been estimated at 32.2%<sup>6</sup>, while for those who have University degrees is 36 per cent and national unemployment was estimated at 3.5%<sup>7</sup>. According to the World Bank report in 2008, Uganda has the highest youth unemployment rate among what is also the youngest population in the world. Youth unemployment in Uganda is becoming worse with 400,000 youth entering the labour market every year. 2012 World Bank report calls

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<sup>4</sup>See Mission Report, integrated CPR mission, September 2012; Light Strategic Partnership Framework CPR-Uganda, May 2011;

<sup>5</sup> See the Daily Monitor Friday, March 22, 2013: President promises more help to the north...."The talk of secession also drew criticism from the President who accused some of the region's leaders of misleading the people" page 5.

<sup>6</sup><http://the360network.com/archives/2345>

<sup>7</sup>Ibid

youth unemployment and underemployment '*social bombs*,' particularly in urban areas where inequality is perceptible<sup>8</sup>. If the above state of affairs is not corrected it could easily reverse the hard won gains and might be the trigger that ushers a new era of political volatility that would certainly threaten peace and stability in the country.

Uganda's role in East African's economic and security well-being is essential. Uganda currently provides the bulk of forces to the AMISOM stabilization force in Somalia, and the country is a key economic and political actor in both East Africa and the Great Lakes Region. Uganda is also a hub and transit point for goods and services to South Sudan and Eastern Democratic Republic of Congo. Therefore the political, economic and social health of Uganda has wider regional ramifications.

Uganda still continues to enjoy positive economic growth, freedom of speech and expression, despite some harsh security responses to public demands and protests. Most analysts concur that Uganda is unlikely to see a mass social upsurge akin to the Arab Spring, or a large-scale violent civil conflict, in the near-to-mid-term. However, there are growing risks of renewed local-level violence in parts of the country, and of prolonged political deadlock and political conflict at the national level, both adversely affecting Uganda's quest for sustainable development. There are therefore six key structural risks to Northern Uganda's peace and stability that need urgent attention. These are:

### **3.1 Conflicts over land**

Land disputes play a role in many more conflicts in Uganda today than other factors, but are often under reported, and their significance for inciting violence is not fully appreciated. In Northern Uganda, mass return of IDPs following decades of absence together with accelerated rates of urbanization especially among the landless and unemployed can put tremendous pressure on peace and stability. If not adequately addressed, grievances related to land and the most important livelihoods asset for the majority may threaten to unravel a hard-won stability especially in the region.

Uganda has made strides in policy development on the issue of land, and land-related conflicts<sup>9</sup>. A country-wide effort has been launched, for instance, to assist communities to establish titles over customary land. However, these efforts have run afoul of traditional ownership practices in certain areas. In others, the pressure to convert land to commercial use (for large-scale agriculture or the extraction of minerals) has generated tensions and violence. In some instances, local political leadership have become embroiled in these conflicts. While the problem has been most pronounced in northern Uganda, it has also

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<sup>8</sup> Uganda: Promoting Inclusive Growth February 2012

<sup>9</sup> Uganda currently has a Land Policy, Land Use Policy and the Land Act

manifested itself to a greater degree in other parts of the country over the past five years, often as a result of accelerated foreign direct investment.

### **3.2 Governance of mining sector**

The management of natural resources such as oil and minerals is one of the most critical challenges facing developing countries today. The exploitation of non-renewable natural resources has often been cited as a key factor in triggering, escalating or sustaining violent conflicts around the globe. Liberia, Sierra Leone, The Democratic Republic of the Congo (DRC), and Nigeria are some of the examples where mineral exploration has manifested itself as a source of conflict.

Given its relative stability, and given that there is still time to “get it right” before oil and mineral revenues start to flow, Uganda is in a unique position to benefit from the experiences of other countries and ensure that it succeeds where others have failed in harnessing its natural resources to the benefit of the society as a whole. If it is to succeed, however, it will require concerted actions at all levels of society as well as the support and encouragement of the International community. Already conflicts between landowners, local government and companies involved in the oil and mining sector have intermittently spilled over into violence. Stand offs have been reported in Karamoja between the local population and the investors. This has not been helped by the secrecy surrounding mineral exploration and the apparent barring of the local population from accessing exploration sites.

The Karamoja region of Uganda is endowed with yet to be fully exploited mineral resources such as gold, limestone, uranium, marble, graphite, gypsum, iron, wolfram, nickel, copper, cobalt, lithium, tin, base metals, and lead. Such riches have already attracted artisanal mining which traditionally is high risk, individualistic and intricately linked to conflict, gender-based violence, environmental degradation, and health and social related problems. Therefore, the natural resource sector if mismanaged poses a critical challenge to Uganda's future stability and its ambition to be a middle income country by 2030.

### **3.3 Ineffective conflict management, early warning and mediation mechanisms**

The northern part of the country has seen violence related to cattle-rustling significantly reduced in Karamoja, partly due to international recovery assistance but largely due to deliberate government effort to contain lawlessness and insecurity. Similarly, the bulks of IDPs in the Acholi and Lango sub-regions have been resettled in their own or host communities. However, there is credible evidence from local governments and civic leadership that the physical and psychological scars of violence are largely unaddressed, and provide the potential for renewed bouts of violence. Added to new cycles of conflict

over land ownership and use, administrative boundary related issues, these scars may impede full recovery.

While northern Uganda did see a significant increase in public spending just prior to the 2011 elections, the levels of development-related activity in the north remain significantly below those for the remainder of the country, and the region lags in every important indicator of social and economic development. As indicated earlier, these factors could combine to heighten local levels of violence.

In the medium-term, the lack of a framework for compensation for procurement of land for extractive industries, and growing resistance to appropriation of customary land for commercial purposes, could fuel collective grievance among communities in the Karamoja region and Acholi, and spark violence, given the flow of small arms into the region, and given the proclivity of local communities to use violence as means for resolving disputes.

Recent experience from countries as diverse as Ghana, Kenya, Timor Leste and Kyrgyzstan shows that one of the most effective deterrents of politically-oriented or other forms of organized violence is a functional early-warning-and-response system that brings together communities, local government, and the security services. Ideally, such a system should be able to identify emerging “hotspots,” and use a combination of law enforcement, local-level mediation, and grievance redress by local governments to resolve and mitigate local conflicts, or to provide for more cross-party dialogue and increased security in urban settings. Local peace committees, elders’ forums, and similar instruments should also be able to promote sufficient social cohesion such that communities, youth, and other groups are not easily susceptible to exhortations from political groups to engage in violence.

Uganda currently lacks such a system. Ad hoc efforts have been conducted in this regard by elders and religious leaders in parts of the country, but have not led to sustained results. Local mediation and alternative dispute resolution (ADR) initiatives have helped resolve land conflicts in some parts of the country, especially the Acholi region, but are inadequate compared to the scale of the challenge and lack a firm institutional base and sustained resources.

### **3.4 High levels of youth unemployment and lack of social and economic mobility**

A report by Population Reference Bureau shows that Uganda is world’s second youngest population after Niger, with up to 48.7 per cent of the country’s populace under the age of 15. This coupled high rate of unemployment for Ugandans under the age of 35 represents a ‘*social bomb*’ that could undermine stability. Unqualified regional data from various sources (local authorities, NGOs and business community) show that unemployment is concentrated in urban areas, or in fragile regions such as Acholi, Karamoja, and the

Albertine Rift Valley. While levels of unemployment are not necessarily a political risk on their own (the informal economy, and especially bike riders or *bodabodas* who ferry commuters, provide a safety valve), there are indications of a greater willingness on the part of political actors to use unemployed youth for political ends, especially in urban areas. In several parts of the country, youth have been witnessed carrying out political activities, including organizing protests, demonstrations, and even violence—sometimes wearing the paraphernalia of opposing parties on the same day—for competing actors in return for cash payments. Such high level of unemployment is already precipitating heightened levels of local violence outside of customary patterns thus deterring further investment and development in these regions.

In Northern Uganda such levels of unemployment undermines the value of peace. If the violence of war is only to be replaced by the violence of poverty and hopelessness – then peace itself loses its worth. It is therefore of utmost importance to ensure the peace dividends are realized if the north to avoid some sort of a relapse to conflict.

### **3.5 Insufficient capacity to manage disaster and climatic risks and impacts**

The International Climate Risk Report (CIGI, 2007) identified Uganda as one of the least prepared and most vulnerable countries in the world. Many parts of Uganda are already experiencing the impacts of climate change such as frequent droughts, famine, floods and landslides, and their knock on consequences on natural resources, agriculture, food security and livelihoods. According to the government of Uganda's 2007 National Adaptation Programmes of Action (NAPA), drought is the most prominent effect of climate change in Uganda. The NAPA suggests that the frequency of drought is on the increase with seven serious droughts experienced between 1991 and 2000 (Government of Uganda, 2007). In the north-eastern Karamoja region, consecutive years of crop failure and low livestock productivity due to erratic weather conditions and below normal rainfall have had a strong and adverse impact on food security throughout the sub-region.

Floods have wrecked havoc in part of Lango, Teso and Acholi and in some cases led to internal displacement of the people. Even before communities in areas of return could settle down, disaster struck again in form of heavy rains received between August and October 2007. These rains led to severe flooding in several districts in the war-affected districts of Northern Uganda. The rains displaced several thousands of households, including former IDPs who had moved out of 'Mother' IDP camps. The flush floods washed away not only crops, but also basic social infrastructure in much of Teso, but also parts of Lango and Acholi. All major rivers in Acholi (including River Aswa) and Lango burst their banks, sub-

merging of roads and destroying bridges.<sup>10</sup> In Lira district, Moroto County was the most affected.<sup>11</sup> Teso sub-region was worst hit, affecting districts such as Amuria, Katakwi, Soroti, Kumi and Bukedea, where hundreds of thousands of homesteads were deserted leading to some temporary internal displacement.<sup>12</sup> The floods created temporary displacement in all the districts, as well as making many of the return areas inaccessible for humanitarian agencies. By September 2007, 80% of Amuria district and 50% of Katakwi had flooded<sup>13</sup>. These floods have often repeated themselves in the subsequent years.

Disasters and climatic risks and impacts are a critical impediment to development and social stability in Uganda. Natural hazards and climate vulnerability coalesce to heighten the risk profile. Uganda is susceptible to both hydrological and geological hazards, and high vulnerability translates into recurrent disasters affecting people's lives and livelihoods. Accentuated by climate variability and change, disasters in Uganda are increasing in numbers, frequency, and geographical spread and intensity, thus resulting in high mortality, loss of livelihoods, devastation of social and community infrastructure and significant economic stress. Increasing temperatures and shifting rainfall patterns can have a potentially far-reaching impact on the primarily agrarian Ugandan economy, and its traditional socio-economic activities and livelihood patterns, and lead in some instances to not just the disruption of economic and community life, but also violence over scarce resources.

Increasing natural hazards and climatic stressors have the potential to induce intra-and-inter-country migration, loss of livelihoods, and an increasing level of stress and conflict over natural resources. This can lead to greater competition for land, water and natural resources, thus undermining community livelihoods, social security and sustainable development. It could accentuate social vulnerabilities and widen social inequities by entrenching poverty. This low resilience and adaptive capacity on the part of average citizens could be compounded in the case of Uganda by low income and livelihood diversity, illiteracy, HIV/AIDS, weak governance structures and administration, and the absence of social security. Susceptibility to disasters and climate impacts is heightening Uganda's vulnerability, eroding the social construct and hampering the achievement of resilient and stable development goals.

These vulnerabilities are compounded by structural and systemic deficiencies and the country's ability to develop more effective responses and resilience to natural disasters has

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<sup>10</sup>. See "Floods to get worse", *New Vision* 19 September 2007, pp. 1-2. See also "Sironko-Nakapiripirit bridge collapses", *New Vision* 4 September 2007.

<sup>11</sup>. See "Six camps created for Lira flood victims", *New Vision* 2 October 2007, pp. 5

<sup>12</sup>. See "Govt aids Teso flood victims", *Daily Monitor* 2 September 2007, pp. 3

<sup>13</sup>. See "Museveni declares state of emergency", *New Vision* 20 September 2007, pp.1-2.

been partly impeded by an ineffective institutional architecture, and partly by an inadequate resource allocation for disaster risk reduction. While natural disasters and climatic impacts are unlikely to cause widespread instability in the immediate future, they add significant to an already boiling brew of public anger and frustration and can become the proverbial last straw on the camel's back.

## 4 Project strategy

This project for Northern Uganda shall be guided by the National Development Plan (2012-2015), the Peace, Recovery and Development Plan (PRDP2), the UN Development Assistant Framework (UNDAF), the UNDP Country Programme Document (CPD) and the Country Programme Action Plan (CPAP). In addition, this programme shall be guided by past and on-going relevant national, bi-lateral and multi-lateral initiatives. In this regard, the programme seeks to build on the achievements and lessons learned from on-going UNDP projects on strengthening local government capacity to enhance social cohesion through citizen security and justice initiatives; and development interventions targeting youth and women's empowerment, and livelihoods and economic development.

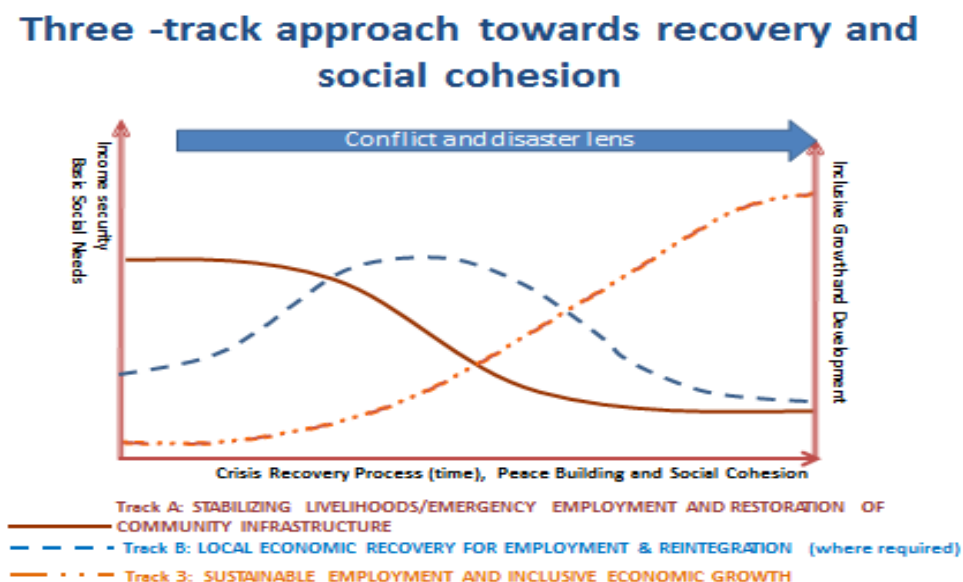
The project shall be guided by recovery and developmental principles including "do no harm", inclusivity and participation, ownership, accountability and transparency, efficiency and effectiveness. The programme, which is rights-based, conflict and disaster risk sensitive, shall include as well in its planning and implementation several cross-cutting issues such as gender and youth empowerment, peace building, environment protection, and capacity development. The programme will endeavour to inform policy formulation, ensure sustainability and scalability as well as aim at creating an enabling environment for social and economic transformation through its multi-sectoral/disciplinary interventions. The programme, as it strives to contribute to longer-term recovery and development, shall emphasize medium to long term gains and to lesser extent short term, quick wins.

An integrated, holistic and inclusive community/area-based approach focused on economic recovery and community security and reconciliation will be adopted that is based on and reinforces existing structures. At the same time, there is a need to broaden and diversify income resources and livelihood opportunities. Currently, resources are mostly controlled by influential social/ political groups, leaving little room for others to access or benefit from those resources.

From an economic recovery perspective, the project shall be guided by the UN post conflict policy on employment creation, income generation and reintegration three track approach (see Figure 3 below). The project shall focus on creating sustainable jobs targeting mainly youth and especially focusing on women and those seeking employment in both rural and urban setting. In an attempt to enhance employability of youth, the project will give due attention to market-responsive training and skilling initiatives, support access to micro-finance, support business development and mentoring, while at the same time seek to influence current policies and strategies geared towards economic growth.



**Figure 3 Three track approach towards recovery and social cohesion**



From a governance and rule of law perspective, the project shall be guided by the United Nations Secretary General Reports and Guidance Notes on the Rule of Law and lessons learned and best practices identified by UNDPs Crisis Governance and Global Rule of Law Programmes. The programme will combine community security and justice interventions with capacity development for governance and rule of law institutions and transitional justice. A strong emphasis will be placed on data collection and M&E.

The project will give due attention to women’s issues. A minimum acceptable level of women’s participation in all project activities will be defined that should not go below 30%. The project will ensure the allocation of at least 15% of the total budget towards gender as per the secretary general’s directives. Equal opportunities including in wages, access to services (social and financial) for men and women, urban and rural, returnees and local communities shall be ensured and promoted. Finally, alignment will be ensured with the Agreement on Accountability and Reconciliation entered into by the Government of Uganda and the Lord’s Resistance Army section 4, which requires the establishment of procedures and arrangements to protect and ensure the involvement of women and victims of sexual violence.

UNDP will ensure that a proper partnership strategy is in place and endeavours to enhance partnerships with various stakeholders including the Ugandan government, local authorities, communities and their institutions, International, national and local NGOs, private sector, academia, and the donor community with the aim to mobilize and maximize the use of resources, and to ensure ownership and sustainability. It will also encourage regional and International partnerships and foster South-South collaboration. The project will avoid duplication and overlap with other donor support and will target the geographical location of its interventions accordingly.

Similarly, UNDP will ensure that proper monitoring and evaluation system and communication strategy are in place. Consistent with the above frameworks, policies, strategies and principles, UNDP will ensure that affected households and communities' livelihoods and security are supported and that the economy is revived in an environmentally-friendly and sustainable manner.

Overall, the following will constitute the guiding principles and the backbone of the programme:

- Peace, security and stability are important factors that affect and are affected by the livelihood situation in the country. The programme will be sensitive and responsive to factors contributing to social cohesion and stability;
- Access to economic, justice and security services are key in mitigating drivers of conflict and consolidating peace and recovery. The programme will support direct delivery of these services to the population in particular to youth, women, poor, IDPs and other vulnerable groups;
- Enhance the capacity of local district administrations to tackle issues of land allocation and the delivery of basic social services to communities in an effort to build sustainability of the project interventions
- Appropriate policy, institutional and legal frameworks constitute a major requirement and prerequisite for achieving efficiency, effectiveness and sustainability. The programme will complement interventions with the appropriate policy, institutional and legal development;
- The private sector is the major engine of growth, service delivery, income generation and employment creation. The programme will support a conducive and enabling environment not only for the private sector, but also for CSOs, and will support their capacities to contribute to stabilization, reintegration, job creation and peace building at both national and local levels;
- Special attention will be given to the principle of national ownership, e.g. by maximizing the use of existing structures and local resources (human, economic and physical assets) and enhancing capacities of target people while encouraging local procurement of goods and services to stimulate the local economy/market with the aim to create long-term impact and sustainability;
- Special attention will be given to principles of coherence, comprehensiveness and inclusiveness, e.g. by ensuring coherence with national programmes and strategies; by ensuring the participation of stakeholders throughout the planning, decision-making, implementation and M&E processes for enhanced social cohesion, economic empowerment and reduced tension amongst all parties. This includes national institutions, donors, UN agencies, International and national NGOs, CSOs, and the private sector;
- Special attention will be given to combating and mitigating the effects of floods, drought and climate change, e.g. by integrating and mainstreaming disaster risk mitigation issues into district and national development national planning and budgeting frameworks while strengthening the governance of natural resources, and building the resilience of communities to climate change and to the associated socio-economic impact;

- Special attention will be given to vulnerable groups, in particular youth and women.
- Special attention will be given to the specificity of the Northern Uganda region and the application of an area-based approach where possible while trying to protect and utilize indigenous knowledge.
- Special attention will be given to special needs of men and women; boys and girls including ex combatants, abductees, survivors and maimed segments of the populations
- The projects will embrace environmental sustainability principles in implementation of the project.

## 4.1 Scope of the Strategy

### 4.1.1 Project scope

In line with the overall goal of the PRDP, the project seeks to stabilize target areas in Northern Uganda and lay a firm foundation for recovery and development.

To this end, and building on previous work done by UNDP and other partners, the project incorporates the following three project outputs that all contribute to the strategic objectives (SO) of the PRDP:

**Table 1 Project outputs and corresponding contribution to the PRDP goals**

Outputs		Contribution to PRDP Strategic Objective
1	Community justice & security, and social cohesion increased for peaceful resolution of disputes, in particular as related to land and women's issues	<i>Contributes to PRDP SO 1: Consolidation of State Authority and PRDP SO4: Peacebuilding and reconciliation.</i>
2	Employment opportunities enhanced and economic recovery and reintegration initiatives developed targeting youth, crises-affected and vulnerable people	<i>Contributes to PRDP SO 2:Rebuilding and empowering communities and PRDP SO 3: Revitalization of the economy</i>
3	Greater understanding of the mining sector for sustainable development	<i>Contributes to PRDP SO 2:Rebuilding and empowering communities and PRDP SO 3: Revitalization of the economy</i>
4	Capacities of local authorities and civil society strengthened in civic engagement, coordination, and planning for economic recovery and peace consolidation	<i>Contributes to PRDP SO 1: Consolidation of State Authority and PRDP SO2: Rebuilding and empowering communities</i>

### 4.1.2 Geographical scope

Based on previous UNDP engagement in Northern Uganda, UNDP interventions will take place in Karamoja, Acholi and Lango regions. The districts targeted in this programme will include Abim, Kaabong and Kotido in Karamoja; Amuru, Lamwo, Agago and Nwoya in Acholi; and Alebtong and Otuke in Lango. The districts have been deliberately chosen first of all to consolidate on the interventions that have been carried out by UNDP in the respective sub regions but also because most of the districts are still new and therefore are in need of capacity development for improved service delivery.

## 4.2 Programme outputs

### ***Output 1: Community justice & security, and social cohesion increased for peaceful resolution of disputes, in particular as related to land and women's issues.***

The security situation in Northern Uganda has significantly improved since the signing of the CHA which ushered in the return and resettlement in Acholi and Lango sub regions, and the launch of the disarmament programme in 2006 which has seen significant decrease in cattle rustling in Karamoja sub region. There is a fairly good police presence in most parts of the three sub regions, with police penetration going as far as the sub county level and in some cases at parish level. Save for the normal occurrence of crime, there are no major incidents of insecurity, even in the formerly lawless Karamoja. According to sources including UN agencies and international NGOs based in Karamoja, there have been no reported highway robberies in the past few months except along the feeder roads in Karamoja and even so, they are isolated. Only minor raids, cattle theft and theft of food were reported to occur although less often. Burglary has also been reported especially in the urban centres.

While the guns have fallen silent in northern Uganda, new types of conflicts are surfacing. The most often cited source of conflict across northern Uganda particularly among the formerly displaced communities is land dispute. Up to 69% of the PRDP sub-counties raised land disputes as a problem in the PRDP mid-term review<sup>14</sup>. According to IRIN GULU, 19 April 2012 (IRIN) – Inter-communal disputes over land and the allocation of land to private investors for cultivation could threaten peace in parts of northern Uganda<sup>15</sup>.

So far in 2012, at least five people were killed in violent land disputes in the villages of Lakang, Apar and Pabbo in the northern district of Amuru. Two more people were killed in late 2011 in neighbouring Nwoya District. At present, the Acholi and Lango communities in Pader District, also in the north, are in dispute over ancestral land in Pader's Acwinyo and Laminwida villages. While the two communities are not armed, there has been traditional animosity between them. Other reported land disputes in the region involve: The Madi and Acholi communities in Adjumani and Amuru districts. Both claim ownership of the border areas of Apar and Joka in Pabbo sub-county and Alegu and Bibia in Atiak sub-county (the sub-counties of Pabbo and Atiak are in Amuru District).

The Acholi communities in Labala and Palwong in Pabbo sub-county (inter-clan land disputes); the Alur of Nebbi District and the Acholi of Nwoya District over ownership of the areas of Got Apwoyo and Nyamokino; the Langi of Oyam District and the Acholi of Nwoya District over the Lii area in Koch Goma sub-county, Nwoya District. The resettlement of internally displaced persons (IDPs) in the Agoro, Lokung and Madi-Opei sub-counties of Lamwo District has also been hampered by land disputes.

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<sup>14</sup>PRDP Mid-Term Review 2011

<sup>15</sup> <http://www.irinnews.org/Report/95322/UGANDA-Land-disputes-threaten-northern-peace>

Secondly, domestic violence, sexual and gender based violence (SGBV) and child abuse/neglect have been identified as sources of conflict in 58% of sub-counties<sup>16</sup>. In addition, there has been an overall rise in crime and alcohol abuse (32%) related to poverty. As recent as March 17<sup>th</sup> 2013, over 300 members of Atek-Okwero-Wee clan in Lalogi Sub County in Gulu District fled their homes following a revenge attack on them by the relatives of one Agnes Akello, who was allegedly murdered and her body burnt by her husband one Goi Nelson<sup>17</sup>.

In August 2007, the Uganda Bureau of Statistics published a report indicating that 68% of ever-married women aged 15 to 49 years had experienced some form of violence inflicted by their spouse or intimate partner (Uganda Aug. 2007, 293-294). A 2006 study by the Uganda Law Reform Commission yielded similar data, indicating that 66 percent of both men and women respondents had experienced domestic violence (CEDOVIP 2007). According to the 2006 Uganda Law Reform Commission study, domestic violence is most common in northern Uganda, where it is reported to have occurred in 78 percent of homes (CEDOVIP 2007).

While the police presence in these areas is noticeable, the sheer number of cases reported to the police and forwarded for prosecution is overwhelming and yet the judicial system in these areas also has its own challenges. Karamoja sub region is the most affected. It was not until recently that a Chief Magistrate's Court became operational in Moroto district although to this date the magistrate is being accommodated in the Police Barracks due to lack of official accommodation. While Kotido district has a Grade One Magistrate's court; government prison in Kotido is reportedly crowded due to either the delays in the hearing of cases or the sheer number of cases. This is because the Kotido court also handles cases from Kaabong district. The consequences of such delays impact more on the vulnerable, because as they say, justice delayed is justice denied. In addition, provision of witness testimony becomes a challenge especially for cases from faraway places as Kaabong.

On 24<sup>th</sup> May 2006, the Local Council Courts Act 2006 came into force causes and matters of a civil nature specified in the second schedule to the Act<sup>18</sup>. The Act empowers the local council courts to make an order for any one or more of the following reliefs - reconciliation; declaration; compensation; restitution; costs; apology; or attachment and sale; and in the case of infringement of a bye-law or Ordinance, impose a fine, community service or any other penalty authorised by that bye-law or ordinance. However, according to the local authorities, the failure of the LCCs was arguably the major cause of overcrowding in

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<sup>16</sup> It is unclear what exactly caused these increases but mentioned is amongst others that following the disarmament processes, a shift has been taking place whereby women have become the main breadwinner in the household. This would leave the men with a less prominent role and frustrated. Other factors that could play a role include issues related to power in household; the use of violence to reassert authority; and the use of violence as a weapon of control.

<sup>17</sup> See New Vision Monday, March 18<sup>th</sup>, 2013: Gulu clan flees over woman's death

<sup>18</sup> They include: causes and matters of a civil nature governed only by customary law specified in the Third schedule; causes and matters arising out of infringement of bye-laws and ordinances duly made under the Local Governments Act; matters specified under the Children Act; matters relating to land; and in any suit relating to causes and matters specified in the Second and Third schedules—the jurisdiction of the local council court shall, in respect of causes and matters specified in the second schedule be restricted to causes and matters where the value of the subject matter in dispute does not exceed one hundred currency points.

prisons. Cases that are specified under the Act are usually reported to the police and prosecuted. The recent riot outbreak in Lira government prison is attributed to delayed justice both for the offenders and victims.

Yet the police are constrained by a number of things ranging from response logistics, technical capacity to deal with issues related to investigation/forensics for purposes of successful prosecution. In some cases, the police lack detention facilities to keep offenders before they are produced in court, however, where such facilities do not exist, police usually bond offenders. However, this does not auger well with community sentiments towards the police.

In the last couple of years, the UN Human Rights in Moroto indicated that they were able to facilitate only 10 community policing sessions in the whole of Karamoja meaning that community policing as an awareness creation and crime prevention tool is not being well utilised. This appears to be the trend in all the districts that are targeted by this project given the resource requirements. In order to protect the most vulnerable, particularly the children and women, there is need to strengthen the capacity of the police

Likewise, the human rights coordination offices in the Directorate of Community Development at local government level have been reported to be incapacitated. In Moroto, it was reported that the office has not been discharging its responsibilities effectively due to lack of capacity, technically and logistically. Responses to cases brought to the office such as child abuse and neglect is not being adequately handled due to capacity constraints. Note should be taken that the Ministry of Gender, Labour and Social Development under whose docket the directorate of community development falls is the least funded in the national budget. It largely relies in donation from development partners. It is therefore understandable that they are least capacitated and therefore a gap that need to be filled by this project.

In light of the absence of effective formal access to justice, in Karamoja the traditional justice system have been implemented. The traditional courts have been known to try both petty crime and crimes of capital nature and hand over sentences that range from reparation to death. Cases of death by hanging have been reported and this is totally against the constitution of the republic.

In light of the above, the following activity result areas will be addressed by the project. These include the following.

1. Strengthening the capacity of the police to rapidly respond to cases of crime, undertake effective investigations and successful prosecution of offenders; and to undertake community policing to create awareness and prevent crime.
2. Strengthening the capacity of office for human rights coordination at local government level to better discharge their responsibilities

3. Building capacity of the LCC to handle cases of the nature that is allowable under the Local Council Court Act 2006, with much attention to the protection of the rights most vulnerable to access land as a major livelihoods asset.
4. In collaboration with the community, identify and train people as paralegals to facilitate access to justice for the most vulnerable at community level and to facilitate conflict resolution using a peace rings approach.

***Activity result 1.1: Community security services and public confidence increased, in particular for women.***

The project will seek to restore or enhance community security services in target districts. The project will work with the local authorities to ensure that the work done at the community level feeds into national level work. Communities will be involved in articulating their priorities in this area and ensure dedicated policing services are available for women, the vulnerable and displaced (see also output 3). A large number of policing tasks in the PRDP region have been dealt with by the Army. Strong efforts to improve police presence in the region have been made and 85% of the PRDP sub-counties reported that they now have a police presence of some kind. However, knowledge of traditional policing tasks is lacking and increasingly negative public reviews have come out on police performance<sup>19</sup>.

A first set of activities aims at increasing the quality and reach of an effective police service in the target areas. Work will be undertaken to support capacity development at the organizational and individual levels through provision of training, technical assistance and equipment (e.g. rapid reaction logistical support; communication equipment; bikes). Activities will include support to increase patrolling on foot, bicycle or motorbike. Police officers and prosecutors jointly will be provided with on-the-job training in crime prevention and investigation, in particular on GBV and land related crimes and conflicts. Police officers in the Family and Child Protection Units will be trained on effective prevention and response to SGBV and child protection. In Karamoja, a community policing programme supported by the Netherlands recently came to an end. UNDP will work with the relevant stakeholders how this programme can be built upon.

Other than increasing police ability to rapidly respond to cases of violence, the project will also address issues of police office accommodation on a transitional arrangement. For instance in Kaabong, the sub counties of Kawalakol and Loyoro have no police post. Upon

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<sup>19</sup>See Joint Report by the Ugandan Human Rights Commission and UN Office of the High Commissioner for Human Rights (OHCHR). May 8<sup>th</sup>, 2010. Any collaboration with the law enforcement should be reviewed on a regular basis by UNDP in light of allegations of abuses by the Ugandan police. To that extent, conditions for the partnership between UNDP and the police should be established to avoid placing UNDP in a difficult position programmatically and ethically. These should preferably be formulated locally and with the UN Office of the High Commissioner for Human Rights in Uganda. See also recommendations by the July 2010 review of the UNDP Karamoja programme, page vii.

assessment of the need UNDP may provide temporary accommodation for the police and detention facility for offenders with the hope that government will provide a more permanent solution for police office accommodation. In the same vein, where there are no facilities for children at odds with the law or children who have runaway from abuse, the need for a facility to provide temporary accommodation for cases may be considered.

Another set of activities will focus on dialogues/workshops between community leaders, police and peace actors, as well as between the police and women's networks, health centres, psycho-social support workers, NGOs and women's shelters. Topics for discussion could include: community policing priorities; the role of women in the police service; and the specific protection needs of women and children. Building on UNDPs Karamoja programme and as per its mid-term recommendations<sup>20</sup>, UNDP will continue establishing linkages between security and peace building activities: law enforcement officers will be supported in effective and appropriate implementation of agreements reached in peace dialogues. Building on UNDPs support to the peace rings (NUERP), best practices should be consolidated and follow up support should be identified.

Communities will also be empowered through raising awareness on the services that the police, the Local Council Courts, NGOs, paralegals and lawyers can provide, in particular on women's rights; land rights since land is the most precious livelihood asset to the community at the moment; war crimes and truth telling and transitional justice mechanisms. Community outreach should be done as much as possible by police and justice providers themselves. This provides the opportunity to sensitize communities while at the same time to directly provide community inputs so as to know how access to justice and security can be improved by the police and justice providers. These two-way interactions increase trust and provide a strong incentive for police and justice providers to resolve community issues. Activities could include for instance police-community sports programmes, community based consultations, radio programmes featuring lawyers, paralegals and police, and informative presentations by police, lawyers, NGOs at schools and in community centres. Culturally appropriate methods should be used for sensitizing men and boys to combat violence against women. 'Land days' will be organized to sensitize communities on statutory and customary land laws formal and informal processes of land demarcation, titling and establishment of land rights associations. Civil society organization will be contracted and supported to facilitate these activities.

Any collaboration with the law enforcement should be reviewed on a regular basis by UNDP in light of allegations of abuses by the Ugandan police. To that extent, conditions for

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<sup>20</sup>The mid-term evaluation that there was peace building was linked with police/security officials; implementation of peace agreements had been effective and represented an important contribution to consolidation of security in the areas. Lochead&Musoke, Evaluation of the '*Building Sustainable Peace and Development Project in Karamoja*', July 2010



the partnership between UNDP and the police should be established to avoid placing UNDP in a difficult position programmatically and ethically<sup>21</sup>.

***Activity result 1.2: Strengthening the capacity of office for human rights coordination at local government level***

For a more effective service delivery to the most vulnerable, particularly for children and women, the Directorate of Community Development - Probation and Welfare department which coordinates human rights activities will be strengthened in terms of infrastructure for monitoring of abuse of human rights of the children and women.

In order to appreciate the magnitude of the problem against which planning can take place, the department will be supported to collect, manage and store data as well as monitor the status of human rights. Capacity building of both technical and infrastructural nature will be provided to enhance their knowledge in child protection, and domestic and gender based violence.

Activities will be closely coordinated with other partners in this area such as SAFE and the UN Human Rights Office. Special focus is given to victims of sexual and gender based violence, and conflict affected people, ensuring that victims of oppression and abuse, the poor and marginalized are granted unhindered access to fair justice services. The project will work with the local authorities to ensure that the work done at the community level feeds into national level JLOS policy work, in particular on legal aid and traditional justice<sup>22</sup>.

***Activity result 1.3: LCCs and traditional justice institutions strengthened for increased prevention and resolution of disputes, in particular as related to land.***

As previously stated, land disputes are the most cited source of conflict in PRDP areas<sup>23</sup> and yet land is the only productive asset from which the population in the three sub regions derive their livelihoods. Historically, land conflicts have been around issues of access to water and pasture. To date, land conflicts in Northern Uganda are mostly related to the large numbers of returnees, IDPs and steep population growth as well as to the increasing discoveries of oil, minerals, gold and marble. In addition, the large number of newly created districts has also generated bloody conflicts over land e.g. between the Otuke and Abim districts and between the Amuru and Adjumani districts. Several other ongoing conflicts have already been alluded to in the contextual analysis.

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<sup>21</sup>See also recommendations by the July 2010 review of the UNDP Karamoja programme, page vii.

<sup>22</sup>JLOS Strategic Investment Plan III, Output 2.9. Legal Aid Policy and Law Implemented);

<sup>23</sup>Mid-Term Review PRDP 2012-2015

A research conducted by the United Nations Peace building Programme on “identification of good practices in land conflict resolution in Acholi Land”<sup>24</sup> found that local council courts (LCCs)<sup>25</sup>, in particular at the parish level (level 2) and traditional justice mechanisms (see activity result 1.3) provided the best mechanisms for the resolution of land conflicts. In some cases the use of local peace rings when linked up with the LCCs or law enforcement officials have also been effective<sup>26</sup>. Currently, 94% of the cases before LCCs are related to land. The courts can resolve disputes through reconciliation, order restitutions or even request apologies<sup>27</sup> which makes them close to the population and accessible indeed. However some PRDP areas are not covered and where the LCCs do exist they are often of weak capacity or not well anchored in their communities because they run counter to the respected, traditional justice systems<sup>28</sup>. Enforcement of judgment by LCC court is sometimes a challenge as some litigants tend to disrespect decision and orders of LCC.

Accordingly, UNDP will strengthen capacities of the LCCs and facilitate further development of linkages with traditional justice system (see activity result 1.4)<sup>29</sup>. In close collaboration with the JLOS Secretariat, capacity development assessments will be conducted. Particular attention will be given to assess the knowledge and skills of the members of the court as per the qualifications as set out in Section 5 of the Local Council Courts Act.

As per Section 4 of the Local Council Courts Act, the assessment will also verify the requirement that out of the five members of the Local Council Courts, at least two should be women<sup>30</sup>. In accordance with the assessment, technical, material and human resource support will be provided to ensure the courts are functional. This could include partnerships with Universities and establishing a network of paralegals and student-interns to support and advice LCC officials in the exercise of their legal duties.

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<sup>24</sup>Burke and Egaru, on behalf of the UN Peace building Programme in Acholi, *identification of good practices in land conflict resolution in Acholi Land*, November 2011.

<sup>25</sup>To adjudicate and reconcile disputes, the Local Councils Courts Act of 2006 established Local Council Courts (LCCs) to bring easy access to justice to the community on civil cases, land matters, and other specific issues set out extensively in the LCC Act section 10. The LCCs are established at village (level 1), parish (level 2), town (level 3), division (level 4) and sub-county level (level 5) (Section 3 of Local Council Courts Act 2006) and these are also the jurisdictions within which each respective court at each level may operate. In case of dissatisfaction with a decision at the village court, one may appeal to the parish court until the sub-county court level. If still not satisfied, an appeal can be made to the Chief Magistrates Court and subsequently the High Court (Section 32 Ibid).

<sup>26</sup>See also mid-term review of the UNDP Karamoja programme stressing the need for linking peace rings with JLOS officials.

<sup>27</sup> Section 13 Ibid.

<sup>28</sup> The jurisdictions of the traditional courts are based on clans and cut across the jurisdictional boundaries of LCCs. Also, the LCCs can be led by younger members of the community not respected by the wider community especially the elders and hence any adjudication is disrespected.

<sup>29</sup>To make sure conflicts are prevented and managed, the capacities of relevant local governance institutions for the land administration will also be strengthened (Output 4).

<sup>30</sup> Section 4 Ibid

In addition, record keeping systems could be developed on the number and types of complaints and speed of resolution by District. Bicycles could be provided for LCC and traditional court officials to ensure presence of judges. Support will be provided to strengthen the LCCs strategic decision-making and planning capacity on justice and security including with the District JLOS committees. Similarly, the capacity of the District Focal point for LCCs to monitor and support LCCs will be supported. The project will thus support the Local Council Courts structure through: assessments, including annual data collection on land, people's awareness of rights and legal services and establishing central repository for decisions of LCCs.

***Activity result 1.4: Linkages between formal and informal justice systems further developed***

The JLOS Secretariat, UNDP and partners have issued a number of studies on increasing access to justice through strengthening the linkages between the formal and traditional justice systems. Some of those studies are focused on traditional justice as part of transitional justice<sup>31</sup>; others focus on traditional justice mechanisms as a means to enhance in particular access to land and family justice<sup>32</sup>. In consultation with the JLOS Secretariat and partners, UNDP will take some of the recommendations of these studies forward. One of the studies/pilots will focus on making effective use of the model of the UNDP supported Peace Rings in the Lango sub-region. They have been successful in handling most of the community based conflicts with only a few referred to the local courts. Scaling the Peace Rings up to other parts of Uganda and linking their inputs to the local court system could present a sustainable effort to resolve cases and decrease the backlog of land cases in LCCs.

Another set of interventions will seek to capacitate local traditional justice systems to enhance their performance including fairness, transparency and inclusion of women. Support will be provided to enhance record keeping of all cases resolved and referred through mediation and settlements performed by traditional institutions. To this end UNDP will support the establishment of repositories with the sub-county chief's office. Support will be integrated with support to the Northern Uganda Data Centre and will serve as part of the baseline data.

Finally to enhance their knowledge, skills and interaction, LCC officials, relevant local government officials and traditional leaders will be brought together in facilitated dialogue

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<sup>31</sup>See JLOS/UNDP report; Transitional Justice in Northern, Eastern Uganda and some parts of West Nile Region 2009. P.vii; See JLOS, Strategic Investment Plan, 2012, pagina 22, Output 3.5 'Accountability in Transitional Justice Promoted'; Output 1.7. Informal Justice Framework strengthened and linked to the formal justice system; Output 1.6. Transitional Justice Policy and Legislation enacted.

<sup>32</sup>See JLOS, Strategic Investment Plan, 2012: Output 1.7. Informal Justice Framework strengthened; Burke and Egaru, on behalf of the UN Peace building Programme in Acholi, *identification of good practices in land conflict resolution in Acholi Land*, November 2011.

sessions on issues such as formal and informal processes of land demarcation, titling, land rights and establishment of land rights associations. UNDP will work with Land and Equity Movement in Uganda (LEMU) whose mandate is customary ownership and has presence in Lango and Acholi and the Uganda Land Alliance (ULA) where necessary to address issues related to land.

***Output 2: Employment opportunities enhanced and economic recovery and reintegration initiatives developed targeting youth, crises-affected and vulnerable people.***

Under this output, UNDP will work towards sustainable livelihood and economic recovery of the target areas/Districts in Northern Uganda while building and consolidating peace and stability. Investment in training and capacity building as well as in the promotion of the private sector will contribute to local economic development, employment creation and community security/peace building. Particular attention will be paid to youth, women and other vulnerable groups.

The World Bank Development Report of 2011 identified unemployment, in particular among the youth, as one of the main drivers of conflict and violence. Uganda's past growth generated jobs, but with a fast-growing labour force, only a small fraction got into productive employment<sup>33</sup>. In the PRDP areas a large part of the population is unemployed among which vulnerable or stigmatized groups staying behind in former IDP camps or otherwise affected by conflict. These include the youth (50% of the IDP population), HIV/AIDS victims, widows, child-headed households, farmers, ex-combatants, disarmed groups and people previously abducted by the LRA. Surveys pointed out that the employment needs of these groups have not been adequately addressed<sup>34</sup>.

Youth constitutes a large and steadily growing part of the Ugandan population and merits special attention. To date, 49.9% of the Ugandan population is between 0-14 years<sup>35</sup> and vulnerable in terms of social, economic well-being, in particular in the PRDP affected areas. Given that in these areas youth has often been brought up in IDP camps they have no farming skills and received little or no formal education due to the conflict. In addition, inadequate attention seems to be given to the reintegration of disarmed youth and ex-combatants into society, with a large number in need of counselling and psycho-social support. In a related way, an estimated 4.9%<sup>36</sup> of the youth migrates from rural to urban centres on a yearly basis to look for work or seeking exposure to new challenges. Combined, this provides for tensions due to the limited absorptive capacity of the labour

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<sup>33</sup>World bank,

<sup>34</sup>PRDP 2012-2015, page 3.

<sup>35</sup>Central Intelligence Agency, World Fact book, Uganda, 2012. [www.cia.gov.org](http://www.cia.gov.org)

<sup>36</sup>Central Intelligence Agency, World Fact book, Uganda, 2012. [www.cia.gov.org](http://www.cia.gov.org)

market in urban settings; absorptive capacity of the available services/infrastructure (social basic and productive); and an increased part of youth victim of crime or engaging in violent or criminal activities. The increased burglary already alluded to in Karamoja is testimony to this. Likewise, the bulk of the prison population across the three sub regions comprise of the youth.

Similarly, particular attention will be given to girls and young women as gender inequalities in social and economic opportunities in the PRDP areas are high, with for instance a gender parity index for primary education completion of 0.56<sup>37</sup>.

Note should be taken that several interventions in the youth sector have since been implemented in northern Uganda although they vary from one sub region to another. At the start of return and the resettlement, as part of the psychosocial support and reintegration process, several international development agencies invested in skills building for the youth particularly targeting youthful ex-combatants (reporters), youth who were abducted and missed on the opportunity to study, and those who remained in the community but dropped out of school for one reason or another. The bulk of these youth underwent vocational trade skills training particularly in trades such as carpentry and joinery, brick laying and concrete practice, motor vehicle mechanics, hair dressing, catering, agriculture, and welding and metal fabrication among others. While some of these youth have since graduated and some are gainfully employed, the bulk of them especially in Acholi sub region where most of the efforts were focused have been reported to have failed to practice their various trades due to lack of equipment.

In Karamoja sub region, some efforts were also made in the last couple of years to train youth who because of the disarmament programme found themselves with nothing to preoccupy them and started migrating to the urban centres. However, the number trained has been noted to be so small and yet the rural to urban trend is reported to be on the increase. Some of those who benefited from the training were reported to have started successful businesses and have since moved to practice their trades elsewhere. However, those who have not benefited from the training and who have recently migrated to town are engaged in a number of odd jobs such as water vending, garbage collection etc although the majority have been reported to have resorted to nature by cutting down trees to sell as firewood or charcoal. In so doing, they are worsening the already bad fragile environmental situation.

In Lango sub region, very little deliberate efforts have been done to equip the youth with the skills they need to make them compete in the labour market. However, individual efforts are being made by the youth through self sponsorship to train in vocational skills. A reasonable number of youth have enrolled in open air garages to train in motor vehicle mechanics, partly because the owners need manpower to help with the mechanical work

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<sup>37</sup>World Bank, Uganda: Promoting inclusive growth, February 2012.

and therefore charge affordable amounts of fee, but also many often remain in those garages as part of the mechanical team after learning the trade or join others garages.

Nevertheless Government has opened a few technical schools to absorb those who have for one reason another failed to continue with formal education, however, these technical schools are very few and often ill equipped. Even so, government only sponsors 60 pupils per year and according to school administrators of Apac technical school, although a majority of those who qualify are interested in technical education, the reduced sponsorship by government to only 60 pupils per year has led to high dropout rates. The recent suspension of grants to the OPM has affected the operation of some of these vocational schools, especially those that were being supported by donor funds. One of those is Labora Training School in Gulu which has been offering vocational training to more than 500 jobless youth annually but got closed<sup>38</sup>. UNDP will equip these institutes and sponsor qualified youth from the three sub regions to train in the institutes and link them to apprenticeships after which they will be equipped with kits and supported to practice their trade.

In terms of support to agricultural livelihoods, a lot of investment has been done by the international community since 2008 when most people in northern Uganda started resettling in their own villages. Support for increased agricultural production and productivity were and are still being extended to certain communities across the three targeted sub regions by a number of development partners including UN agencies, bilateral agencies and international NGOs. Support has been in the form of agricultural inputs and training that include seeds and other planting material, implements including hoes and animal traction units; and farm clearing equipment such as machetes and axes. Knowledge in agronomy, marketing etc has also been provided to the beneficiary farmers. The end of term evaluation of the recently concluded Northern Uganda Early Recovery Project (NUERP) that was supported by UNDP found that as a result of the intervention, households had become more food secure than before and were even selling some of the produce to earn income, which they put to various uses. In some cases support was extended in the form of construction of produce stores where farmers can store their produce and as an incentive for bulking and collective marketing.

However, very little has been done to take the beneficiaries beyond the produce stores. Although the produce stores have given the farmers opportunity to bulk their produce and where possible undertake group marketing hence a better negotiating power, the price of agricultural commodities have not seen any significant change because the majority of the farmers still sell produce as individuals which middlemen take advantage of to perpetuate exploitation.

Across the three sub regions, Food and Agricultural Organisation (FAO) have started using a value chain approach. In Lango and Acholi (Kole and Lira districts in Lango and Gulu district in Acholi) sunflower and rice have been chosen for value chain development, while in Karamoja apiary value chain has been supported and indeed honey processing

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<sup>38</sup> See The Daily Monitor of Friday March 22, 2013: President promises more help for the north

equipment has been purchased and due for installation. Other value chains that remain untouched include beef, cassava, simsim, groundnuts and soy beans among others. The project will look at the possibility of promoting value addition to take the farmers slightly outside the produce stores and also study the possibility of value chain development for its future interventions. In that light, a number of value chain studies will be conducted.

Under this key result area, the following will be addressed:

1. Consolidating on the training that the youth in Acholi sub region have got from other development interventions through mobilising for apprenticeship placement and equipping them with the necessary kits to practice their trade
2. Sponsoring selected number of youth (Lango and Karamoja) in various vocational trade skills training and equipping them with the necessary kits after the training to enable them practice their trade
3. Equipping at least one selected existing government aided vocational training school per sub region (Kaabong Vocational School, Apac Vocational School, Moroto Vocational School)
4. Supporting women groups with equipment and the necessary skills to undertake value addition in selected enterprises will be supported and undertaking value chain studies to identify potential value chains for further development in the future.

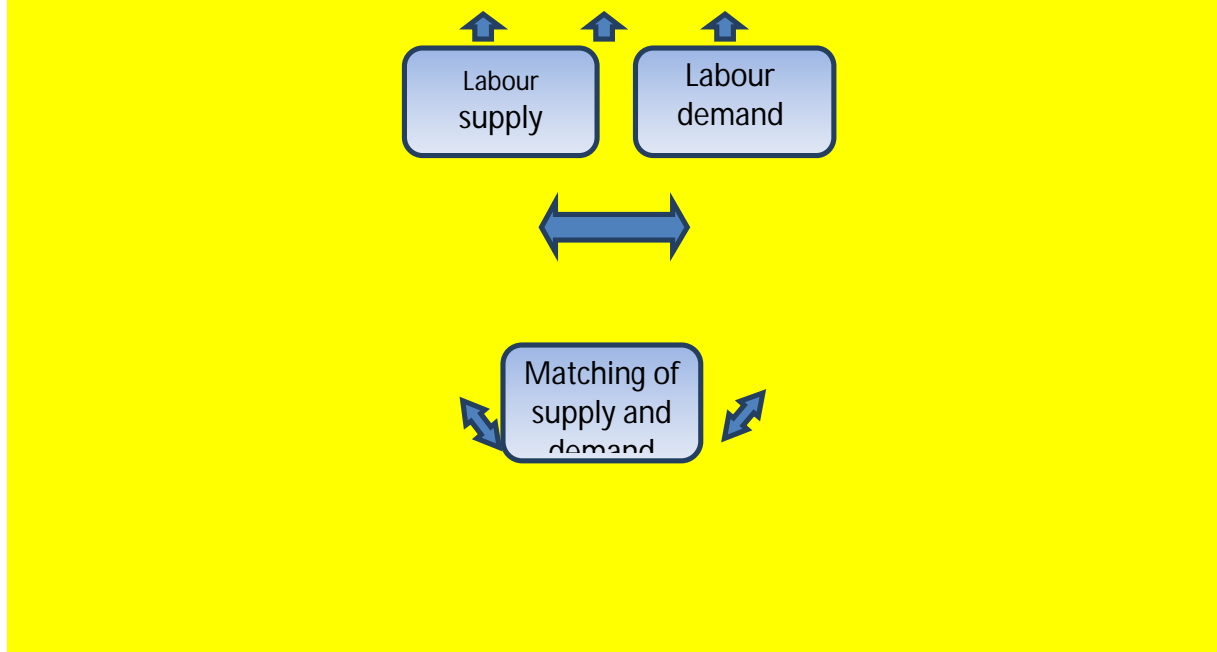
***Activity result 2.1: Employment created and income increased for targeted youth in northern Uganda.***

Given the high rate of unemployment in Uganda, mainly among youth and other vulnerable groups including women, returnees, and disarmed warriors amongst others, the programme will support training of the youth in vocational trade skills training and link those have been trained for apprenticeship placement and later provide them with kits so that they may practice. The nature of support will vary from one sub region to another.

In Acholi sub region, the focus will be on mobilisation of the already trained youth and link them for apprenticeship placement with businesses after which they will be provided with the necessary kits to enable them practice the skills they have learnt but also to enable them be gainfully employed.

In Karamoja and Lango sub regions, attention will be put on identifying and mobilising unemployed youth and place them in vocational institutes where they will train in different vocational skills. Upon completion of their studies, they will be linked with businesses for apprenticeship after which they will be provided with equipment to practice or start their businesses.

**Figure 2: Vision: Decent Work and Gainful (self or wage) Employment for Youth (Source: Sierra Leone YE Vision)**



***Activity result 2.2: Government aided vocational schools equipped with tools***

To ensure that appropriate skills are being provided to the youth, UNDP will equip selected vocational schools with training tools. An initial assessment of the needs of identified vocational schools will be made and it is based upon needs that UNDP will provide the assistance. Some of the technical schools identified during the scoping include Apac Technical School in Lango, Kaabong Technical School in Karamoja and Moroto Technical School in Napak.

***Activity result 2.3: Enterprises established and/or developed while at the same time invest in value chains for certain products to enhance alternative livelihoods and diversified economic opportunities.***

With increased agricultural production and productivity particularly in Lango and Acholi and to some extent in Karamoja, and with continued effort being made by UN agencies such as FAO and WFP, and a host of international NGOs particularly in Karamoja and Acholi towards increasing production and value chain development, UNDP will pay more attention to promotion of value addition and carrying out studies on a number of commodity crops with the view promoting such commodity crops using a value chain approach in its future endeavours to contribute to the development of northern Uganda but also to contribute to the knowledge about potential value chains in northern Uganda that investors or interested parties can pick on for future development.



In light of the above, UNDP will identify existing active produce marketing groups and/or farmer groups and support them with the necessary inputs to enable them undertake value addition. Support in the form of technical advice and equipment/machinery will be provided to the groups, particularly women's groups and other vulnerable groups such as people with disability (PWD) and youth groups. Entrepreneurial skills development will be provided to such groups to strengthen business management skills.

***Activity Result 2.4: Local markets developed and/or established.***

Due to limited access to markets in Northern Uganda, the project will work within existing District development plans to establish and/or develop markets in the regions to contribute to livelihood security and contribute to the reduction of poverty. However, the establishment of viable markets requires full partnership between the private and public sectors while advocating the rehabilitation of existing roads network and construction of secondary road networks, transportation sector and safety and security.

***Output 3: Building a peaceful and sustainable mining in Northern Uganda***

The increasing discovery of oil and mineral resources - such as gold, limestone, uranium, marble, graphite, gypsum, iron, wolfram, nickel, copper, cobalt, lithium, tin, base metals, and lead - in Northern Uganda brings opportunities but can also stir conflict and vulnerability for violations of the local communities' social and economic rights. The influx of foreign investors and artisanal miners into Northern Uganda is steadily increasing and has in some cases already created conflicts. In some cases private investors, local and central government officials have claimed ownership of land and have deprived indigenous owners from their land<sup>39</sup>. Also violations of International labour laws, restrictions on movement through fencing of community roads and environmental degradation have been noticed<sup>40</sup>.

Artisanal diamond mining in many parts of Africa is a high risk, individualistic, flexible and cash-led business that crosses ethnicities and borders. Over recent years, it has been intricately linked to the protracted conflicts and endemic crises that have had such a catastrophic impact on Liberia and her neighbouring states of Guinea, Sierra Leone and Cote d'Ivoire. Mining has become acknowledged as encouraging 'conflict without borders', the uncontrolled movements of people and goods as well as smuggling of precious stones and minerals have had a considerable destabilising effect across the sub-region; if left unchecked, it poses future threats to the region's security. As the north emerges out of a prolonged conflict it is of utmost importance to ensure that the mining sector does not undermine the fragile peace but rather becomes a source of its recovery.

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<sup>39</sup>Conflict Watch, Land and Investment, August 2012.

<sup>40</sup>Conflict Watch, Land and Investment, August 2012.

This output will therefore be specifically devoted to research/assessments to understand the sector/the status and dynamics of mineral exploration and mining activities in the sub regions particularly in Karamoja where deposits of precious minerals have been discovered but also in Acholi where oil has been discovered with the view to promote dialogue between the resident community, the investors and government and come up with solutions to sustainable mining that will ensure that the resident population benefits and to minimise conflicts.

***Activity result 3.1: Research/assessment of the status of mineral exploration in northern Uganda.***

Transforming artisanal mining into sustainable mining and a tool for poverty alleviation depends on the attainment of mutually reliant objectives, such as establishing enabling environment for sustainable mining, developing mechanisms of channelling mining revenues back to mining communities, improving the living and working conditions of miners, developing environmental sensitive mining, developing alternative livelihoods to lessen over reliance in sector, creating a platform for communication and engagement with and among key stakeholders, including mining unions, the government, local NGOs, dealers, exporters and donor community and finally assisting the government in formulating an inclusive and investment friendly mining policy.

Many small and medium scale foreign companies are scrambling for mineral resources in Northern Uganda. As the experience has shown, without necessary internal mechanisms mining companies will risk direct confrontations with local groups, who in many cases their arrival threatens their livelihoods. The paradox of artisanal mining in is that the very mining communities that produce considerable wealth are one of the poorest and are burdened with all the ills related to mining, such as, environmental degradation, insecurity, proliferation of HIV AIDS, cholera outbreaks, and displacement, this intervention aims, to unlock this contradiction, by building a sustainable artisanal mining that benefits the host communities, while improving the condition of miners in Uganda. UNDP Uganda will undertake research and analysis in collaboration with the government to;

- a) identifying, how a responsible, safe and legal artisanal livelihood sector can be enacted and integrated into the overall social and development of the region;
- b) mapping of numbers of people who directly or indirectly involved in mining sector, and developing a practical recommendations for alternative livelihoods;
- c) highlighting and addressing, the role of women and children in the mining sector and specific challenges faced by them;
- d) Looking into setting-up platform for the resolution of immediate and long-term conflicts

The project will commission studies to understand the status of mineral exploration in Acholi and Karamoja sub-regions and use the results to inform national policy on mining as well as help in the development of strategies for sustainable mining.

#### ***Output 4: Capacity of local authorities and civil society strengthened in civic engagement, coordination, and planning for economic recovery and peace consolidation***

The capacity of the PRDP local institutions is insufficient for addressing the challenges outlined in the context analysis and to take economic recovery (output 2) and peaceful dispute resolution forward (output 1). While local government administrations are much more firmly embedded in the region than they were at the start of PRDP, coverage is not complete in all areas<sup>41</sup>. Where structures do exist their effectiveness in delivering services to local communities continues to be limited by physical, technical and human resource capacity constraints<sup>42</sup>.

Under the Government of Uganda's decentralization policy, there are a number of functions and responsibilities devolved to elected councils. These include the administration of justice (Local Councils Courts), development planning and budgeting and provision of basic social services such as education, health, water, agricultural extension, and community development among others. The decentralization policy resulted in steep increase of Districts (currently 112) that have adversely affected the capacity of the institutions to deliver services. As it were, creation of new creates capacity gaps in both the new and old districts. In the old districts, part of the technical team always moves to start the new district and often their positions are not filled. In the new districts, most of the members of the technical team that open the districts often comprise of people who are in acting capacities and it usually takes very long to fill these positions with substantive staff. In a nutshell, this incapacitates service delivery in both the old and the new districts.

The initial assessment of capacity gaps in local governments in the targeted districts reveals that they lack capacity in the following areas:

1. Coordination of development partners: Most districts especially in Karamoja and Acholi where there are a lot of interventions by international NGOs are not aware of what and where most of them are working. This has the potential of creating overlaps and duplication of services. It is imperative that development partners' activities be well coordinated so that equity in resource allocation and development is realised.

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<sup>41</sup>PRDP Mid Term review

<sup>42</sup>PRDP Mid Term review

2. Districts lack infrastructure and capacity for data collection and management. The planning units in the districts are dependent on abstract statistics which are rather subjective in development planning. In most new districts, technical capacity for planning is lacking largely because the staff are new to their jobs or are just technically not oriented.
3. The planning structures at different levels lack technical capacity. The Parish Development Committees (PDC) and the Parish Chiefs that facilitate development planning community level have either been newly recruited or have not undergone any capacity building training in development planning. As a result the quality of plans submitted to the districts is not very good. Other important statutory structures at the grassroots such as health unit management committees, school management committees lack capacity.
4. Districts lack capacity to monitor project implementation because of the absence of or inadequate logistical requirements such as motorcycles and vehicles. The newly created districts are the most lacking both technically and logistically because of reasons already alluded to in the analysis

Of note are the local institutions responsible for land administration that is weak and suffering from inadequate or absent legislation and overlapping mandates<sup>43</sup>. In a number of cases the local governments are party in land disputes with the community themselves. For instance, where local authorities claim to be the owner of the land despite claims of local population to the contrary and sold the land to private investors<sup>44</sup>.

Over the past years, the emergence of CSOs platforms represented an opportunity for engagement with the government on strategic issues, yet their space is rather constrained by actions on the ground. The NGO law<sup>45</sup> does not provide an enabling environment for effective engagement with the various government institutions, thus create space for various interpretation of "cooperation and engagement". Additionally, most CSOs are donors-dependent, thus their accountability "favours" donors over that of the communities they serve. CSOs in Uganda are important actors in establishing a space of trust with the Government towards inclusive development and social cohesion while at the same time take responsibility as economic actors to contribute to local development and services delivery in a conflict sensitive manner.

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<sup>43</sup>Conflict Watch, Land and Investment, August 2012.

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<sup>45</sup> NGO Registration Amendment Act 2006

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***Activity result 4.1. Improved delivery of basic services, including participatory planning systems***

Activities under output 3 will focus on the capacity development of local government authorities to coordinate and ensure service delivery in their District. Firstly an assessment of the capacity of the sub-county and District authorities will be carried out in terms of human capacity, systems and infrastructure looking at their roles of coordinating service delivery including public financial and procurement management and public-private partnerships. The assessment will identify the capacities that need to be addressed with a focus on sustainable service delivery and the promotion of economic activities. Capacity development of local government authorities is required in terms of both ensuring participatory planning and coordination capacity with all local stakeholders to allow specifically for the implementation of economic recovery service delivery, land governance and local justice services.

For land issues, the research on land conflicts in Acholi conducted by the United Nations Peacebuilding Programme<sup>46</sup> identified weak land administration systems and 'considerable confusion concerning procedures, legislation and institutional bodies.' This in addition to the weak capacity of the justice and security institutions to address land issues (see output 1.2), constitutes a land governance framework. To that end, in the target areas UNDP will support capacity development assessments and provide capacity development support to the relevant local government institutions that are responsible for land administration or are otherwise engaged in land issues.

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<sup>46</sup>Burke and Egaru, on behalf of the UN Peace building Programme in Acholi, *identification of good practices in land conflict resolution in Acholi Land*, November 2011.

UNDP will also seek to bring together the various players engaged in land issues in an effort to share information and raise awareness of each' others engagement, mandates and functions. It will support JLOS in the piloting of District Land Tribunals in the target areas<sup>47</sup>.

***Activity result 4.2: Improved capacity of selected local governments to collect and manage data for development planning***

The planning units in the target districts are dependent on abstract statistics which are rather inaccurate and cannot adequately respond to the needs of the target community. Districts lack information infrastructure and the skills for data collection and management. The project will provide the infrastructural needs and build human capacity for data collection and management in all the targeted districts.

***Activity result 4.3: Improved planning and budgeting at lower levels of government.***

As already discussed, the creation of new districts came with its challenges particularly the human resource capacity. In districts where human resource capacity had been developed, creation of new districts meant that the capacity must be shared. The new districts move with part of the staff from the mother districts and this often leaves gaps to be filled hence affecting quality of planning and budgeting. Districts also recruit personnel which due to budget constraints are not adequately inducted. The recent creation of districts led to increased number of sub counties and parishes which are manned by sub county and parish chiefs. There also exist Parish development committees that facilitate development planning at village level. However, many of these do not have capacity to carry out quality development planning and budgeting.

In addition, the target districts indicated the need to strengthen capacity of the Health Centre Management Committee and School Management Committee because government have since not provided resources to orient them to their role and responsibilities.

The project will build capacity of structures at different levels of local government. Focus will be put on strengthening capacity of the Parish Chiefs, Parish Development Committee members (PDC), Health Unit Management Committees (HUMC), and School Management Committees (SMC) to ensure effective governance and improvement in the quality of planning and budgeting.

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<sup>47</sup>See JLOS, Strategic Investment Plan, 2012, pagina 22.

***Activity result 4.4: Increased capacity of the districts to monitor the implementation of development projects.***

Across the targeted districts, there has been inadequate monitoring and evaluation of development interventions. The districts have expressed their inability to monitor development intervention because of inadequate logistics and facilitation.

The project will provide means of transport to facilitate movement of staff for monitoring purposes. More attention will be paid to the newly created districts. In addition, the project will also build technical capacity of staff within the districts in monitoring and evaluation.

***Activity result 4.5: Improved participation of the beneficiaries in development planning***

To strengthen social cohesion and inclusive development at the District level, a comprehensive civic outreach campaign will be designed to cover all issues of the programme. Using rights based approach, the capacity of the population to understand the role of the government and other relevant stakeholders, define and prioritize their needs and engage with the government will be strengthened. This will strengthen the participatory planning from both the side of the civil society and the local authorities.

The campaign will ensure that the population and government officials are aware of the role of the state and the citizens, the relevant laws and responsibilities through a civic education campaign carried out. The civic education will ensure that the population is able to engage constructively within the participatory planning dialogues at the sub-county and District level. Community meetings and dialogues with the community will also discuss budgets issues and work towards enhancing transparency at the sub-county and District level.

# 1. Results and Resources Framework

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b>				
Outcome 1.2: Access to justice especially for women, in war affected northern regions increased and justice systems and structures uphold human rights standards and principles.				
Outcome 2.2: Improved productivity, competitiveness and employment in selected sub sectors and districts, including the north.				
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>				
Outcome 1.2 indicators: Number of government institutions and CSOs delivering effective community security				
Outcome 2.2 Indicators: %GDP Growth in the Agricultural Sector % GDP growth in the Tourism Sector Number of jobs/employment opportunities created				
<b>Applicable Key Result Area (from 2008-2011 Strategic Plan):</b>				
<b>Partnership Strategy:</b> Several partnerships will be enhanced and established under this project to maximize the use of available resources, and achieve the objectives efficiently and timely. The project will build partnerships with the government of Uganda, local authorities, CSOs, NGOs, private sector, research institutions, specialized UN agencies and donor communities. In addition, the project will promote south-south collaboration.				
<b>Project title and ID (ATLAS Award ID):</b>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1: Community justice, security and social cohesion increased for peaceful resolution of disputes, in particular as related to land and women's issues.</b></p> <p><b>Baseline:</b> Mid-Term Review PRDP I including data on disputes: 69% of counties raising land conflicts as problem; 58% violence against women and children; 20% increase in crime.<sup>48</sup></p> <p>Burke and Egaru, on behalf of the UN Peacebuilding Programme in Acholi,</p>	<p><b>Targets (year 1):</b></p> <ul style="list-style-type: none"> <li>• Baselines for police, human rights coordination, local council courts, and traditional justice institutions established</li> <li>• Partnership between UNDP and local police and other justice institutions established.</li> <li>• All human, institutional and material capacity development assessments undertaken and plans developed for capacity development</li> <li>• Plans developed for community policing</li> <li>• Material support / equipment provided and in place.</li> </ul>	<p><b>1.1 Activity Result:</b> <i>Community security services and public confidence increased, in particular for women.</i></p> <p>1.1.1. Establish participatory assessments (baseline), including annual data collection on:</p> <ul style="list-style-type: none"> <li>▪ People's perception on access to justice services and security in target areas.</li> <li>▪ People's awareness of rights and legal services (to be fed into output 4.2).</li> <li>▪ Number and type (land/SGBV etc.) of legal cases/crimes/conflicts reported to UNDP supported justice and security providers (JLOS, police, but also lawyers, NGOs, paralegals as per 1.2.</li> </ul>	<p>JLOS local and national institutions; JLOS Secretariat; District and Sub-county local government; District Court Committee; Universities; UN partners; NGOs (African Leadership initiative, FIDA, FHRI, Community Legal Advice Service).</p>	<p><i>Consultancies</i> 200,000 <i>Professional services</i> 150,000 <i>M&amp;E, Baseline,</i> 80,000 <i>Research</i> 70,000 <i>Trainings</i> 80,000 <i>Material,</i> <i>Infrastructure,</i> <i>Equipment</i> 300,000</p>

<sup>48</sup>Data specific to the districts in Karamoja, Acholi and Langi where UNDP will work need to be collected or requested from the PRDP MTR review team.



<p><i>identification of good practices in land conflict resolution in Acholi Land, November 2011.</i></p> <p><b>Indicators:</b>  % reduction in Crime statistics disaggregated by category (violence/crime related to women's issues (broken down by category – domestic/sexual assault etc.) land; cattle rustling; mining; (broken down by category).  Number of cases taken up and resolved by the LCCs disaggregated by category (i.e. Land, sexual assault etc).  Numbers of prisoners with legal representation from prison services in target areas.</p>	<ul style="list-style-type: none"> <li>• Technical support to justice in institutions in target areas.</li> <li>• 5% increase in police presence in target areas.</li> <li>• 2% decrease in case back log in LCCs and magistrates' courts in the target areas</li> <li>• Partnerships established with Universities-JLOS-UNDP.</li> <li>• Facilitated dialogues held.</li> <li>• Research initiated.</li> </ul> <p><b>Targets (year 2):</b></p> <ul style="list-style-type: none"> <li>• Capacity development plans implemented.</li> <li>• 10% increase in police presence in target areas.</li> <li>• 10% decrease in case back log in LCCs.</li> <li>• Trainings undertaken in identified areas.</li> <li>• Infrastructure provided and in place.</li> <li>• 2 additional facilitated dialogues held and action points implemented.</li> <li>• Record keeping established and functional.</li> <li>• Annual data collection conducted and communicated to national level to feed into national level policy making processes.</li> <li>• Continued implementation, review and revision of capacity plans.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of these cases that are satisfactory resolved by JLOS institutions.</li> <li>▪ Number of people reached through community policing and as per 4.2 outreach activities by JLOS officials to sensitize and reach local communities.</li> </ul> <p>1.1.2: Assist local authorities to feed in data into national policy making processes (on legal aid /on policing/ SGBV /on AVR / on Land /traditional justice etc.).</p> <p>11.1.3 Establish a central repository for decisions of LCCs</p> <p>1.1.4: Develop and agree conditions for the partnership between UNDP and police<sup>49</sup>.</p> <p>1.1.5: Capacity development assessments of needs essential for increasing police reach&amp; community policing in remote areas<sup>50</sup>, and special awareness programmes for youth and women on issues regarding land</p> <p>1.1.6: Develop &amp; implement capacity development plan.</p> <p>1.1.7: Provision of technical advice; materials, equipment (bikes/motorbikes/communication etc.) and infrastructure rehabilitation essential for police service increase.</p> <p>1.1.8: Provide joint trainings (experiential - based on real cases) for police and prosecutors in target areas in identifying and responding to GBV cases and land related crimes (effective gender sensitive criminal investigation; referral; witness assistance and protection; prevention).</p> <p>1.1.9: Facilitate dialogue - between police&amp; communities/between police &amp; social care providers/ and through police participation in</p>		
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<sup>49</sup>Together with OHCHR.

<sup>50</sup>This should be done in close collaboration with other partners, notably the Netherlands in the Karamoja area.

	<ul style="list-style-type: none"> <li>• 10% increase in legal aid / assistance in target areas.</li> <li>• 10% increase in police presence in target areas.</li> <li>• 10% decrease in case backlog in LCCs.</li> <li>• 2 additional facilitated dialogues held and action points implemented</li> <li>• Implementation of recommendations from research initiated.</li> <li>• At least 3 additional joint trainings provided.</li> <li>• End of project evaluation done</li> </ul>	<p>peace rings - on police-topics such as community policing priorities, the role of women in the police service and the specific protection needs of women and children.</p> <p>1.1.10: Support police in implementing agreements reached during those dialogues.</p> <p><b>Activity result 1.2: Capacity of office for human rights coordination at local government level strengthened</b></p> <p>1.2.1: Assess need of the human rights coordination office.</p> <p>1.2.2: Develop capacity building plan and implement the capacity.</p> <p>1.2.3: Support networks of justice service providers to alleviate prison decongestion and case backlog in LCCs, with focus on land and women's cases.</p> <p>1.2.4: Facilitate dialogue between the justice networks &amp; police; justice networks &amp; traditional justice providers; justice networks &amp; social workers to discuss solutions for issues preventing access to justice.</p> <p>1.2.5: Support in follow up on agreements reached during these discussions, including feeding the findings to national level JLOS.</p> <p>1.2.6: Develop partnerships among UNDP/Uganda, local JLOS service providers and universities to deploy students for paid traineeships/paralegal functions with JLOS service providers in the target areas.</p> <p><b>Activity result 1.3: LCCs strengthened for increased prevention and resolution of disputes, in particular as related to land.</b></p> <p>1.3.1: Support further research - for instance on land grabbing; on blockages to accessing land rights (e.g. laws not implemented, legal advice</p>		
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		<p>not available, documents not translated); the relevance of Certificates of Communal Ownership (CCOs).</p> <p>1.3.2: Conduct a rapid assessment<sup>51</sup> focusing on priority human capacity, material and equipment needs to clear case backlog in LCCs in target areas.</p> <p>1.3.3. Develop and implement capacity development plan.</p> <p>1.3.4. Assess knowledge and skills (of laws/procedures) of members of the court and support trainings in identified need areas.</p> <p>1.3.5: Assess the number of women in the members of the LCCs and support initiatives increasing women's participation (LCC Act Section 4).</p> <p>1.3.6: Support development and maintenance of a record keeping system for number and types of complaints, disaggregated data on complainants, and type and speed of resolution by District LC focal points and LC Chairs.</p> <p>1.3.7: Support development of legal reference documents including translation into local language where necessary.</p> <p>1.3.8: As per 1.1.8 facilitate placement of students and paralegals to strengthen the capacities of the LCCs.</p> <p><b>Activity result 1.4: Linkages between formal and informal justice systems further developed.</b></p> <p>1.4.1. Support further research in follow up on the recommendations of conducted JLOS studies and UN Peace Building studies, including research on linkages between peace rings (NUREP) and LCCs.</p> <p>1.4.2. Support record keeping of cases resolved</p>		
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<sup>51</sup>This should be done in close collaboration with other partners.

		<p>through traditional institutions, in collaboration with Uganda Data Centre.</p> <p>1.4.3. Undertake facilitated discussions between LCC officials, peace actors and traditional justice actors for joint understanding of each other's practices and joint problem solving.</p> <p>1.4.4: Support implementation of agreements reached during discussions.</p> <p>1.4.5: Develop capacities of traditional justice actors on formal land rights and citizens' rights, especially on issues pertaining to women and youth; customary law, ADR and record keeping.</p>		
			<b>Subtotal – Output 1</b>	<b>880,000</b>
<p><b>Output 2: Employment opportunities enhanced and economic recovery and reintegration initiatives developed targeting youth, crises-affected and vulnerable people (30% women).</b></p> <p><b>Baseline:</b></p> <p>-High unemployment<sup>52</sup> rate amongst the youth; 58% of Ugandans unemployed are youth according to central bureau of statistics (2007) as reported by the world bank.</p> <p>-High urban unemployment (12.4%) compared to rural (1.7%).</p> <p>-High poverty rate<sup>53</sup> around 24.5%.</p> <p>-Supply of employment opportunities do not meet demand (every year around 500,000 enter the labour force, while jobs created do not exceed 150,000 a</p>	<p><b>Targets (year 1)</b></p> <ul style="list-style-type: none"> <li>▪ Around 500 youth (young men and women including ex-combatants and survivors physically affected) are targeted with market-responsive vocational training and business development initiatives;</li> <li>▪ At least 3 vocational schools equipped with tools and other equipment for vocational training</li> <li>▪ At least 3 women led Produce Marketing Groups established and linked to</li> </ul>	<p><b>2.1. Activity Result:</b> <i>Employment created and income increased for targeted youth in northern Uganda.</i></p> <p>2.1.1: Based on market and sectoral assessments leading to diversification of income and creation of employment, design employment creation schemes targeting youth (young women and men) while promoting green jobs;</p> <p>2.1.2: Design schemes that reinforce reintegration endeavours of returnees, ex-warriors and associates;</p> <p>2.1.3: Carry out as needed, targeted training and skills development that will allow for increased employability for youth and job placement;</p>	<p>OPM, Line Ministries, Local Authorities, UNDP, Specialized UN agencies. NGO/CSO Private sector</p>	<p><i>Consultancies 200,000</i></p> <p><i>Professional services 300,000</i></p> <p><i>Monitoring and Evaluation 70,000</i></p> <p><i>Equipment 600,000</i></p>

<sup>52</sup> Unemployment rates in Uganda vary considerably. National unemployment rate per the Bureau of Statistics is around 5% for 2010, while other references quote 4.3%. Amongst the youth, unemployment rates vary between 22%-65% taking into consideration urban/rural variables. In rural areas, unemployment is considered low due to agricultural activities that employ a little more than 83% as per the CIA fact sheet for 2011, while unemployment in urban areas can reach 12.4% according to different researches and studies.

<sup>53</sup> <http://data.worldbank.org/country/uganda>

<p>year).</p> <p>-Weak social, economic and productive infrastructure (markets, roads/transportation) and high urban/rural disparities.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of targeted people that have undergone training and apprenticeship disaggregated by gender and type of training</li> <li>• Number of jobs/employment opportunities created as a result of the programme interventions</li> <li>• Number of farmer groups/produce marketing groups involved in identified value chain</li> </ul>	<p>WFP</p> <ul style="list-style-type: none"> <li>▪ At least one value chain analysis of a competitive product/service is carried out in conjunction with FAO</li> </ul> <p><b>Targets (year 2)</b></p> <ul style="list-style-type: none"> <li>• At least 300 trained youth linked with businesses for apprenticeship placement</li> <li>• At least 300 trained youth organised in groups and equipped with tools of trade</li> <li>• Implementation of at least one priority intervention of the results of the value chain analysis</li> </ul>	<p>2.1.4: Equipping of public/ community-based institutions for training of youth in vocational skills.</p> <p><b>2.2. Activity Result:</b> <i>Government aided vocational schools equipped with tools</i></p> <p>2.2.1: Conduct needs assessment of identified public/community based vocational schools</p> <p>2.2.2: Procure equipment for the public/community based vocational schools</p> <p>2.2.3: Equip the public/community based vocational schools with equipment for training</p> <p><b>2.3 Activity Result:</b> <i>Enterprises established and/or developed while at the same time invest in value addition of particular chains for certain products to enhance alternative livelihoods and diversified economic opportunities.</i></p> <p>2.3.1: Conduct further analysis and mapping of potential value chains while promoting bio-trade concepts;</p> <p>2.3.2: Invest in value addition machinery and provide to participating women produce marketing groups</p> <p>2.3.3: Invest in micro and small enterprise development according to market needs while women produce marketing groups</p> <p>2.3.4: Provide as needed start-up packages according to stringent criteria;</p> <p>2.3.5: Promote access to finance and business development for selected value</p>		
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		<p>chains; 2.3.7: Promote and support saving schemes and mentor established produce marketing groups</p> <p><b>2.4 Activity Result:</b> <i>Local markets developed and/or established</i> 2.4.1: Carryout market assessment of the different commodity crops being handled by identified produce marketing groups; 2.3.2: Link produce marketing groups to existing market particularly WFP;</p>		
			<b>Subtotal – Output 2</b>	<b>1,170,000</b>
<p><b>Output 3. Peaceful and sustainable mining in Northern Uganda</b></p> <p>Baselines: TBD</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Information/data on the status of mineral exploration and mining in Karamoja in place</li> </ul>	<p><b>Target year 1:</b></p> <ul style="list-style-type: none"> <li>Research/assessments carried out on status of mineral exploration in Acholi and Karamoja</li> </ul> <p><b>Target year 2:</b></p> <ul style="list-style-type: none"> <li>Awareness campaigns done</li> <li>Research/assessments carried out on status of mineral exploration in Acholi and Karamoja</li> <li>Policy briefs/position papers produced on the status of mineral exploration and mining in Karamoja</li> </ul>	<p><b>3.1 Activity result:</b> <i>Research on the status of mineral exploration and mining in Acholi and Karamoja.</i></p> <p>3.1.1: Research and develop position papers on the status of mineral exploration and mining in Acholi and Karamoja. 3.1.2: Disseminate the research findings to the relevant stakeholders</p>	<p>OPM, Line Ministries, Local Authorities, UNDP, Specialized UN agencies. NGO/CSO Private sector</p>	<p><i>Research 250,000</i> <i>Dissemination 150,000</i> <i>Monitoring and Evaluation 50,000</i></p>
			<b>Subtotal – Output 3</b>	<b>450,000</b>

<p><b>Output 4: Capacities of local authorities and civil society strengthened in civic engagement, coordination, and planning for economic recovery and peace consolidation.</b></p> <p><b>Baseline:</b>          -Ineffectual capacity of Local Governments to manage participatory planning.          -Ineffective involvement of CBOs and NGOs with the local government          -Ambiguity of roles of different stakeholders in the land governance system          -Unclear linkage between activities carried out at the local level and the national level</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of target local governments that pass the LG annual assessment for minimum standards for service delivery. Number of Infrastructure provided and training carried out for data collection and management</li> <li>• Availability of data for development planning at local government level</li> <li>• Quality development plans submitted by lower local governments to the districts</li> </ul>	<p><b>Target for year 1:</b></p> <ul style="list-style-type: none"> <li>• Capacity needs assessment for local authorities conducted</li> <li>• Training for local authorities, PDC, HUMCs, SMCs, PTAs, CBOs, NGOs and other community groups in participatory planning conducted</li> <li>• Training of LCCs in strategic decision-making and planning conducted</li> <li>• Draft guidelines for communications between CSOs, local government, and law enforcement officials developed</li> <li>• Community sensitization on land matters conducted</li> </ul> <p><b>Target year 2:</b></p> <ul style="list-style-type: none"> <li>• Training for local authorities, CBOs, NGOs and other community groups in participatory planning conducted</li> <li>• Training of LCCs in strategic decision-making and planning conducted</li> <li>• Guidelines for communications between CSOs, local government, and law enforcement officials</li> </ul>	<p><b>4.1 Activity result: Improved delivery of basic services, including participatory planning systems</b></p> <p>4.1.1: Carry out capacity assessment for target local authorities          4.1.2: Strengthen capacity of local authorities through training, technical assistance, equipment and coaching as needed          4.1.3: Strengthen capacity of local authorities in participatory planning, including facilitation of dialogue and coordination mechanisms          4.1.4 Strengthen capacity of local level stakeholders to promote an enabling environment for employment and private sector development (link to Output 2)          4.1.5 Strengthen capacity of CBOs, NGOs and other community groups in participatory planning and monitoring, including need articulation and monitoring service delivery          4.1.6 Carry out assessment to clarify roles and responsibilities in land governance          4.1.7 Strengthen capacity of all local stakeholders in land governance, including on formal and informal processes of land demarcation, titling and establishment of land rights associations; and facilitate engagement of village and parish level traditional leaders as well as clan heads and krall leaders for peaceful demarcation of land-holdings.          4.1.9 Strengthen capacity of LCCS in strategic decision-making and planning on justice and security</p> <p><b>4.2 Activity result: Improved capacity of selected local governments to collect and</b></p>	<p>Local Authorities, UNDP, JLOS, Ministry of Local Government, CBOs, NGOs, local Ministry of Gender, line ministries, LCCs</p>	<p>Consultancies 150,000          Professional services 150,000          M&amp;E, Baseline, Research 70,000          Trainings 100,000          Consultations/ meetings and assessments 50,000          Equipment 180,000          Civic Outreach 150,000          Grants 150,000</p>
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	<p>developed</p> <ul style="list-style-type: none"> <li>• Community-based women's groups trained in women's access to justice, protection, human rights and peace-building</li> <li>• Support visits from national level officials conducted</li> <li>• Data analysis carried out at the local level and fed into national level policy making processes</li> <li>• Mechanisms of local level stakeholders to interact with national level ministries established and strengthened</li> </ul>	<p><i>manage data for development planning.</i></p> <p>4.2.1 Data collection needs assessments carried out</p> <p>4.2.2. Develop capacity building plan for local authorities in data collection and management</p> <p>4.2.3 Train local authorities in data collection and management</p> <p>4.2.4. Provide equipment for data collection and management.</p> <p>4.2.5 Monitor data collection and management by the beneficiary local governments.</p> <p><b>4.3 Activity result:</b> <i>Improved planning and budgeting at lower levels of government</i></p> <p>4.3.1 Support local authorities at lower local government level in planning and budgeting</p> <p>4.3.2. Strengthen capacity planning and budgeting</p> <p><b>4.4 Activity result:</b> <i>Increased capacity of the districts to monitor the implementation of development projects</i></p> <p>4.4.1 Assess monitoring and evaluation capacity of local governments</p> <p>4.4.2 Provide the necessary resources for monitoring of related activities in the targeted local authorities</p> <p><b>4.5 Activity result:</b> <i>Improved participation of the beneficiaries in development planning</i></p> <p>4.5.1: Build capacity of civil society to carry out citizen empowerment</p> <p>4.5.2: Provide budget for identified civil society organisations to carry out citizen empowerment</p>		
<b>Subtotal output 4</b>				<b>1,000,000</b>



<b>5: Project Management, Oversight and overall coordination</b>	<b>Target year 1 and 2:</b> Staff recruited Project inputs in place Programme coordinated and monitored timely	<b>Activity result:</b> <i>Project human resource and logistical requirements in place</i> <b>5.5.1:</b> Recruit National Project Manager, Area Project Coordinators, National Rule of Law Specialist, Programme Associates, Drivers <b>5.5.2:</b> Deploy staff to their respective duty stations <b>5.5.3:</b> Procure and equip project management with the necessary logistics	UNDP, District Local Governments, OPM	Staff costs (1 national programme manager, 3 Area Project Coordinators, 1 Rule of Law Specialist, 4 programme Associates, 4 drivers 300,000 Monitoring (including HQ missions) 150,000 Programme management support costs (Stationery, communication, fuel, vehicles maintenance, DSA and travel activities) 300,000 Audit fees 20,000 Midterm review 50,000 Final evaluation 70,000
<b>Subtotal</b>				<b>890,000</b>
<b>OVERALL TOTAL BUDGET</b>				<b>4,390,000</b>

## 2. Annual Work Plan - 2013

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p><b>Output 1:</b> <i>Community justice, security and social cohesion increased for peaceful resolution of disputes, in particular as related to land and women's issues</i></p> <p><b>Baselines:</b> -Mid-Term Review PRDP I including data on disputes: 69% of counties raising land conflicts as problem; 58% violence against women and children; 20% increase in crime. <sup>54</sup></p> <p>-Burke and Egaru, on behalf of the UN Peacebuilding Programme in Acholi, <i>identification of good practices in land conflict resolution in Acholi Land</i>, November 2011.</p> <p><b>Indicators:</b> -% reduction in Crime statistics disaggregated by category (violence/crime related to women's issues (broken down by category – domestic/sexual assault etc.)</p>	<p><b>Activity result 1.1:</b> Community security services and public confidence increased, in particular for women</p> <p><b>Activity actions:</b> - Capacity development assessments of needs essential for increasing police reach&amp; community policing in remote areas<sup>55</sup>, and special awareness programmes for youth and women on issues regarding land - Developing capacity building plan for the police in the target districts - Undertaking technical capacity building for the police from the target districts - Procurement of logistics for the police in the target districts - Review of partnership between the police and UNDP</p>		X	X	X	JLOS local and national institutions, CSOs, Ministry of Justice, UNDP	UNDP/BCPR	Consultancy fees, professional services, training fees, supplier costs	110,000

<sup>54</sup>Data specific to the districts in Karamoja, Acholi and Langi where UNDP will work need to be collected or requested from the PRDP MTR review team.

<sup>55</sup>This should be done in close collaboration with other partners

<p>land; cattle rustling; mining; -Number of cases taken up and resolved by the LCCs disaggregated by category (i.e. Land, sexual assault etc). -Numbers of prisoners with legal representation from prison services in target areas</p> <p><b>Annual Targets:</b> - Baselines for police, human rights coordination, local council courts, and traditional justice institutions established; -Partnership between UNDP and local police and other justice institutions established; -All human, institutional and material capacity development assessments undertaken and plans developed for capacity development;</p>	<p><b>Activity result 1.2:</b> Capacity of office for human rights coordination at local government level strengthened</p> <p><b>Activity actions:</b> -Needs assessment of the human rights coordination office in the target districts</p> <p>-Developing capacity building plan for the human rights coordination offices in the target districts</p> <p>-Undertake technical logistics capacity building for the human rights coordination offices from the target districts</p> <p>-Procurement of logistics for the human rights coordination offices in the target districts</p> <p>-Establish a central repository for decisions of LCCs</p> <p>-Review of partnership between the human rights coordination offices and UNDP</p>		X	X	X	JLOS local and national institutions, CSOs, MGLSD, UNDP	UNDP/BCPR	Consultancy fees, professional services, grants for legal aid/assistance	100,000
	<p><b>Activity result 1.3:</b> LCCs and traditional justice institutions strengthened for increased prevention and resolution of disputes, in particular as related to land</p>		X	X	X	JLOS local and national institutions, CSOs, UNDP	UNDP/BCPR	Consultancy fees, professional services, grants for legal aid/assistance	100,000

	<p><b>Activity actions:</b></p> <ul style="list-style-type: none"> <li>-Needs assessment of the of the LCCs and traditional institutions in the target districts</li> <li>-Developing capacity building plan for the LCCs and traditional institutions in the target districts</li> <li>-Undertake capacity building for the LCCs and traditional institutions from the target districts</li> <li>-Identify and train paralegals to mentor LCCs and traditional institutions</li> <li>-Procurement of logistics for the LCCs and traditional institutions in the target districts</li> <li>-Review of partnership between the LCCs and traditional institutions, and UNDP</li> </ul>								
	<p><b>Activity result 1.4:</b> Linkages between formal and informal justice systems further developed</p> <p><b>Activity actions:</b></p> <ul style="list-style-type: none"> <li>-Facilitate experience sharing and mutual engagements between the formal and informal justice systems</li> </ul>	X	X	X	OPM, Local Authorities, UNDP, CSO/NGO and JLOS	UNDP/BCPR	Consultancy fees, professional services, grants for legal aid/assistance	40,000	
<b>Subtotal - Output 1</b>									<b>350,000</b>

<p><b>Output 2:</b> <i>Employment opportunities enhanced and economic recovery and reintegration initiatives developed targeting youth, crises-affected and vulnerable people (30% women)</i></p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>-High unemployment<sup>56</sup> rate amongst the youth; 58% of Ugandans unemployed are youth according to central bureau of statistics (2007) as reported by the world bank;</li> <li>-High urban unemployment (12.4%) compared to rural (1.7%);</li> <li>-High poverty rate<sup>57</sup> around</li> </ul>	<p><b>Activity result 2.1:</b> Employment created and income increased for targeted youth in northern Uganda</p> <p><b>Activity actions</b></p> <ul style="list-style-type: none"> <li>-Mobilise youth who have undergone vocational skills trade training (in Acholi sub region)</li> <li>-Sponsor at least 300 youth drawn from Lango and Karamoja in vocational schools in their respective districts or sub region</li> <li>-Identify business where the youth will be placed for apprenticeship</li> <li>-Procure start-up kits for the trainees and provide them with the kits after their have completed apprenticeship</li> <li>-Review the sponsorship</li> </ul>		X	X	X	OPM, Local Authorities, UNDP, CSO/NGO, Private Sector	UNDP/BCPR	Consultancy fees, professional services	350,000
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<sup>56</sup> Unemployment rates in Uganda vary considerably. National unemployment rate per the Bureau of Statistics is around 5% for 2010, while other references quote 4.3%. Amongst the youth, unemployment rates vary between 22%-65% taking into consideration urban/rural variables. In rural areas, unemployment is considered low due to agricultural activities that employ a little more than 83% as per the CIA fact sheet for 2011, while unemployment in urban areas can reach 12.4% according to different researches and studies.

<sup>57</sup> <http://data.worldbank.org/country/uganda>

<p>24.5%;</p> <p>-Supply of employment opportunities do not meet demand (every year around 500,000 enter the labour force, while jobs created do not exceed 150,000 a year);</p> <p>-Weak social, economic and productive infrastructure (markets, roads/ transportation) and high urban/rural disparities.</p> <p><b>Indicators:</b></p> <p>-Number of targeted people that have undergone training and apprenticeship disaggregated by gender and type of training;</p> <p>-Number of jobs/employment opportunities created as a result of the programme interventions;</p> <p>-Number of farmer groups/produce marketing groups involved in identified value chain.</p> <p><b>Annual Targets:</b></p> <p>-Around 500 youth (young men and women including ex-combatants and survivors physically affected) are targeted with market-responsive vocational training and business development</p>	<p><b>Activity result 2.2 :</b> Government aided vocational schools equipped with tools Identify vocational schools in the three sub regions to be equipped with tools</p> <p><b>Activity actions:</b> - Carry out a needs assessment of the schools - Procure and equip the schools with the equipment -Review the partnership between the schools and UNDP</p>		X	X	X	OPM and line ministries, local and authorities and UNDP, MOES	UNDP/BCPR	Consultancy fees, professional services, purchase of tools and other equipment for the schools	130,000
<p>-Number of targeted people that have undergone training and apprenticeship disaggregated by gender and type of training;</p> <p>-Number of jobs/employment opportunities created as a result of the programme interventions;</p> <p>-Number of farmer groups/produce marketing groups involved in identified value chain.</p> <p><b>Annual Targets:</b></p> <p>-Around 500 youth (young men and women including ex-combatants and survivors physically affected) are targeted with market-responsive vocational training and business development</p>	<p><b>Activity Result 2.3</b> Enterprises established and/or developed while at the same time invest in value chains for certain products to enhance alternative livelihoods and diversified economic opportunities</p> <p><b>Activity actions:</b> - Identify farmer groups - Identify and support women to form produce marketing groups and support their business with value addition -Support establishment of VSLAs -Train farmers on improved agronomic practices -Review the support</p>		X	X	X	OPM and line ministries, local authorities and UNDP, CSO/NGO	UNDP/BCPR	Consultancy fees, professional services	100,000

<p>initiatives;</p> <p>-At least 3 vocational schools equipped with tools and other equipment for vocational training;</p> <p>-At least 3 women led Produce Marketing Groups established and linked to WFP;</p> <p>-At least one value chain analysis of a competitive product/service is carried out in conjunction with FAO</p>	<p><b>Activity Result 2.4</b> Local markets developed and/or established</p> <p><b>Activity Actions:</b> -Carry out market assessment of the different commodity crops commonly produced in the sub regions -Development market information system and provide information to the farmers -Link produce marketing groups to existing markets (WFP)</p>		X	X	X	<p>OPM, Line Ministries, Local Authorities, UNDP, Specialized UN agencies. NGO/CSO, Private sector</p>	UNDP/BCPR	Consultancy fees, professional services	120,000
<b>Subtotal - Output 2</b>									<b>700,000</b>

<p><b>Output 3:</b> Peaceful and sustainable mining in Northern Uganda</p> <p><b>Baseline:</b> TBD</p> <p><b>Indicators:</b> - Information/data on the status of mineral exploration and mining in Karamoja in place</p> <p><b>Annual Targets:</b> -Research on the status of mineral exploration and mining in Karamoja and Acholi</p>	<p><b>Activity result 3.1:</b> Research and assessment of the status of mineral exploration and mining in Acholi and Karamoja</p> <p><b>Activity Actions:</b> -Identify researchers that are familiar with mining  -Research/assessment of sustainable mineral exploration and mining</p>			X	X	OPM, Line Ministries, Local Authorities, UNDP, Specialized UN agencies. NGO/CSO Private sector	UNDP/BCPR	Consultancy fees, professional services	250,000
<b>Subtotal - Output 3</b>									<b>250,000</b>
<p><b>Output 4:</b> Capacities of local authorities and civil society strengthened in civic engagement, coordination, and planning for economic recovery and peace consolidation</p> <p><b>Baseline:</b> -Ineffectual capacity of Local Governments to manage participatory planning; -Ineffective involvement of CBOs and NGOs with the local government</p>	<p><b>Activity result 4.1:</b> Improved delivery of basic services, including participatory planning systems</p> <p><b>Activity Actions:</b> -Assessment of capacity needs of the lower local governments -Developing a capacity building plan for mower local governments -Undertake capacity building of the lower local governments -Review the capacity building</p>		X	X	X	OPM, District Local Governments, UNDP, CSOs,	UNDP/BCPR	Consultancy fees, professional services, facilitation and meeting costs, travel, DSA	



<p>-Ambiguity of roles of different stakeholders in the land governance system;</p> <p>-Unclear linkage between activities carried out at the local level and the national level</p> <p><b>Indicators:</b></p> <p>-Number of target local governments that pass the LG annual assessment for minimum standards for service delivery;</p> <p>-Number of Infrastructure provided and training carried out for data collection and management;</p> <p>-Availability of data for development planning at local government level;</p> <p>-Quality development plans submitted by lower local governments to the districts.</p>	<p><b>Activity result 4.2:</b> Improved capacity of selected local governments to collect and manage data for development planning</p> <p><b>Activity Actions:</b></p> <ul style="list-style-type: none"> <li>-Assess capacity of the Planning units in the respective local government</li> <li>-Develop capacity building plan for the planning units</li> <li>-Build technical capacity of planning units</li> <li>-Procure and equip planning units with the necessary infrastructure</li> <li>-Review the capacity building support</li> </ul>		X	X	X	OPM, District Local Governments, UNDP, CSOs	UNDP/BCPR	Consultancy fees, professional services, facilitation and meeting costs, travel, DSA	
	<p><b>Activity Result 4.3:</b> Improved planning and budgeting at lower levels of government</p> <p><b>Activity Actions:</b></p> <ul style="list-style-type: none"> <li>- Build capacity of PDCs, Sub county administrators, HUMCs and SMC in planning and budgeting</li> </ul>		X	X	X	OPM, District Local Governments, UNDP, CSOs	UNDP/BCPR	Consultancy fees, professional services, facilitation and meeting costs, travel, DSA	

<p><b>Annual Targets:</b></p> <ul style="list-style-type: none"> <li>-Draft guidelines for transparency processes developed</li> <li>-Data collection and analysis done</li> <li>-Community sensitizations and outreach programmes conducted</li> <li>-Support visits by national level authorities conducted</li> <li>-Increased interactions between national level and local level with draft mechanisms for dialogue initiated</li> </ul>	<p><b>Activity Result 4.4:</b></p> <p>Increased capacity of the districts to monitor the implementation of development projects</p> <p><b>Activity Actions:</b></p> <ul style="list-style-type: none"> <li>-Build technical capacity of districts in monitoring and evaluation</li> <li>-Purchase and equip the districts with the necessary logistics and maintenance and operations to carry out monitoring and evaluation of interventions in the districts</li> </ul>								
	<p><b>Activity Result 4.5:</b></p> <p>Improved participation of the beneficiaries in development planning</p> <p><b>Activity Actions:</b></p> <ul style="list-style-type: none"> <li>-Undertake citizen empowerment of the beneficiaries in the target communities</li> <li>-Facilitate public dialogues between beneficiary communities and duty bearers</li> <li>-Review the implementation of citizens empowerment activities</li> </ul>				X	OPM, Local Authorities, Ministry of Government, UNDP, CSOs	UNDP/BCPR with support from potential donors	Consultancy fees, professional services, facilitation and meeting costs, travel, DSA	
<p><b>Subtotal - Output 4</b></p>									<p><b>400,000</b></p>

Project Management, Oversight and overall coordination	<p><b>Activity Result:</b> Oversight provided and coordination done to ensure timely programme implementation:</p> <p><b>Planned Actions:</b>  Recruitment of Project staff  -Procurement of project assets  -Identify, select, assess and deliver capacity development interventions for implementing partners  -Establish project management arrangements  -Monitor programme implementation and provide oversight functions</p>	X	X	X	X	UNDP, District Local Authorities, OPM	UNDP/BCPR	Project staff costs, travel, DSA, supplier costs, consultancy fees	400,000
<b>Subtotal - Project Management</b>									<b>400,000</b>
<b>OVERAL TOTAL</b>									<b>2,100,000</b>

### 3. Annual Work Plan - 2014

EXPECTED OUTPUT <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	Q	Q	Q	Q	RESPONSIBLE PARTY	PLANNED BUDGET		
		1	2	3	4		Funding Source	Budget Description	Amount
<p><b>Output 1:</b> Community justice, security and social cohesion increased for peaceful resolution of disputes, in particular as related to land and women's issues.</p> <p><b>Baselines:</b> -Mid-Term Review PRDP I including data on disputes: 69% of counties raising land conflicts as problem; 58% violence against women and children; 20% increase in crime. <sup>58</sup></p> <p>-Burke and Egaru, on behalf of the UN Peacebuilding Programme in Acholi, <i>identification of good practices in land conflict resolution in Acholi Land</i>, November 2011.</p>	<p><b>Activity result 1.1:</b> Community security services and public confidence increased, in particular for women</p> <p><b>Activity actions:</b> -Capacity assessment of the police in the respective target districts</p> <p>-Developing capacity building plan for the police in the target districts</p> <p>-Undertaking technical capacity building for the police from the target districts</p> <p>-Procurement of logistics for the police in the target districts</p> <p>-Review of partnership between the police and UNDP</p>	X	X	X	X	JLOS local and national institutions, CSOs, Ministry of Justice, UNDP	UNDP/BCPR and potential donors	Consultancy fees, professional services, training fees, supplier costs	

<sup>58</sup>Data specific to the districts in Karamoja, Acholi and Langi where UNDP will work need to be collected or requested from the PRDP MTR review team.

<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>-% reduction in Crime statistics disaggregated by category (violence/crime related to women's issues (broken down by category – domestic/sexual assault etc.) land; cattle rustling; mining;</li> <li>-Number of cases taken up and resolved by the LCCs disaggregated by category (i.e. Land, sexual assault etc).</li> <li>-Numbers of prisoners with legal representation from prison services in target areas</li> </ul> <p><b>Annual Targets (2013):</b></p> <ul style="list-style-type: none"> <li>-Capacity development plans implemented.</li> <li>-10% increase in police presence in target areas.</li> <li>-10% decrease in case back log in LCCs.</li> <li>-Trainings undertaken in identified areas.</li> <li>-Infrastructure provided and in place.</li> <li>-2 additional facilitated dialogues held and action points implemented.</li> <li>-Record keeping</li> </ul>	<p><b>Activity result 1.2:</b> Capacity of office for human rights coordination at local government level strengthened</p> <p><b>Activity actions</b></p> <ul style="list-style-type: none"> <li>Needs assessment of the human rights coordination office in the target districts</li> <li>Developing capacity building plan for the human rights coordination offices in the target districts</li> <li>Undertake technical logistics capacity building for the human rights coordination offices from the target districts</li> <li>Procurement of logistics for the human rights coordination offices in the target districts</li> <li>Review of partnership between the human rights coordination offices and UNDP</li> </ul>	X	X	X	X	JLOS local and national institutions, CSOs, MGLSD, UNDP	UNDP/BCPR and potential donors	Consultancy fees, professional services, grants for legal aid/assistance	
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<p>established and functional.</p> <p>-Annual data collection conducted and communicated to national level to feed into national level policy making processes.</p> <p>-Continued implementation, review and revision of capacity plans.</p> <p>-10% increase in legal aid / assistance in target areas.</p> <p>-10% increase in police presence in target areas.</p> <p>-10% decrease in case backlog in LCCs.</p> <p>-2 additional facilitated dialogues held and action points implemented</p> <p>-Implementation of recommendations from research initiated.</p> <p>-At least 3 additional joint trainings provided.</p> <p>-End of project evaluation done</p>	<p><b>Activity result:</b> LCCs and traditional justice institutions strengthened for increased prevention and resolution of disputes, in particular as related to land</p> <p><b>Activity actions:</b></p> <p>Needs assessment of the of the LCCs and traditional institutions in the target districts</p> <p>Developing capacity building plan for the LCCs and traditional institutions in the target districts</p> <p>Undertake capacity building for the LCCs and traditional institutions from the target districts</p> <p>Identify and train paralegals to mentor LCCs and traditional institutions</p> <p>Procurement of logistics for the LCCs and traditional institutions in the target districts</p> <p>Review of partnership between the LCCs and traditional institutions, a</p>				X	<p>JLOS local and national institutions, CSOs, UNDP</p>	<p>UNDP/BCPR and potential donors</p>	<p>Consultancy fees, professional services, grants for legal aid/assistance</p>	
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	<p><b>Activity result 1.3:</b> Linkages between formal and informal justice systems further developed</p> <p><b>Activity actions</b> Facilitate experience sharing and mutual engagements between the formal and informal justice systems</p>	X	X	X	X	OPM, Local Authorities, , UNDP, CSO/NGO and JLOS	UNDP/BCPR and potential donors	Consultancy fees, professional services, grants for legal aid/assistance	
<b>Sub-total – Output 1</b>									<b>530,000</b>
<p><b>Output 2:</b> Employment opportunities enhanced and economic recovery and reintegration initiatives developed targeting youth, crises-affected and vulnerable people (30% women)</p> <p><b>Baseline:</b> -High unemployment<sup>59</sup> rate amongst the youth; 58% of Ugandans unemployed are youth according to central bureau of statistics (2007)</p>	<p><b>Activity result 2.1:</b> Employment created and income increased for targeted youth in northern Uganda</p> <p><b>Activity actions</b> -Mobilise youth who have undergone vocational skills trade training (in Acholi sub region)  -Sponsor at least 300 youth drawn from Lango and Karamoja in vocational schools in their respective districts or sub region</p>	X	X	X	X	OPM, Local Authorities, UNDP, CSO/NGO, Private Sector	UNDP/BCPR and potential donors	Consultancy fees, professional services	

<sup>59</sup> Unemployment rates in Uganda vary considerably. National unemployment rate per the Bureau of Statistics is around 5% for 2010, while other references quote 4.3%. Amongst the youth, unemployment rates vary between 22%-65% taking into consideration urban/rural variables. In rural areas, unemployment is considered low due to agricultural activities that employ a little more than 83% as per the CIA fact sheet for 2011, while unemployment in urban areas can reach 12.4% according to different researches and studies.

<p>as reported by the world bank;</p> <p>-High urban unemployment (12.4%) compared to rural (1.7%);</p> <p>-High poverty rate<sup>60</sup> around 24.5%;</p> <p>-Supply of employment opportunities do not meet demand (every year around 500,000 enter the labour force, while jobs created do not exceed 150,000 a year);</p> <p>-Weak social, economic and productive infrastructure (markets, roads/transportation) and high urban/rural disparities.</p>	<p>-Identify business where the youth will be placed for apprenticeship</p> <p>-Procure start-up kits for the trainees and provide them with the kits after their have completed apprenticeship</p> <p>-Review the sponsorship</p>								
<p><b>Indicators:</b></p> <p>-Number of targeted people that have undergone training and apprenticeship disaggregated by gender and type of training;</p> <p>-Number of jobs/employment opportunities created as a result of the programme interventions;</p> <p>-Number of farmer</p>	<p><b>Activity result 2.2:</b> Government aided vocational schools equipped with tools Identify vocational schools in the three sub regions to be equipped with tools</p> <p><b>Activity actions</b> Carry out a needs assessment of the schools</p> <p>Procure and equip the schools with the equipment</p> <p>Review the partnership between the schools and UNDP</p>	X	X	X		OPM and line ministries, local authorities and UNDP, MOES	UNDP/BCPR and potential donors	Consultancy fees, professional services, purchase of tools and other equipment for the schools	

<sup>60</sup> <http://data.worldbank.org/country/uganda>



<p>groups/produce marketing groups involved in identified value chain</p> <p><b>Targets (2014)</b></p> <ul style="list-style-type: none"> <li>• At least 300 trained youth linked with businesses for apprenticeship placement</li> <li>• At least 300 trained youth organised in groups and equipped with tools of trade</li> <li>• Implementation of at least one priority intervention of the results of the value chain analysis</li> </ul>								
	<p><b>Activity result 2.3:</b> Enterprises established and/or developed while at the same time invest in value chains for certain products to enhance alternative livelihoods and diversified economic opportunities</p> <p><b>Activity actions</b></p> <p>-Carry out value chain analysis of sunflower, soy beans, rice and cassava</p> <p>-Identify farmer groups within the started sub regions involved in production of the four commodity crops</p> <p>-Identify and support women groups to form produce marketing groups and support their business including support to value addition</p> <p>-Review the support</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>OPM and line ministries, local authorities and UNDP, CSO/NGO</p> <p>UNDP/BCPR and potential donors</p>	<p>Consultancy fees, professional services,</p>	
	<p><b>Activity result 2.4:</b> Local markets developed</p>				<p>OPM, Line Ministries, Local Authorities,</p>			

	and/or established					UNDP, Specialized UN agencies. NGO/CSO, Private sector			
	<p><b>Activity Actions</b> Carry out market assessment of the different commodity crops commonly produced in the sub regions</p> <p>Development market information system and provide information to the farmers</p> <p>Link produce marketing groups to existing markets (WFP)</p>	X	X	X	X				
<b>Sub Total – Output 2</b>									<b>470,000</b>
<p><b>Output 3:</b> Peaceful and sustainable mining in Northern Uganda</p> <p><b>Baseline:</b></p> <p>TBD</p> <p><b>Indicators:</b></p> <p>- Information/data on the status of mineral exploration and mining in Karamoja in place</p>	<p><b>Activity result 3.1:</b> Research and assessment of the status of mineral exploration and mining in Acholi and Karamoja</p> <p><b>Activity actions</b></p> <p>-Identify researchers that are familiar with mining</p> <p>-Research/assessment of sustainable mineral exploration and mining</p>	X	X	X	X	OPM, Line Ministries, Local Authorities, UNDP, Specialized UN agencies. NGO/CSO Private sector	UNDP/BCPR and potential donors	Consultancy fees, professional services	

<p><b>Annual Targets (2014):</b> -Research on the status of mineral exploration and mining in Karamoja and Acholi</p>									
<b>Sub Total -Output 3</b>									<b>200,000</b>
<p><b>Output 4:</b> Capacities of local authorities and civil society strengthened in civic engagement, coordination, and planning for economic recovery and peace consolidation</p> <p><b>Baseline:</b></p> <p>-Ineffectual capacity of Local Governments to manage participatory planning; -Ineffective involvement of CBOs and NGOs with the local government -Ambiguity of roles of different stakeholders in the land governance system;  -Unclear linkage between activities carried out at</p>	<p><b>Activity result 4.1:</b> Improved delivery of basic services, including participatory planning systems</p> <p><b>Activity actions</b> Assessment of capacity needs of the lower local governments</p> <p>Developing a capacity building plan for mower local governments</p> <p>Undertake capacity building of the lower local governments</p> <p>Review the capacity building</p> <p><b>Activity result 4.2:</b> Improved capacity of selected local governments to collect and manage data for development planning</p>	X	X	X	X	<p>OPM, Local Authorities, UNDP, CSOs,</p>	<p>UNDP/BCPR with support from potential donors</p>	<p>Consultancy fees, professional services, facilitation and meeting costs, travel, DSA</p>	

<p>the local level and the national level</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>-Number of target local governments that pass the LG annual assessment for minimum standards for service delivery;</li> <li>-Number of Infrastructure provided and training carried out for data collection and management;</li> <li>-Availability of data for development planning at local government level;</li> <li>-Quality development plans submitted by lower local governments to the districts.</li> </ul> <p><b>Targets (2014):</b></p> <ul style="list-style-type: none"> <li>-Draft guidelines for transparency processes developed</li> <li>-Data collection and analysis done</li> <li>-Community sensitizations and outreach programmes conducted</li> <li>-Support visits by national level authorities conducted</li> <li>-Increased interactions</li> </ul>	<p><b>Activity actions</b></p> <ul style="list-style-type: none"> <li>-Assess capacity of the Planning units in the respective local government</li> <li>-Develop capacity building plan for the planning units</li> <li>Build technical capacity of planning units</li> <li>Procure and equip planning units with the necessary infrastructure</li> <li>Review the capacity building support</li> </ul>	X	X	X	X				
	<p><b>Improved planning and budgeting at lower levels of government</b></p> <ul style="list-style-type: none"> <li>Build capacity of PDCs, Sub county administrators, HUMCs and SMC in planning and budgeting</li> </ul>	X	X	X	X	OPM, Local Authorities, Ministry of Local Government, UNDP, CSOs	UNDP/BCPR with support from potential donors	Consultancy fees, professional services, facilitation and meeting costs, travel, DSA	
	<p><b>Increased capacity of the districts to monitor the implementation of development projects</b></p> <ul style="list-style-type: none"> <li>Build technical capacity of districts in monitoring and evaluation</li> </ul>	X				UNDP, District Local Authorities, OPM	UNDP/BCPR with support from potential donors	Consultancy fees, professional services, facilitation and meeting costs, travel, DSA	

between national level and local level with draft mechanisms for dialogue initiated	-Purchase and equip the districts with the necessary logistics and maintenance and operations to carry out monitoring and evaluation of interventions in the districts	X	X	X				
	<p><b>Activity Result 4.3:</b> Improved participation of the beneficiaries in development planning</p> <p><b>Activity Actions:</b></p> <p>-Undertake citizen empowerment of the beneficiaries in the target communities</p> <p>-Facilitate public dialogues between beneficiary communities and duty bearers</p> <p>-Review the implementation of citizens empowerment activities</p>	X	X	X	X	OPM, Local Authorities, Ministry of Local Government, UNDP, CSOs	UNDP/BCPR with support from potential donors	Consultancy fees, professional services, facilitation and meeting costs, travel, DSA
<b>Sub Total – Output 4</b>								
								<b>600,000</b>
Project Management, Oversight and overall coordination	Oversight provided and coordination done to ensure timely programme implementation:	X	X	X	X	UNDP, District Local Authorities, OPM	UNDP/BCPR with support from potential donors	Project staff costs, travel, DSA, supplier costs, consultancy fees

	<b>Planned Actions:</b>							
	-Recruitment of Project staff	X	X	X	X			
	-Procurement of project assets							
	-Identify, select, assess and deliver capacity development interventions for implementing partners	X	X	X	X			
	-Establish project management arrangements	X	X	X	X			
	-Monitor programme implementation and provide oversight functions	X	X	X	X			
<b>Sub Total – Project Management</b>								490,000
<b>OVERAL TOTAL</b>								<b>2,290,000</b>

## 5 Partnership strategy

UNDP will work closely with the Government of Uganda mainly through the Office of the Prime Minister (OPM) and selected districts local governments of Northern Uganda. The Ministry of Finance, Planning and Economic Development will be the Executing Entity. Also, partnerships will be forged for specific interventions with key line ministries including Ministry of Local Government (MLOG), Ministry of Gender Labour and Social Development (MGLSD), Ministry of Lands, Housing and Urban Development (MLHUD), Ministry of Education and Sports (MES), Ministry of Internal Affairs (MIA), Ministry of Agriculture Animal Industry and Fisheries (MAAIF) and other stakeholders as deemed necessary. Some of the specific interventions will be implemented by competent International and national NGOs. UNDP will as well work with local authorities and communities and their representatives to deliver timely and efficient services.

## 6 Management arrangements

To facilitate management, monitoring and reporting of the project, the management arrangements for this project are illustrated in Figure 4 below and consist of the following key components:

- Project board chaired by the Office of the Prime Minister with participation of the Ministry of Finance, Planning and Economic Development as the Executing Entity, the project beneficiaries represented by the line ministries (MLOG, MGLSD, MIA, MES, MAAIF and MLHUD) and representation from civil society. The project board will provide overall direction and strategic guidance and agrees to counter measures/management actions to address specific risks raised by the Project Manager, approve project geographical coverage and beneficiary selection criteria, review and adopt the project's implementation modality and annual work plans and co-opts as member any stakeholder/donor on need basis. The project board shall at a minimum convened twice a year and as deemed necessary.
- The project assurance functions rests with UNDP to follow up on management actions, keeping track of progress benchmarks, perform regular monitoring activities, ensuring funds are made available to the project towards the intended outputs and resources entrusted to the project are utilized appropriately.
- Project Management: day-to-day management of the project carried out by a National Project Manager, supported by a Project Associate. Subject-matter/technical specialists including Rule of Law Specialist will be recruited and shall support implementation of project interventions. 3 Area Project Coordinators will also be recruited to support project interventions in the three regions of Lango,

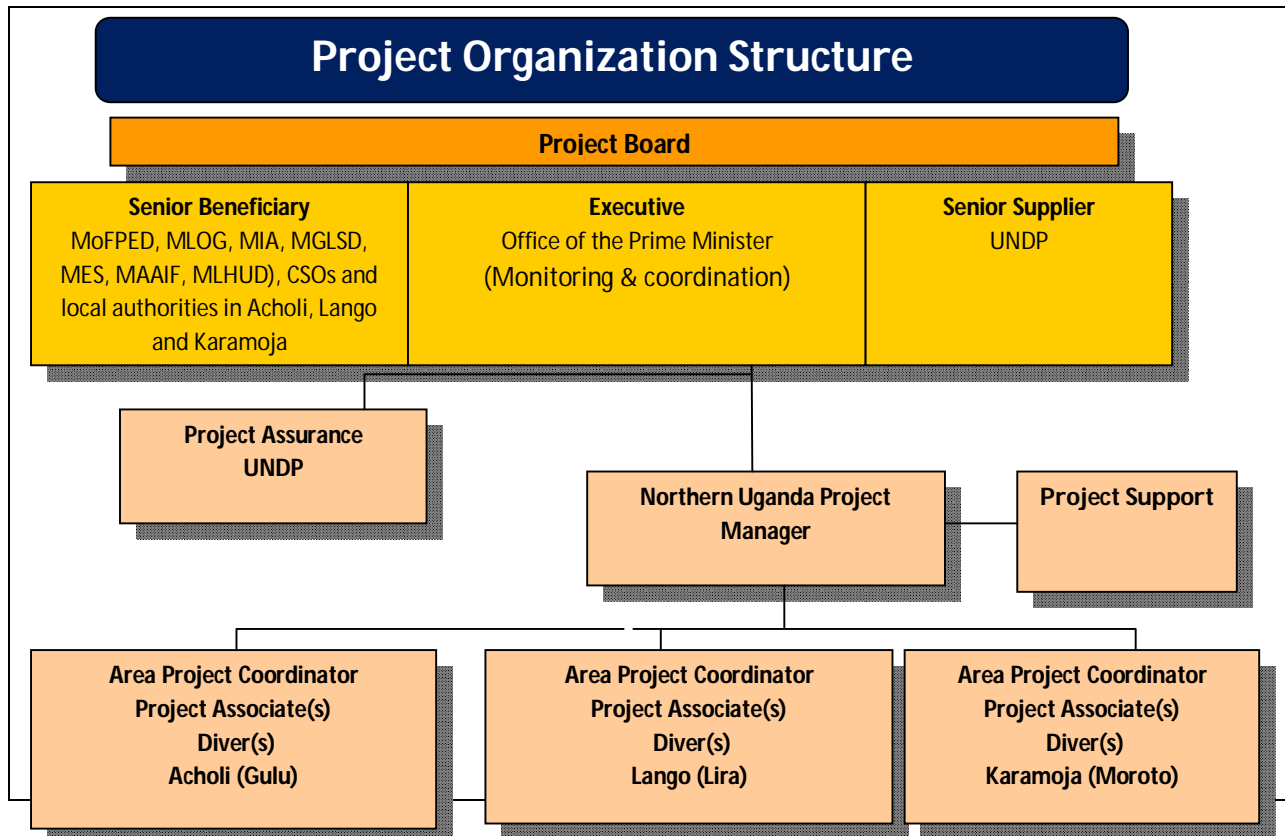
Acholi, and Karamoja. The project management will also ensure knowledge sharing of successful practices across regions. The National Project Manager and Area Project Coordinators will be recruited and supervised by UNDP.

- Actual project implementation will be done in partnership with competent NGOs that will be identified before the commencement of the project. The NGOs to be partnered with will demonstrate their presence in the respective sub regions by producing letter of understanding between them and the respective local governments.

Moreover: the project foresees developing and instituting the following:

- Project Communications: development of viable communication strategy that will give full acknowledgement and visibility of the donor, design targeted messages to manage expectations, support monitoring and ensure transparency and accountability. Additionally, due support to publications, press releases, and development of inter-active database/project management information system.
- Procurement of goods and services: and the recruitment of personnel shall be provided in accordance with UNDP guidelines, procedures and regulations.

**Figure 4 Proposed project organizational structure**





**Monitoring, reporting and evaluation:** As part of project start-up activities, UNDP in collaboration with its partners will develop a monitoring and evaluation plan which outlines a set of performance outcome and output indicators; giving detail on indicator definitions and data sources, research methodology and who will be responsible and involved at each stage of monitoring and evaluation ensuring availability of baseline information for all interventions.

## 7 Monitoring and evaluation framework

**Quarterly progress reporting:** A quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table.

**An Issue Log:** An issue log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

**Risk Log:** A risk log shall be activated in UNDPs project management system (Atlas) and will be regularly updated by reviewing the external environment that may affect the project implementation. Based on the above information recorded in Atlas, Bi-annual Progress Reports will be submitted by the Project Manager to the Project Board through Project Assurance.

**Field visits and quarterly reports:** The Project Manager will prepare regular progress reports for the Project Review Board (PRB), accompanied by financial reports. The progress report will consist of a brief summary of progress in relation to the work plan and an update on the financial situation. This summary will also be used for feedback to the PRB for making decisions and introducing corrective actions.

**Review Meetings:** The Project Manager will be responsible for organizing these meetings and for following up on the recommendations and decisions taken in the meetings. The manager will prepare a brief action-oriented report on the review meeting, in coordination with the Team Leader for Crisis Prevention and Recovery Unit (CPRU), and send it to participants in the meetings for their approval or comments.

**Annual Project Report:** The Project Manager will ensure the preparation of the Annual Project Report (APR), in consultation with the various stakeholders. These reports while serving the purposes of monitoring performance also will cover lessons to help in assessing the various implementation modalities, including its implications in terms of capacity

building and ownership. The Annual Project Report will be shared widely with all stakeholders including district authorities and political leaders.

**Annual Work-Plan and Budget:** The annual work plan and budget will serve as the primary reference documents for the purpose of monitoring the achievement of results. The project manager is tasked with the responsibility of implementing the project in accordance with these documents.

**Monitoring visits by UNDP:** The project will be subject to monitoring visits undertaken by UNDP staff and/or an external monitoring agent who will be sub- contracted.

**Lessons Learnt:** A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, as well as to facilitate the preparation of the Lessons-learned Report at the end of the project.

**Review:** Project performance will be reviewed upon completion of the project. An Annual Review Report shall be prepared by the Project manager and shared with the Project Board/Outcome Board and other stakeholders including political leaders.

**Evaluation and Audit:** The project will be part of the Country office outcome evaluations. The audit of the project will be made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review

**Quality Management for Project Activity Results:**

<b>OUTPUT 1:</b> Community justice & security, and social cohesion increased for peaceful resolution of disputes, in particular as related to land and women's issues		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID: Community security and confidence building</i>	Start Date: January 2013 End Date: December 2014
<b>Purpose</b>	<i>What is the purpose of the activity? To contribute to peaceful resolution of disputes for recovery efforts</i>	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> <li>- Establish participatory assessments (baseline), including annual data</li> <li>- Assist local authorities to feed in data into national policy making processes (on legal aid /on policing/ SGBV /on AVR / on Land /traditional justice etc.).</li> <li>- Develop and agree conditions for the partnership between UNDP and police<sup>61</sup>.</li> <li>- Capacity development assessments of needs essential for increasing police reach&amp; community policing in remote areas.</li> <li>- Develop &amp; implement capacity development plan.</li> <li>- Provision of technical advice; materials, equipment (bikes/motorbikes etc.) and infrastructure rehabilitation essential for police service increase.</li> </ul>	

<sup>61</sup>Together with OHCHR.

	<ul style="list-style-type: none"> <li>- Provide joint trainings (experiential - based on real cases) for police and prosecutors in target areas in identifying and responding to GBV cases and land related crimes (effective gender sensitive criminal investigation; referral; witness assistance and protection; prevention).</li> <li>- Facilitate dialogue - between police&amp; communities/between police &amp; social care providers/ and through police participation in peace rings - on police-topics such as community policing priorities, the role of women in the police service and the specific protection needs of women and children.</li> <li>- Support police in implementing agreements reached during those dialogues.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Annual increase in number and percentage of reported cases of SGBV.	Progress reports, Records from police, LCs	Quarterly, annually
Annual increase in number of trials and convictions of GBV cases.	Progress reports, Records from police, LCs	Quarterly, annually
<b>OUTPUT 1: Community justice &amp; security, and social cohesion increased for peaceful resolution of disputes, in particular as related to land and women's issues</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID</i> <i>Legal aid assistance</i>	Start Date: January 2013 End Date: December 2014
<b>Purpose</b>	<i>What is the purpose of the activity?</i> <i>To empower victims of violence</i>	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> <li>- Identify justice service providers (legal aid NGOs, paralegals, private lawyers; JLOS officials, including police officers at family protection units) and conduct a capacity development assessment focused on increasing legal aid/assistance.</li> <li>- Provide funds for legal aid, assistance and counselling services in target areas and facilitate taking up of cases on land, women, and unlawfully remanded prisoners.</li> <li>- Support networks of justice service providers to alleviate prison decongestion and case backlog in LCCs, with focus on land and women's cases.</li> <li>- Facilitate dialogue between the justice networks &amp; police; justice networks &amp; traditional justice providers; justice networks &amp; social workers to discuss solutions for issues preventing access to justice.</li> <li>- Support in follow up on agreements reached during these discussions, including feeding the findings to national level JLOS.</li> <li>- Develop partnerships among UNDP/Uganda, local JLOS service providers and universities to deploy students for paid traineeships/paralegal functions with JLOS service providers in the target areas.</li> <li>- Deploy students to target areas in particular women.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Annual increase in number of cases taken up and resolved by UNDP supported justice service providers, disaggregated by criminal and civil and detention, land and women's cases.	Progress reports, Records from police, LCs	Quarterly, annually

Reduction in case backlog on land cases with LCCs.	Progress reports, Records from police, LCs	Quarterly, annually
Existence of legal advice and assistance services in target areas.	Progress reports, Records from Legal sources- police, LCs, NGOs	Quarterly, annually
<b>OUTPUT 1: Community justice &amp; security, and social cohesion increased for peaceful resolution of disputes, in particular as related to land and women's issues</b>		
<b>Activity Result 3 (Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID</i> <i>Conflict prevention and resolution of disputes</i>	Start Date: January 2013 End Date: December 2014
<b>Purpose</b>	<i>What is the purpose of the activity?</i> <i>Contribute to the consolidation of peace gains for recovery</i>	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> <li>- Support further research - for instance on land grabbing; on blockages to accessing land rights (e.g. laws not implemented, legal advice not available, documents not translated); the relevance of Certificates of Communal Ownership (CCOs).</li> <li>- Conduct a rapid assessment focusing on priority human capacity, material and equipment needs to clear case backlog in LCCs in target areas.</li> <li>- Develop and implement capacity development plan.</li> <li>- Assess knowledge and skills (of laws/procedures) of members of the court and support trainings in identified need areas.</li> <li>- Assess the number of women in the members of the LCCs and support initiatives increasing women's participation (LCC Act Section 4).</li> <li>- Support development and maintenance of a record keeping system for number and types of complaints, disaggregated data on complainants, and type and speed of resolution by District LC focal points and LC Chairs.</li> <li>- Support development of legal reference documents including translation into local language where necessary.</li> <li>- Facilitate placement of students and paralegals to strengthen the capacities of the LCCs.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Annual increase of police presence in target areas	Records on police deployment to the region	Quarterly, Annually
<b>OUTPUT 1: Community justice &amp; security, and social cohesion increased for peaceful resolution of disputes, in particular as related to land and women's issues</b>		
<b>Activity Result 4 (Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID</i> <i>Link formal and informal justice systems</i>	Start Date: January 2013 End Date: December 2014
<b>Purpose</b>	<i>What is the purpose of the activity?</i> <i>Improve communication and information exchange between the justice systems</i>	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> <li>- Support further research in follow up on the recommendations of conducted JLOS studies and UN PB studies, including research on linkages between peace rings (NUREP) and LCCs.</li> </ul>	

	<ul style="list-style-type: none"> <li>- Support record keeping of cases resolved through traditional institutions, in collaboration with Uganda Data Center.</li> <li>- Undertake facilitated discussions between LCC officials, peace actors and traditional justice actors for joint understanding of each other's practices and joint problem solving.</li> <li>- Support implementation of agreements reached during discussions.</li> <li>- Develop capacities of traditional justice actors on formal land rights and citizens' rights, especially on issues pertaining to women and youth; customary law, ADR and record keeping</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Annual increase of number of people reached by justice and law enforcement services.	Records from Police, LC courts, NGOs and other sources	Quarterly, annually
Annual increase of people's perception of security in target areas.	Focus group discussions, call in to radio talk shows,	Quarterly, annually
<b>OUTPUT 2: Employment creation and economic recovery</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Employment creation and income generation</i>	Start Date: January 2013 End Date: December 2014
<b>Purpose</b>	To improve the livelihoods of youth in Northern Uganda	
<b>Description</b>	<ul style="list-style-type: none"> <li>- Based on market and sectoral assessments leading to diversification of income and creation of employment, design employment creation schemes targeting youth (young women and men) while promoting green jobs;</li> <li>- Design schemes that reinforce reintegration endeavours of returnees, ex-warriors and associates;</li> <li>- Carry out as needed, targeted training and skills development that will allow for increased employability for youth and job placement;</li> <li>- Rehabilitation of public/ community-based infrastructure that can generate income and create jobs.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
- Number of employment opportunities created for young men and women and ex-warriors	Progress and field visit reports Databases Case studies	Quarterly and annually
- Number of social, economic and productive infrastructure rehabilitated, upgraded	Site progress reports Hand over notes and certification of completion of works	Quarterly and annually
<b>OUTPUT 2: Employment creation and economic recovery</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>Enterprises development and economic diversification</i>	Start Date: January 2013 End Date: December 2014
<b>Purpose</b>	<i>To empower youth (young men and women) economically and enhance economic diversification</i>	

<b>Description</b>	<ul style="list-style-type: none"> <li>- Conduct further analysis and mapping of potential value chains while promoting bio-trade concepts;</li> <li>- Invest in micro and small enterprise development according to market needs while targeting skilled and trained youth;</li> <li>- Provide as needed start-up packages according to stringent criteria;</li> <li>- Carry out at least one value chain analysis of potential products (in agriculture, mining, or service.etc);</li> <li>- Promote access to finance and business development;</li> <li>- Promote saving schemes and mentor established MSEs;</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<i>Number of youth targeted with specialized/tailored vocational training and skills enhancement schemes</i>	Databases Progress reports Training institutions records	Quarterly and annually
<i>Number of micro and small enterprises established/developed across productive sectors</i>	Documentation per enterprise Mentoring reports Stories and case studies Databases Project board reports	Quarterly and annually
<i>Number of value chains/PPP analysed and initiated;</i>	Experts reports Progress reports Mid-term evaluation report	Bi-annually
<b>OUTPUT 2: Employment creation and economic recovery</b>		
<b>Activity Result 3 (Atlas Activity ID)</b>	<i>Enabling Environment for Private sector development</i>	Start Date: January 2013 End Date: December 2014
<b>Purpose</b>	<i>To create employment and promote local economic development</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>- Carryout capacity assessment of targeted private sector institutions and respond to capacity gaps where possible;</li> <li>- Map and analyse existing policies, strategies and legal framework;</li> <li>- Initiate the operationalization of at least one relevant policy/strategy/ legal framework;</li> <li>- Promote Corporate social responsibility geared towards local "economic" development and improvement of livelihoods;</li> <li>- Support and enhance the capacity of targeted micro-financial institutions to deliver quality services timely and efficiently while targeting the marginalized and disadvantaged people including young men and women;</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<i>At least one relevant policy/strategy is put in practice after revision and/or update</i>	Counterpart reports Workshop reports	Biannually and annually
<i>Number of institutions targeted with</i>	Training records	Biannually and annually

<i>capacity development;</i>	Training material Evaluation reports	
<b>OUTPUT 2: Employment creation and economic recovery</b>		
<b>Activity Result 4 (Atlas Activity ID)</b>	<i>Markets construction and development</i>	Start Date: January 2013 End Date: December 2014
<b>Purpose</b>	<i>To contribute to livelihood security and reduction of poverty</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>- Within the scope of district development plans, support the establishment/ rehabilitation of markets;</li> <li>- Support the formulation of district trade promotion and development strategies;</li> <li>- Encourage public private partnerships for the betterment of livelihoods of disadvantaged groups with focus on women;</li> <li>- Support the private sector in capacity development schemes that encourage the participation of youth and marginalized groups in domestic trade, promotion of access to banking and financial services; as well as empower the private sector to negotiate the construction and establishment of proper roads system that will allow for efficient and effective transportation;</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<i>Number of markets established, rehabilitated or upgraded;</i>	Progress and site reports; Still photos and video clips Actual markets	Quarterly and Annually
District Trade promotion and development strategy implemented	Validation workshop Actual strategy	Quarterly
Capacity development of private sector		
<b>OUTPUT 3: Building a peaceful and sustainable mining in Northern Uganda</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID Research and dialogues</i>	Start Date: January 2013 End Date: December 2014
<b>Purpose</b>	<i>What is the purpose of the activity? To empower communities on sustainable natural resources management</i>	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> <li>- Research and develop productive sectors for enhanced economic development and sustainable management of natural resources.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Number of community dialogues and actions	Reports	Quarterly, annually
Number of reports disseminated	Reports	Quarterly, annually

<b>OUTPUT 3: Capacities of local authorities and civil society strengthened in civic engagement, coordination, and planning for economic recovery and peace consolidation</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID</i> <i>Delivery of social services</i>	Start Date: January 2013 End Date: December 2014
<b>Purpose</b>	<i>What is the purpose of the activity?</i> <i>To contribute to systems strengthening for delivery of quality services for recovery</i>	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> <li>- Carry out capacity assessment for target local authorities</li> <li>- Strengthen capacity of local authorities through training, technical assistance, equipment and coaching as needed</li> <li>- Strengthen capacity of local authorities in participatory planning, including facilitation of dialogue and coordination mechanisms</li> <li>- Strengthen capacity of local level stakeholders to promote an enabling environment for employment and private sector development (link to Output 2)</li> <li>- Strengthen capacity of CBOs, NGOs and other community groups in participatory planning and monitoring, including need articulation and monitoring service delivery</li> <li>- Carry out assessment to clarify roles and responsibilities in land governance</li> <li>- Strengthen capacity of all local stakeholders in land governance, including on formal and informal processes of land demarcation, titling and establishment of land rights associations; and facilitate engagement of village and parish level traditional leaders as well as clan heads and kraal leaders for peaceful demarcation of land-holdings.</li> <li>- Pilot district land tribunals</li> <li>- Strengthen capacity of LCCS in strategic decision-making and planning on justice and security</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
No of participatory plans developed at the local level (sub-county and district)	Plans at district and sub county level Integration of plans in District development plans	Biannually and annually
No of community meetings held in the target districts	Minutes of meetings and recommendations implemented	Biannually and annually
No of capacity assessments developed	District development plans	Biannually and annually
<b>OUTPUT 3: Capacities of local authorities and civil society strengthened in civic engagement, coordination, and planning for economic recovery and peace consolidation</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID</i> <i>Improve communication</i>	Start Date: January 2013 End Date: December 2014
<b>Purpose</b>	<i>What is the purpose of the activity?</i> <i>Contribute to improved communication between formal, informal and community</i>	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> <li>- Guidelines developed to ensure transparency of local authorities' processes</li> </ul>	



	<ul style="list-style-type: none"> <li>- Strengthen capacity of local authorities and local stakeholders to hold and participate in facilitated dialogues and meetings</li> <li>- Carry out a civic outreach campaign to ensure community and local authorities sensitization</li> <li>- Community sensitization and outreach by JLOS officials, local authorities, and local Ministry of Gender on rights and available services, including the role of LCCs, especially for prisoners, women and girls and those in land disputes.</li> <li>- Support paralegal/human rights/civil society monitors to investigate and monitor JLOS sector misconduct with regard to the investigation and prosecution of GBV cases.</li> <li>- Strengthen community-based women's groups and provide trainings in women's access to justice, protection, human rights and peace-building, as well as community mobilization</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Streamlined mechanisms for planning and coordination in place	Guideline in place, policy reviewed	Biannually, annually
No of small grants distributed	Reports	Quarterly, biannually, annually
No of civic outreach activities	Outreach reports	Quarterly, biannually, annually
Number of trainings held for women groups	Training records Training material Evaluation reports	Quarterly, biannually, annually
<b>OUTPUT 3: Capacities of local authorities and civil society strengthened in civic engagement, coordination, and planning for economic recovery and peace consolidation</b>		
<b>Activity Result 3 (Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID</i> <i>Improve coordination of recovery and development efforts</i>	Start Date: January 2013 End Date: December 2014
<b>Purpose</b>	<i>What is the purpose of the activity?</i> <i>Strengthen link between district and central government</i>	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> <ul style="list-style-type: none"> <li>- Support visits from national level officials, including the Ministry of Local Government, JLOS Secretariat and other service ministries as needed to the target areas.</li> <li>- Support data analysis at the local level to be fed into national level policy making processes (<i>link with 1.1.1</i>).</li> <li>- Strengthen capacity and mechanisms of local level stakeholders to interact with national level ministries.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>

Support visits conducted	Monitoring visit Reports including TA given and recommendations followed up	Quarterly, biannually, annually
Local Governments office fully equipped	Updated Asset register	Quarterly, biannually, annually

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## 8 Legal Context

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]<sup>62</sup>.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document".

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<sup>62</sup> Use bracketed text only when IP is an NGO/IGO

## 9 ANNEXES

### Risk Management Matrix

Area	Conflict/Disaster/Risk	Impact & Probability	Mitigation Measures	Management Options & Response
<b>Political/ Insecurity</b>	<ul style="list-style-type: none"> <li>- Unpredictable security situation within the target area(s)</li> <li>- A regional instability scenario that impact the country, increase division and armed conflict</li> <li>- Increase arms trafficking and weak arms control</li> </ul>	<p><b>P 2</b> <b>I 4</b></p>	<ul style="list-style-type: none"> <li>- Continuous monitoring of the security situation will be undertaken and work plans revised accordingly. In the case of serious worsening of situation, activities will be contained to safer areas.</li> <li>- Support government apparatus towards community security, peaceful dispute resolution.</li> <li>- Encourage continuous dialogues at the local level</li> </ul>	<ul style="list-style-type: none"> <li>- Scale down of project activities</li> <li>- In case of drastic change, UNDP will withhold any further support until acceptable level of stability is restored</li> </ul>
<b>Financial</b>	<ul style="list-style-type: none"> <li>- Funding shortfalls and delays.</li> <li>-</li> </ul>	<p><b>P3</b> <b>I 3</b></p>	<ul style="list-style-type: none"> <li>- A resource mobilization strategy would have to be developed and Government cost sharing/support negotiated</li> </ul>	<ul style="list-style-type: none"> <li>- Focus on resource mobilization through sharing of results, active communication, "show and tell/organized field visits " and workshops</li> <li>- Downscale activities in case of serious shortfall of financial resources</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>- Cattle rustling continues inter/intra regions and cross borders</li> <li>- Social tension leads to increased gender</li> </ul>	<p><b>P3</b> <b>I 2</b></p>	<ul style="list-style-type: none"> <li>- Work with community security and justice mechanisms and strengthen their capacities where needed</li> <li>- Design awareness and</li> </ul>	<ul style="list-style-type: none"> <li>- As tensions increase, UNDP will scale down its activities in affected areas</li> </ul>

Area	Conflict/Disaster/Risk	Impact & Probability	Mitigation Measures	Management Options & Response
	<p>based violence</p> <ul style="list-style-type: none"> <li>- High unemployment rates increase violence amongst the youth and undermines gains made thus far</li> </ul>		<ul style="list-style-type: none"> <li>advocacy tools to mitigate GBV and provide access to justice for women specifically</li> <li>- Design youth responsive initiatives geared towards social cohesion and stability</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure effective advocacy tools</li> </ul>
<b>Management</b>	<ul style="list-style-type: none"> <li>- Un-fair distribution of project funds inter and intra affected communities and regions</li> <li>- Biased, non-participatory selection criteria of beneficiaries and interventions</li> <li>- Ad-hoc coordination mechanisms</li> <li>- Limited market capacities and high prices of material, tools and equipment</li> </ul>	<b>P2 I 3</b>	<ul style="list-style-type: none"> <li>- Advocate and support of fair national resource distribution mechanisms</li> <li>- Develop and facilitate consensus on the project selection criteria for equitable and inclusive resource distribution</li> <li>- Adopt participatory consultation mechanisms for the identification and design of projects targeting women and youth</li> <li>- Continuous context monitoring to ensure no harm approach and implementation of results</li> <li>- Strengthen communication and civic awareness related to the project</li> <li>- Institutionalization of sustainable coordination mechanism and ensure synergies and coherence with on-going initiatives</li> <li>- Carry out ad-hoc market price surveys of certain commodities</li> </ul>	<ul style="list-style-type: none"> <li>- Consultations with communities and their representatives</li> <li>- Regular project board meetings to review progress and mitigate any potential conflict situation</li> <li>- Support and strengthen government-led coordination mechanisms</li> </ul>

Area	Conflict/Disaster/Risk	Impact & Probability	Mitigation Measures	Management Options & Response
<b>Environmental-NRM/physical</b>	<ul style="list-style-type: none"> <li>- Exploration and extraction rights of both oil and minerals are done discretely with minor engagement of local communities and other specialized branches of the government</li> <li>- Land tenure and use governed not necessarily by clear policies, but also by customary practices</li> <li>- Decisions on project types and locations do not take into consideration environmental issues</li> <li>- Difficulty in integrating community projects into wider sector planning for future maintenance and development</li> <li>- Limited municipal, social and economic services</li> </ul>	<p><b>P 3</b> <b>I 3</b></p>	<ul style="list-style-type: none"> <li>- Proper engagement of specialized branched of the government, local communities and civil society in contracts negotiation and bidding;</li> <li>- Advocacy for the application of land policies and harmonization of customary practices;</li> <li>- Support the establishment of grievances mechanisms at the local as well as at the national levels</li> <li>- Benefit from past experiences from other countries in the management and use of natural resources especially oil and minerals exploitation</li> <li>- Include environmental selection criteria of sites and ensure laws and policies are integral parts of any exploitation process of natural resources</li> <li>- Promote environmental awareness and advocacy and involve the Environment Agency/Authority in the selection process</li> <li>- Establish standard operating procedures for exploitation of natural resources including land use</li> <li>- Involve concerned authorities and communities as early as possible to foster ownership and synergies</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation and management of the project in partnership with government, local authorities and other local partners</li> <li>- Constant monitoring</li> </ul>

Area	Conflict/Disaster/Risk	Impact & Probability	Mitigation Measures	Management Options & Response
			<ul style="list-style-type: none"> <li>- Carry-out needs assessment and address gaps where and when possible</li> </ul>	
<b>Institutional</b>	<ul style="list-style-type: none"> <li>- Limited capacities of local implementing institutions/authorities</li> <li>- Lack of clarity on division of responsibilities as well as different agenda amongst stakeholders.</li> </ul>	<b>P3 I 3</b>	<ul style="list-style-type: none"> <li>- The project will provide capacity development to ensure appropriate project and financial management, transparent implementation, monitoring and reporting</li> <li>- The project will depend on diversified implementation modalities that include engaging and contracting of local authorities, community based organizations, NGOs, and private sector.</li> <li>- The project will follow a participatory consultative approach to assist national counterparts in reaching a consensus and agreement on division of labour</li> </ul>	<ul style="list-style-type: none"> <li>- UNDP will work with public institutions to enhance local governance</li> <li>- The project will engage a wide range of local project partners and stakeholders to facilitate and enable the project implementation and ensure the project ownership by the communities/target groups</li> <li>- Web based information management and reporting system to enable the project and management</li> </ul>

Area	Conflict/Disaster/Risk	Impact & Probability	Mitigation Measures	Management Options & Response
				to monitor the progress online
<b>High Expectations</b>	<ul style="list-style-type: none"> <li>- Negative perception of segments of the public regarding project due to limited information of the various activities and un-managed expectation</li> </ul>	<p><b>P3</b> <b>I 3</b></p>	<ul style="list-style-type: none"> <li>- Stronger focus on communicating results and working with communities</li> <li>- In critical locations UNDP focuses on rapid delivery of highly visible support to communities</li> <li>- Joint analysis and mitigation of "public perception" risks is strengthened</li> </ul>	<ul style="list-style-type: none"> <li>- Communication strategy</li> </ul>

\* Impact (1: very low; 5: very high)

\*\* Probability (1: very low; 5: very high)





## Sample Project Progress Report

UNDAF Outcome:	
Expected Outcome:	CP
Implementing Partner:	
Other Partners:	

Expected CPAP Output (including indicators, annual targets)	Planned activities (as indicated in the AWP) e.g. Conduct training of NPA staff in participatory planning	Activities completed Training of NPA staff (20 men and 10 women) in participatory planning completed	Results Attained e.g. Improved planning and reporting by NPA staff e.g. existence of quality work plans (i.e. Specific; Measurable; Achievable; Realistic; Time bound) integrating issues of marginalized groups	RESOURCES (UGX)			Key Implementation Issues/risks (i.e. as stated in the project documents, plus any emerging Challenges, & Constraints)	Recommendations based on Lessons Learnt
				Quarter Budget per output	Amount Utilized	Balance		

<b>CPAP Outcome level achievement</b>
State how the outputs achieved this quarter contributed to the CPAP outcome