



THE REPUBLIC OF UGANDA

REGIONAL DEVELOPMENT PROGRAMME PERFORMANCE REPORT FOR NDPIII



OCTOBER, 2025

MAP OF UGANDA SHOWING SUB-REGIONS

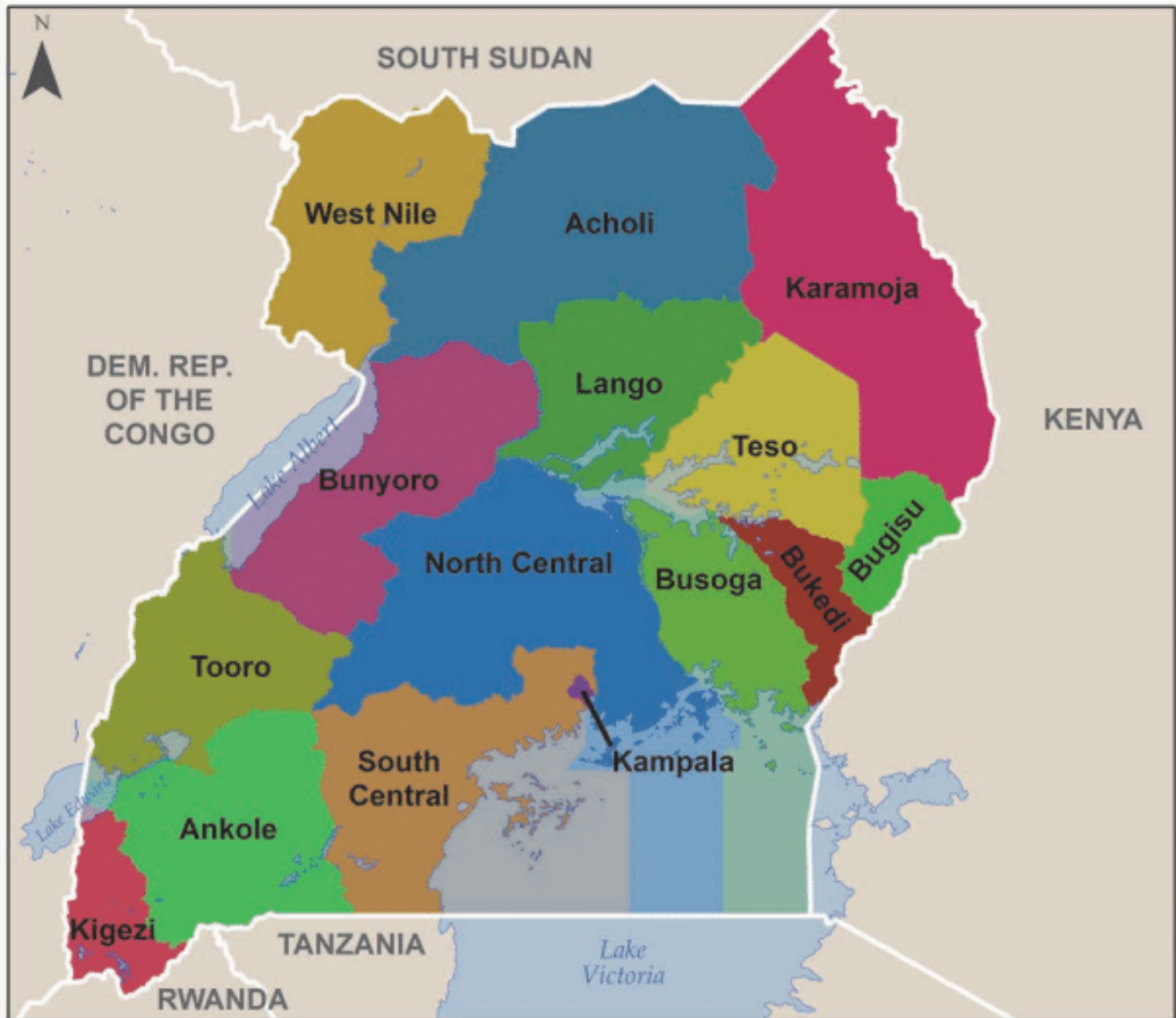




TABLE OF CONTENT

FOREWORD	vii
ACKNOWLEDGEMENT	ix
EXECUTIVE SUMMARY	x
CHAPTER ONE: INTRODUCTION.....	1
1.1: Situation Analysis	2
1.2: Programme Objectives	3
1.3: Programme Interventions	3
1.4: Implementation Reforms.....	5
CHAPTER TWO: PROGRAMME PERFORMANCE	6
2.1: Financial Performance:.....	6
2.2: Overall Trend of Outcome Performance during NDP3	9
2.2.1: Overall Outcome Performance	9
2.2.2: Key Outcome Level Results	10
2.2.3: Overall Output Performance	11
2.2.4: Key Output Level Results.....	11
2.2.5: Performance Analysis.....	14
2.3: Detailed Physical Performance	15
2.3.1. OBJECTIVE ONE: Stimulate the growth potential of the sub-regions in the key Growth Opportunities (Agri-business, Tourism, Minerals and Manufacturing)	15
2.3.2:OBJECTIVE TWO: Close Regional Infrastructure Gaps for exploitation of Local Economic Potential.....	17
2.3.2.1 Community Access Roads.....	17
2.3.2.2 Social Infrastructural Development	19
2.3.2.3: Market Infrastructure.....	20
2.3.2.4: Water for Agricultural Production and Livelihood Enhancement.....	21
2.3.2.5: Agro-Processing, Storage and Value Addition Facilities	22
2.3.2.6: Agricultural Mechanization.....	25
2.3.2.7: ICT Infrastructure Development	27
2.3.3: OBJECTIVE THREE: Strengthen and Develop Regional Based Value Chains for LED ..	28
2.3.3.1: Development of Regional Development Plans.....	28
2.3.3.2: Local Economic Development.....	29
2.3.3.3: Local Revenue Enhancement and Mobilization.....	29
2.4: OBJECTIVE FOUR: Strengthen the Performance Measurement and Management Frameworks for Local Leadership and Public Sector Management.....	30
2.4.1: Strengthening Local Governments' Capacity, Policy Engagement, And Governance	30
2.4.1.1: Political Decentralisation Achievements.....	31
2.4.1.2 Administrative Decentralisation Achievements	31
2.4.1.3: Institutional and Operational Strengthening.....	31
2.4.1.4: Human Resource Empowerment.....	33
CHAPTER THREE:AFFIRMATIVE ACTION PROGRAMS.....	34
3.1: Introduction	34
3.2: Achievements under Affirmative Action Portfolio	34

3.2.1: Livelihood Support.....	34
3.2.2: Parish Community Associations (PCAs).....	36
3.2.3: Impact of Agricultural Support on Beneficiaries	37
3.2.4: Bridging of Socio-Economic Infrastructure Gaps	38
CHAPTER FOUR: CROSS CUTTING ISSUES:	44
4.1: Climate Change Adaptation and Mitigation.....	44
4.2: Environmental Conservation Through Use of Clean Energy Saving Technologies.....	44
4.3: Food and Nutrition Security.....	45
CHAPTER FIVE: DEVELOPMENT PARTNERSHIPS UNDER THE REGIONAL DEVELOPMENT PROGRAM	
(RDP)	46
5.1: Introduction	46
5.2: Development Partners Supporting the RDP	46
5.3: Externally Funded Programs under the RDP	46
5.4: Local Economic Growth Support Project	46
5.5: Implementation Arrangement	47
5.6: National Oil Seeds Project (NOSP)	48
5.7: Rural Development and Food Security for Northern Uganda Project (RUDSEC)	49
5.8: Local Climate Adaptive Living (Local) Program	49
5.9: Promoting Rural Development (Prudev) Programme (PRUDEV)	50
5.10:Northern Uganda Development of Enhanced Local Governance, Infrastructure and Livelihood (NUDEIL) Programme	51
CHAPTER SIX: IMPLEMENTATION OF THE PARISH DEVELOPMENT MODEL	53
6.1: The Institutional Architecture of PDM: Dual Pillars of Implementation and Oversight.....	53
6.1.1: The Parish as the Epicenter of Decentralized Economic Governance.....	53
6.1.2: The Supervisory Mandate of the Ministry: Ensuring Integrity and Institutional Performance.....	54
6.1.3: PDM as a Vehicle for Inclusive Capital Formation and Social Justice.....	54
6.1.4: Bridging Policy and Practice: The Technical Coordination Role of the Ministry	54
CHAPTER SEVEN: KEY CONSTRAINTS THAT AFFECTED IMPLEMENTATION OF THE REGIONAL DEVELOPMENT PROGRAMME (RDP) DURING NDP III	56
CHAPTER EIGHT: STRATEGIC DIRECTION OF THE REGIONAL DEVELOPMENT PROGRAM NDP IV	57



List of Acronyms

AEATREC	Agricultural Engineering & Research Facility
ATMs	Agro-Industrialisation, Tourism, Mineral Development and Science and Technology Innovation
CAOs	Chief Administrative Officers
CARs	Community Access Roads
CDD	Community-Driven Development
COVID-19	Coronavirus Disease 2019
CSA	Climate Smart Agro-based
DDEG	Discretionary Development Equalisation Grant
DLG	District Local Government
EAC	East African Community
EALGF	East Africa Local Government Forum
E-LOGREV	Electronic Local Government Revenue Collection System
ESRC	E - Society Resource Center
EU	European Union
FAO	Food and Agriculture Organization
GIZ	German Agency for International Cooperation
GoU	Government of Uganda
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
ICT	Information and Communications Technology
IFAD	International Fund for Agricultural Development
IRAS	Integrated Revenue Administration System
IRD	Integrated Rural Development
KfW	German Development Bank
KIDP	Karamoja Integrated Development Plan
LED	Local Economic Development
LEGS	Local Economic Growth Support Project
LGFC	Local Government Finance Commission
LGPA	Local Government Performance Assessment
LGs	Local Governments
LoCAL	Local Climate Adaptive Living Facility
MAAIF	Ministry of Agriculture Animal Industry and Fisheries
MATIP	Markets and Agricultural Trade Improvement Programme
MC	Municipal Council
MDAs	Ministries Departments and Agencies
MoH	Ministry of Health
MoICT&NG	Ministry of Information, Communication Technology and National Guidance

List of Tables

Table 1 .1: Regional Development Interventions and Respective Actors	3
Table 2 .1: RDP Approved Budget by GOU and External Financing for FY 2022/23 to FY 2024/25 (Ugx Billion)	6
Table 2 .2: RDP Budget Performance FY 2022/23 to FY 2024/25 (Ugx Bn).....	8
Table 2 .3: Outcome Performance of the RDP during the NDP III Period.....	9
Table 2 .4: Key Outcome-Level Results Achieved under the RDP during the NDP III Period.....	10
Table 2 .5: Key Outcome-Level Results Not Achieved under the RDP during the NDP III Period.....	11
Table 2 .6: Output Performance of the RDP during the NDP III Period.....	11
Table 2 .7: Key Output-Level Results Achieved under the RDP during the NDP III Period.	12
Table 2 .8: Key Output-Level Results Not Achieved under the RDP during the NDP III Period.	13
Table 2 .9: Key Output-Level Results Not Achieved under the RDP during the NDP III Period.	13
Table 2 .10: Key Output-Level Results Not Assessed under the RDP during the NDP III Period.....	14
Table 2 .11: Schools constructed in Northern Uganda	19
Table 2 .12: Distributed Agricultural Supplies by Sub-Regions	37

FOREWORD



The Regional Development Programme (RDP) stands as Uganda's Premier Framework for Accelerating Inclusive and Equitable Development in Historically Marginalized and Conflict-Affected Regions. Importantly, the Regional Development Programme comes at an important trajectory in Uganda, when the country is striving to re-engineer its long-standing Policy of Decentralization and its unshakable down-stream benefits of local identity, self-governance and locality growth. The RDP is a deliberate mechanism that identifies the unique needs of the regions and leverage the respective Regional Competitive Advantages to foster growth and development. As the hosting entity for the Regional Development Programme, this review is a restoration of structure and character, to the key processes of Government, where such reviews are not only procedural but help us to establish whether we

are on the right course; where we need to place our best efforts and what we need to do, in order to improve our performance.

Needless to say, the review period, the RDP registered remarkable achievements across its drive to greater Local Economic Development. Through a Coordinated, Multi-Sectoral Approach, the Programme has transformed Livelihoods, Expanded Access to Critical Services, and Strengthened Local Governance Structures, Fostered Social Cohesion, and promises to Further build National Unity, Across Uganda's Regions.

Under infrastructure and productive investments, more than 3,000 kilometres of Community Access roads were Constructed and Rehabilitated, while 15 Urban Markets were Completed, benefiting over 52,000 vendors, the majority of whom are Women and Youth. In Promoting Local Economic Development (LED), the Programme Supported Farmer Groups with improved seed Varieties and Established Five Community-Based Coffee Demonstration Farms, Enhancing Productivity and Enterprise Resilience. Furthermore, Local Revenue Mobilization increased significantly from UGX **29.02 billion** in FY 2018/19 to **UGX 257.1 billion** in FY 2024/25, Demonstrating Strengthened Local Fiscal Capacity to Finance Service Delivery and Development Initiatives.

The RDP also made major strides in Deepening Decentralisation and Institutional Capacity. Over 32,000 newly elected local leaders were Inducted and Trained, while ten (10) new Cities were Operationalised to Strengthen Urban Management, Service Delivery, And Local Economic Growth. The Programme also played a pivotal role in the Popularisation, Sensitisation, and Capacity Building for the Parish Development Model (PDM) across Local Governments. Through these efforts, Technical Officers, Parish Chiefs, and Local Leaders were trained to effectively Coordinate and Implement PDM activities, ensuring that the Model becomes a sustainable vehicle for community-driven wealth creation and poverty reduction.

Through its Affirmative Action component, the Programme made significant progress in addressing Regional Imbalances and Promoting Inclusive Development across Affirmative Action Regions. The Karamoja Regional Development Plan (KRDP) was Finalized to guide the next Decade of Investments in livestock distribution, Irrigation Infrastructure, and Income-Enhancing Projects, while ongoing interventions across other Regions continued to uplift vulnerable Communities and restore Livelihoods.

Notwithstanding the above notable achievements, implementation of the RDP faced a number of constraints. These included: An ambitious outline of interventions that included rather generic and unmeasurable tasks; ii) Inadequate Financing that deprived the different Ministries/ Votes from executing the RDP more effectively; iii) Limited Staffing in Local Governments but also who were neither sufficiently to take up the RDP implementation; and iv) Weak Regional Data Systems that were occasioned the absence of dedicated Regional Needs Assessments and Regional Development Plans, except for Karamoja.

We are committed to addressing these challenges under the forthcoming Fourth National Development Plan (NDP IV) through better Coordination, Improved Data Systems, and Sustained Investment in Local Capacities. The RDP remains our call.

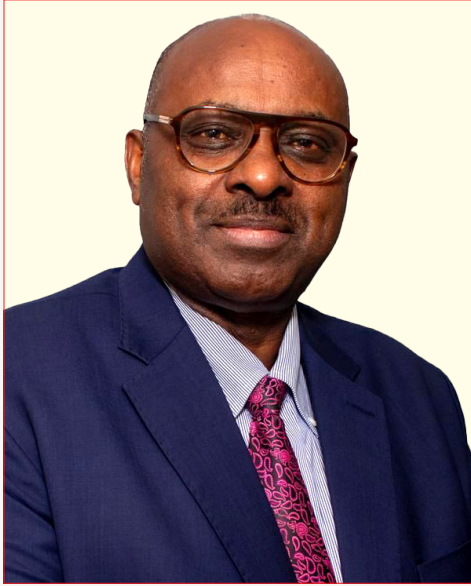
As the Political Programme Lead, for the RDP, I deeply recognize and appreciate all the stakeholders and Particularly the Ministries, Departments and Agencies, Local Governments, and Development Partners for their unwavering Support in advancing the Decentralization and Regional Development Agenda. Together, let us build on these Achievements to Ensure that every Region Contributes meaningfully to Uganda's shared vision of Sustainable and Inclusive National Development.

Raphael Magyezi

Political Leader RDP

Hon. Minister of Local Government

ACKNOWLEDGEMENT



The Preparation of this Regional Development Programme (RDP) Performance Report has been a Collaborative Effort Involving Multiple Institutions.

I wish to express my Sincere Appreciation to the National Planning Authority (NPA) for its Policy Guidance and Technical Support in aligning Programme Interventions with National Development Priorities. Special recognition goes to the various Implementing Ministries, Departments, and Agencies (MDAs) for their Leadership and Coordination in Implementing Programme activities.

The Programme is equally grateful to Local Governments especially those in the Affirmative Action Regions for their Commitment to effective Service Delivery. Your efforts in implementing Decentralization, Revenue Mobilization, and Local Economic Development Initiatives have Contributed Significantly to National Progress.

We Further Acknowledge the invaluable Technical and Financial Support provided by our Development Partners, whose Partnership continues to Strengthen Local Government Systems, Resilience, and Sustainability.

I commend the Regional Development Programme (RDP) Working Groups at both the Leadership and Technical Levels for their dedication to compiling this Performance Report. Your Professionalism, Commitment, and Teamwork have ensured that the Programme's Achievements, Lessons, and Challenges are Comprehensively documented to Inform and guide Future Planning and Implementation under the NDP IV.

This Report Stands as a Testament to the Collective Effort of all Stakeholders Working towards Balanced Regional Development, Deepened Decentralization, and Improved Service Delivery for all Ugandans.

Ben Kumumanya

Technical RDP Leader

PERMANENT SECRETARY, Ministry of Local Government

EXECUTIVE SUMMARY

The Regional Development Programme (RDP) is one of the Twenty (20) Programmes in NDP III. The thinking behind the introduction of this programme was that for the Country to achieve its Social Economic Transformation Agenda, there must be Inclusive Growth. This was in line with the overall Government Policy Direction to *"Increase Household Incomes and Improve Quality of Life of Ugandans"*, the Theme of NDP III *"Sustainable Industrialization for Inclusive Growth, Employment and Wealth Creation"* and *The Uganda Vision 2040* which emphasizes *Balanced Development through ensuring that all Regions of the country benefit from growth of the National Economy*.

Regional Development Programme therefore, aims to Accelerate Equitable Regional Economic Growth and Development by Reducing Poverty in lagging Sub-Regions of; Karamoja, Bukedi, Bugisu, Busoga, West Nile, Acholi, Teso and Bunyoro.

Commendable progress has been registered in reducing regional imbalances, however, it remains high due to historical conflicts, subsistence agriculture, and poor services. These disparities impact national development by limiting economic contributions from underdeveloped areas, worsening poverty, fueling rural-urban migration, and creating social inequalities in education, healthcare, and infrastructure.

The government has made strides through initiatives like the Northern Uganda Social Action Fund (NUSAF), Operation Wealth Creation (OWC), and the Karamoja Integrated Development Plan (KIDP), which has improved livelihoods in one of the country's most marginalized areas by enhancing infrastructure, promoting education, and providing economic opportunities. However, challenges persist, particularly in low agricultural productivity, inadequate infrastructure, and disparities in health and education. For instance, Poverty eradication efforts have yielded mixed results across regions. Poverty levels in Bugisu, West Nile, Busoga, Bukedi, and Teso have reduced while Kigezi, Lango, Acholi, and Karamoja have registered increases in poverty. Even in some areas where poverty reduced such as Busoga, Bukedi, and Teso, it remains above the national average. Vulnerability is high in all regions evidenced by the inconsistent patterns in the poverty rates. Regions such as Lango, Acholi, and Karamoja experienced a decline in poverty rates in 2016/17, but it increased in the FY2019/20. Currently, only Karamoja Region Development Plan has been developed out of the 8 targeted Regions which are lagging below the National Average Poverty rate. Absence of Regional Development Plans poses significant challenges to balanced economic growth, service delivery, and equitable resource distribution.

Agro-ecological zones have been established to maximize agricultural productivity; however, these have not been effectively leveraged thereby undermining the development of specific value chains. The country has been zoned into 14 agro-ecological zones based on the unique soil properties and climatic conditions, however, interventions are not focused on the value chain development of the specific commodities within the zones. For example: (i) Teso was zoned for beef cattle, cassava and poultry; (ii) Acholi was zoned for cassava, poultry, vegetable oil, horticulture and maize; and (iii) Karamoja for beef cattle, vegetable oil, horticulture and sunflower. The interventions have been spread across several other commodities, limiting the optimal exploitation of the selected value chains. The failure to adhere to the agro-ecological zoning constrains the potential of PDM to enhance production and productivity.

There has been an increase in the stock of economic and social infrastructure, however, these are not adequately guided by physical development plans. The stock of community access roads increased by 731km between FY2020/21 and FY2023/24. In addition, 15 new markets

were constructed over the same period, out of which three in Arua, Soroti, and Busia have value addition facilities. These need to be fully operationalized and optimally used. Further, 99.5km of urban roads were constructed in the new cities and 12 municipalities between FY2019/20 and FY2023/24 under the USMID project. However, operationalization and maintenance are challenges. In addition, these investments and others such as industrial parks, transport hubs, and real estate development are not guided by the physical development plans. Only 2 regional physical development plans i.e. Albertine Graben Physical Development Plan and Northern Uganda Economic Corridor Physical Development Plan have been developed, which can only be actualized through the development of district and local-level physical development plans. In particular, only seven out of 135 districts, three out of 11 cities, 14 out of 31 municipalities, and 45 out of 580 town councils have physical development plans.

Local revenue collections have increased as a result of improved tax administration, however, this is low due to a narrow tax base and widespread tax evasion. Total local revenue collections increased to Shs. 257.1 billion in FY2024/25 from Shs. 29.1 billion in FY2018/19. This performance is largely attributed to increase in collections from local service taxes and property rates, and the improvement in revenue administration through automation of processes (e-LogRev, IRAS). However, less than 5% of local government budgets are funded by locally generated revenue. The dismal performance is partly attributed to corruption, inadequate enforcement mechanisms, and lack of accurate data on taxable properties and businesses.

The number of refugees is high, increasing pressure on resources amidst dwindling external support. Refugees in Uganda have equal access to public services including healthcare, education, water and sanitation facilities alongside Ugandan citizens. The refugee population increased from 1.35 million to 1.55 million between 2017 and 2023. Nearly 92% of these refugees live in settlements alongside host communities in some of the poorest and most underdeveloped districts in Uganda. Local Governments like Yumbe, with approximately 355,000 refugees, Arua, hosting around 250,000 refugees, and Adjumani, with about 220,000 refugees are particularly affected, experiencing severe strain on their resources due to high refugee populations. Environmentally, this large refugee population has contributed to deforestation at a rate of about 92,000 hectares per year (FAO, 2022) and soil degradation, as refugees rely heavily on local wood for cooking and construction. In addition, the reduction in external financial aid, which has decreased by approximately 30% in recent years (OECD, 2023), further exacerbates the strain on local capacities. Consequently, the capacity of Uganda's refugee response to adequately meet the needs of refugees and host communities has been severely affected.

Weak Implementation of Legal and Regulatory Framework for Decentralized Services. The Legal and Regulatory Framework has significantly enhanced local governance by bringing decision-making closer to the communities, allowing for more tailored responses to local needs. This has fostered greater citizen participation in governance and has led to improvements in service delivery in areas like education and health, as local governments are now more accountable to their constituents. Additionally, the establishment of local councils has empowered communities to engage actively in development planning and resource allocation, creating a sense of ownership over local initiatives. However, numerous challenges exist such as; inadequate financial autonomy of local governments, which often rely heavily on central government transfers that can be inconsistent and insufficient. This financial dependency limits local governments' ability to implement sustainable development projects and effectively respond to emerging community needs. Corruption and mismanagement also remain significant challenges, exacerbated by weak accountability mechanisms that fail to hold local leaders responsible for their actions.

Weak Institutional and Coordination Capacity For Effective Delivery Of Decentralized Services. Currently the Ministry of Local Government offers Guidance, Inspection, Monitoring and Coordination to 135 Districts, 10 New Cities, 31 Municipalities and by extension to 2,194 sub-counties/division/town councils. However, the Local Governments and Administrative units face a number of internal and external challenges regarding delivery of decentralized services to the citizens, including; Inadequate staffing due to shortage of personnel across various sectors, lack of fully constituted District Service Commissions which delay the recruitment process, and hard to reach/hard to stay areas which have failed to attract personnel; Dilapidated Local Government Administrative premises as well as those that lack the same.

To minimize regional imbalances and inequities as well as deepen decentralization, the programme will focus on: supporting the LED initiatives which will help integrate underdeveloped regions into the economy and support balanced growth; enhancing the capacity of Local Governments to generate local revenue; fostering affirmative actions; effectively integrating refugee issues to balance their needs with those of host communities; enhancing legal and regulatory capacity of Local Governments; and, enhancing the institutional and coordination capacity of Local Governments for effective delivery of decentralized services, improved resource management and sustainable practices.

CHAPTER ONE: INTRODUCTION

The Regional Development Programme (RDP) is one of the Twenty (20) Programmes in NDP III. The thinking behind the introduction of this programme was that for the Country to achieve its Social Economic Transformation Agenda, there must be Inclusive Growth. This was in line with the overall Government Policy Direction to “*Increase Household Incomes and Improve Quality of Life of Ugandans*”, the Theme of NDP III “*Sustainable Industrialization for Inclusive Growth, Employment and Wealth Creation*” and *The Uganda Vision 2040* which emphasizes *Balanced Development through ensuring that all Regions of the country benefit from growth of the National Economy*.

Regional Development Programme therefore, aims to Accelerate Equitable Regional Economic Growth and Development by Reducing Poverty in lagging Sub-Regions of; Karamoja, Bukedi, Bugisu, Busoga, West Nile, Acholi, Teso and Bunyoro.

The Programme intended to address Persistent vulnerabilities and wide-regional disparities in attaining required Poverty Reduction targets. The percentage of people living below the poverty line (1.00 USD per day) was 21.4 percent in FY2017/18 compared to the NDP II target of 14.2 percent. Moreover, there are wide regional disparities with Bukedi (43.7 percent), Busoga (37.5 percent), Bugisu (34.5 percent) and Teso (25.1 percent) experiencing reversals compared to the previous poverty levels. Over the NDP II period, there was frequent economic loss and human mortality from disasters driven by increasing hazards, exposure and vulnerability mostly affecting these regions. Many households in these sub-regions depend on crop agriculture as their biggest source of income and this highlights the urgent need for an industrialization strategy to add value to agricultural produce.

The overall National efforts in poverty eradication are being derailed due to some Regions dragging the poverty-reduction gains. Poverty reduction targets have been missed as evidenced by poverty reversals in some parts of the country despite enormous and sustained Government efforts. The aspiration of Agenda 2030 (SDG 10) entreats countries to reduce inequality within and among countries, and also strive to end poverty in all its forms everywhere (SDG 1). Countries are required to reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions by 2030. The EAC Vision 2050 is to have a developed, stable and competitive regional bloc that will ensure “enhanced inclusiveness in development and socio-economic transformation”, and set a target to reduce the percentage of people living below the poverty line to less than 10 percent by 2030. The Uganda Vision 2040 emphasizes balanced development through ensuring that all regions of the country benefit from growth of the national economy. There is imbalance in the development of regional potential. This is due to:

- i. Regional income poverty;
- ii. Limited and underdeveloped regional value chains;
- iii. Inadequate economic and social infrastructure; and
- iv. Poor local leadership and weak public sector management in the regions.

Therefore, the goal of the Regional Development Programme is to: **Accelerate Equitable, Regional Economic Growth and Development.**

1.1: Situation Analysis

The NDP II targeted Poverty to reduce from 19.7 percent in FY 2012/13 to 14 percent in FY2019/20; however, poverty reversed to 21.4 percent. In absolute terms, this implies that the number of poor people increased from 6.6 million in 2012/13 to 8.03 million in 2016/17. Majority of the poor people live in rural areas but are disproportionately concentrated in the sub-regions of; Bukedi, Busoga, Bugisu, Teso, Acholi, West Nile, Karamoja and Bunyoro regions compared to other parts of the Country. Poverty reversals have been highest in Bukedi, Busoga, Bugisu and Teso. These four sub-regions combined constitute 24 percent of the total population of Uganda. In addition, the poverty levels in West Nile, Acholi and Karamoja remain significantly above the national average.

Based on poverty levels and trends over the NDP II Period, therefore, this programme was designed to cover Eight Geographical Sub-regions as the areas of focus for accelerated poverty reduction efforts categorized into three groups. The first group (consisting of Bukedi, Busoga, Bugisu and Teso) is comprised of those Sub-regions where poverty reversals were highest and poverty headcount is significantly above the national average. The second group (consisting of West Nile, Acholi and Karamoja) is comprised of those where poverty levels still remain significantly above the national average, even though poverty levels are reducing. The last group comprises of Bunyoro where the percentage of people below the poverty line doubled over this period.

Overall, poverty is driven by heavy reliance on subsistence rain-fed agriculture as the only economic activity. Significant number of people in these sub regions depend on subsistence rain-fed agriculture as their main source of livelihood. At the time of poverty measuring, these regions were witnessing a drought. In addition, poverty in Bukedi region is also attributed to low farm output due to pests, diseases and high child poverty. In Busoga and Bunyoro regions, the locking of small farm land sizes for sugar cane growing is highly likely contributing to the increase in poverty. In Karamoja, the high poverty levels are attributed to the harsh weather conditions as well as poor agricultural and cultural practices. Other contributing factors include; large household sizes (high fertility) and low education attainment, particularly for household heads; poor transport connectivity; and low access to grid electricity.

Finally, unexploited natural resources (minerals and tourism sites) in these subregions helps to explain the persistent poverty levels. For example, there is an estimated 300 million tonnes of marble in Karamoja; an estimated 1 billion tonnes of inferred Nickel in Kitgum; an unquantified volume of gold in Busia, Namayingo, Karamoja, Kitgum and Moyo and other minerals. The Tourism Potential is also not well exploited, for instance, the Mt. Elgon, Teso Rocks and Karamoja Cultural potential is under developed and under-marketed.

Over the last five years, this programme was focusing on Accelerating Poverty Reduction in those regions lagging behind the National Poverty Line by, providing Affirmative Actions for these Regions. In addition to affirmative actions, interventions from other programmes, were employed to address:

- i. Heavy reliance on subsistence rain-fed agriculture using rudimentary technology as the only economic activity;
- ii. Unexploited natural resources in these subregions;

- iii. Poor transport network; and
- iv. Low Access to Grid Electricity.

1.2: Programme Objectives

In order to address the above constraints, the objectives of this Programme are:

1. Stimulate the Growth Potential of the sub-regions in the key Growth Opportunities (Agri-business, Tourism, Minerals and Manufacturing);
2. Close Regional Infrastructure Gaps for exploitation of Local Economic Potential;
3. Strengthen and Develop Regional Based Value Chains for LED; and
4. Strengthen the Performance Measurement and Management Frameworks for Local Leadership and Public Sector Management.

Furthermore, during the plan period, Government of Uganda launched an initiative to accelerate socio-economic transformation at the grass roots level dubbed the '**Parish Development Model (PDM)**'. The initiative's intention was to transition **39% of households** from the subsistence economy to the money economy, by decentralizing planning and service delivery to the **parish level**, the lowest administrative unit.

Strategically, PDM was aligned to the plan objectives as it would promote Local Economic Development, financial empowerment and improved service delivery through strong coordination between Central and Local Governments, with the MoLG as the lead MDA. Resultantly, the PDM Secretariat was created in the MoLG to coordinate and administer the initiative.

1.3: Programme Interventions

In order to achieve the above Objectives and intended Results, NDP III Prioritised the Affirmative interventions reflected in the Table Below. These are Affirmative Interventions, additional to contributions from the other Programmes.

Regional Development Interventions and Respective Actors

Interventions	Actors
Objective 1: Stimulate the Growth Potential of The Sub-Regions Through Area-Based Agribusiness LED Initiatives	
1. Organize farmers into cooperatives at district level <ol style="list-style-type: none"> a. Support Youth and Women cooperatives b. Provide financing and extension services 	LGs, MGLD Farmers groupings
2. Increase regulation of farm input markets to reduce adulteration	MAAIF
3. Construct Irrigation Schemes and Valley Dams to ensure production all year round	MWE, MAAIF
4. Strengthen agricultural extension services through increased supervision and implementation of the parish model	LGs, CSOs, Farmers Grouping

5. Strengthen Research in the prioritized agro-enterprises to increase productivity	NARO,OWC, Cooperatives
6. Establish an Agricultural Financing Facility for farmers in target regions	MAAIF, MFPED
7. Operationalize the Industrial and Business Parks situated in the target regions	UIA. OWC
8. Establish post-harvest handling, storage and processing infrastructure including Silos, Dryers, Warehouses, Cold Rooms and a Warehouse Receipt System for farmers in those regions	MTIC, MAAIF
9. Establish Demonstration Farms for regionally identified commodities	MAAIF
10. Establish a Marketing System for the selected agro-enterprises (market information centres, standards, Packaging)	MTIC, MAAIF
11. Develop targeted Agri-LED interventions for refugees and host communities	LGs, OPM, DPs
Objective 2: Close Regional Infrastructure Gaps For Exploitation Of Local Economic Potential;	
1. Develop community access and motorable feeder roads for market access	LGs
2. Increase transport interconnectivity in these programme regions to promote intra-regional trade and reduce poverty	MoWT, MOLG, UNRA, LGs
3. Increase energy connectivity in these programme regions	MEMD, MOLG, LGs
4. Increase ICT interconnectivity in these programme regions	MO ICT&NG, NITA
Objective 3: Strengthen and Develop Regional Based Value Chains For LED;	
1. Develop and implement regional specific development plans	NPA, MoLG, LGs
2. Develop region-specific Tourism Products in poverty-stricken regions	MTWA, UTB
3. Facilitate formation of tourism groups in target communities (e.g. arts and crafts);	MTWA, UTB
4. Establish Regional Tourism Information Centres;	MTWA, UTB
5. Skill Locals in hospitality (Tour guide, Hoteliers);	MTWA, UTB
6. Nurture local private sector to participate in local, regional and global tourism value chains through training and credit extension	MTWA, UTB
7. Expand, upgrade and maintain tourism support infrastructure	MTWA, UTB
8. Organize the artisanal and small-scale miners into groups/cooperatives;	MEMD
9. Provide incentives for acquisition of appropriate technology;	MEMD

10. Provide training and extension services to ease the adoption of the acquired technology;	MEMD
11. Incentivize private sector to offer industrial training and apprenticeship opportunities;	MFPED, MTIC
12. Construct Roads to support mining and mineral processing in the regions;	MTW, UNRA
13. Extend adequate and reliable energy to support mining and mineral processing industries;	MEMD
14. Provide water to support mining and mineral processing;	MWE
15. Promote value addition through LED in the mining activities;	MEMD
16. Restore degraded excavation sites;	MWE, NEMA
17. Provide support to youth and women enterprises;	
18. Undertake massive sensitization and awareness campaigns on environment.	MWE
Objective 4: Strengthen the performance measurement and management frameworks for local leadership and public sector management.	
1. Introduce community score cards of local government performance	MOLG
2. Institute regional ordinances and charters for regional government commitments to visions, roles and responsibilities.	MOLG

1.4: Implementation Reforms

Based on the above Challenges and Planned Interventions, the Key Implementation Reforms that were required to fully implement this Programme and realise expected goals in the last five years were:

1. Develop and implement Regional Development Programmes in Busoga, Teso, Bukedi and Karamoja, similar to the approach taken in Rwenzori, West Nile and Bunyoro;
2. Transfer the implementation and Management of the programme to the Ministries of Local Government and Gender, Labour and Social Development to enable OPM focus on its primary mandate of Coordination.

CHAPTER TWO: PROGRAMME PERFORMANCE

2.1: Financial Performance:

The First two years of the Implementation of the NDPIII, Resources to the MDAs was still configured in the Sectoral Mode. According to NDP III Financing Framework, for the FY 2022/23 to FY 2024/25, the Regional Development Programme was Expected to receive **UGX 14.065 Trillion**. However, the Programme was allocated **UGX 3.8 Trillion** representing only **27%** of the Planned Budget. This reflects the underfunding levels the Programme has experienced during the NDP III period.

In the Period under Review, the Programme was allocated the budget as split up among the Programme Votes below:

Table 2.1: RDP Approved Budget by GOU and External Financing for FY 2022/23 to FY 2024/25 (Ugx Billion)

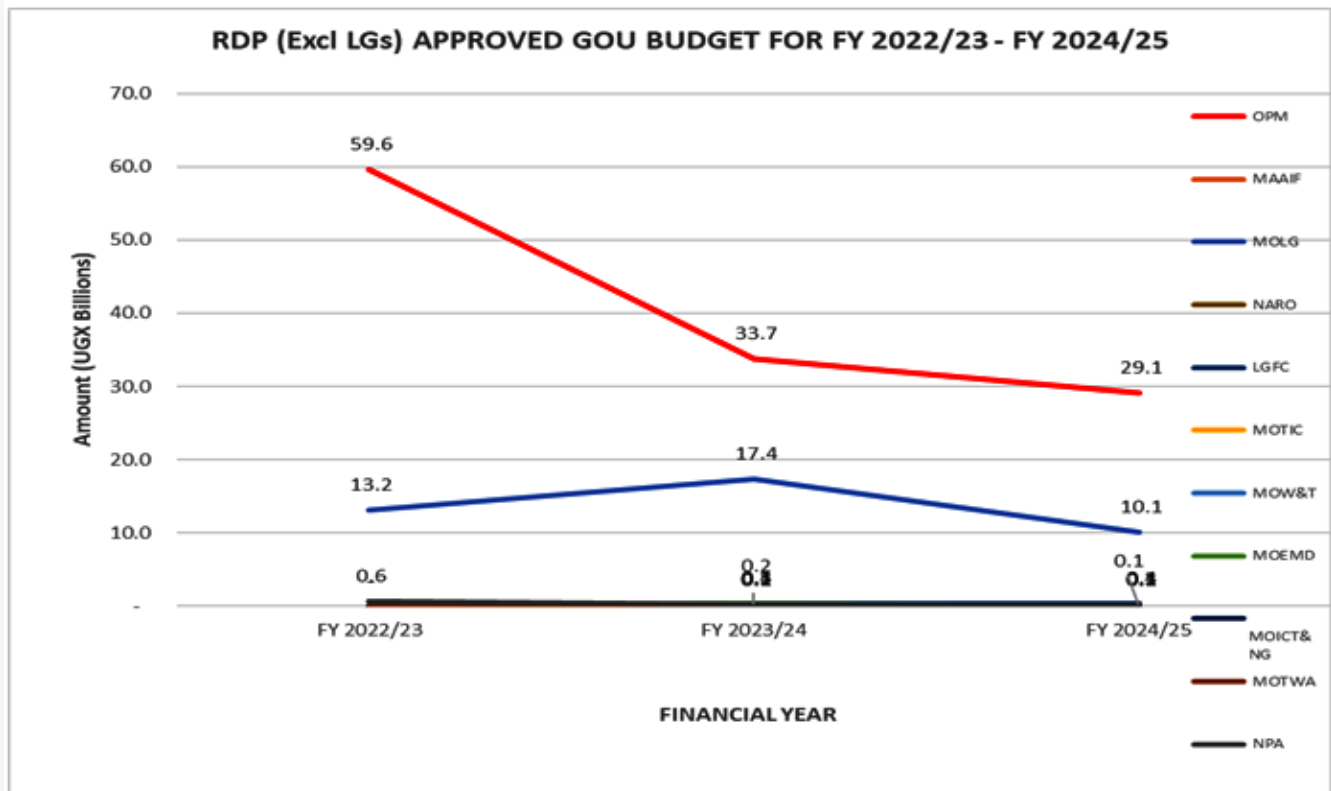
Vote Code	Vote Name	FY 2022/23			FY 2023/24			FY 2024/25		
		GoU	Ext Fin	Total	GoU	Ext Fin	Total	GoU	Ext Fin	Total
003	OPM	59.617	12.685	72.302	33.747	65.891	99.638	29.060	-	29.060
010	MAAIF	-	-	-	0.300	-	0.300	0.297	-	0.297
011	MOLG	13.157	59.000	72.157	17.364	87.791	105.155	10.059	181.321	191.380
015	MOTIC	-	-	-	0.100	-	0.100	0.099	-	0.099
016	MOW&T	-	-	-	0.400	-	0.400	0.396	-	0.396
017	MOEMD	-	-	-	0.300	-	0.300	0.149	-	0.149
020	MOICT&NG	-	-	-	0.200	-	0.200	0.198	-	0.198
022	MOTWA	-	-	-	0.100	-	0.100	0.050	-	0.050
108	NPA	0.635	-	0.635	0.200	-	0.200	0.099	-	0.099
142	NARO	-	-	-	0.100	-	0.100	0.099	-	0.099
147	LGFC	-	-	-	0.100	-	0.100	0.099	-	0.099
617	LGs	1,069.969	-	1,069.969	889.591	-	889.591	1,266.637	-	1,266.637
PROG TOTAL		1,143.378	71.685	1,215.063	942.502	153.682	1,096.184	1,307.242	181.321	1,488.563

Source: Programme Budgeting System(PBS)

The Total Programme Budget over the reporting period experienced a decrease in FY 2023/24 of **10%** from **UGX 1,215.063Bn** to **UGX 1,096.184Bn** before increasing by **36%** in FY 2024/25 to **UGX 1,488.563Bn** mainly due to the LGs Budget for Pension and Gratuity which was previously under Public Sector Transformation Programme.

Local Governments (LGs) dominate GoU Funding throughout the period, showing a steady increase from **UGX 1,070Bn** to **1,266Bn** by FY 2024/25. Ministry of Local Government is the main recipient of **External Financing**, rising sharply in FY 2024/25. Office of the Prime Minister has a declining GoU trend and stable but variable External Funding. While other Votes maintain relatively small allocations over time.

TREND CHART FOR GOVERNMENT OF UGANDA (GOU) FUNDING BY INDIVIDUAL VOTES ACROSS FY 2022/23 – FY 2024/25 (UGX BILLION)



Specifically, for GoU Funding (excluding LGs) the Programme has experienced significant declining Trends over the period as presented in the Chart above and this has greatly affected implementation of the Programme Interventions by the Votes.

Office of the Prime Minister (Orange) shows a **Gradual decline** in GoU allocations over time. The allocations dropped sharply by **43%** from **UGX 59.6Bn** in FY 2022/23 to **UGX 33.7Bn** in FY 2023/24 before it drops by 14% to **UGX 29.1Bn** in FY 2024/25. Ministry of Local Government (Blue) budget allocations increase slightly in FY 2023/24 from **UGX 13.2Bn** to **UGX 17.4Bn** before **dropping sharply again** by **42%** in FY 2024/25 to **UGX 10.1Bn**. While all the other Votes under the Programme, experienced Low Funding Levels coupled with their declining trends over time. Under this category, National Planning Authority experienced the biggest budget decline by **69%** from **UGX 0.635Bn** in FY 2022/23 to **UGX 0.2Bn** FY 2023/24 before dropping by **50%** in FY 2024/5 (**UGX 0.099Bn**).

Table 2 .2:RDP Budget Performance FY 2022/23 to FY 2024/25 (Ugx Bn)

Vote Code	VOTE NAME	Total Approved Budget	Total Released Budget	Total Spent	% Budget Released	% Releases Spent
003	Office of the Prime Minister	201.00	119.21	103.39	59%	87%
010	Ministry of Agriculture, Animal Industry & Fisheries	0.60	0.60	0.59	100.0%	98.2%
011	Ministry of Local Government	368.69	393.91	202.71	107%	51%
015	Ministry of Trade, Industry and Cooperatives	0.20	0.19	0.19	94.5%	98.9%
016	Ministry of Works, and Transport	0.80	0.73	0.73	91%	100%
017	Ministry of Energy and Mineral Development	0.45	0.41	0.38	90.2%	93.8%
020	Ministry of Information, Communications, Technology and National Guidance	0.40	0.40	0.40	100%	99%
022	Ministry of Tourism, Wildlife and Antiquities	0.15	0.02	0.01	16.0%	41.7%
108	National Planning Authority	0.93	0.91	0.91	98%	100%
142	National Agricultural Research Organization	0.20	0.20	0.20	100.0%	100.0%
147	Local Government Finance Commission	0.20	0.20	0.20	100%	100%
617	Local Governments 17	3,226.20	3,276.39	3,276.38	101.6%	100.0%
PROG TOTAL BUDGET		3,799.81	3,793.16	3,586.08	99.8%	94.5%

Source: Programme Budgeting System (PBS)

During FY 2022/23 to FY 2024/25, the Regional Development Programme had a Total Approved Budget of **UGX 3,799.81 Billion**. The Programme exhibited Strong Budget Performance during this period, with 99.8% of the Approved Budget released and **95%** of the Released Funds absorbed (Spent) by the Programme. This reflects Excellent Absorption Capacity for the Programme Resources.

At Vote level, there was varying Performance with 5 Votes including; Ministry of Works and Transport, National Planning Authority, National Agricultural Research Organization, and Local Government Finance Commission reporting excellent Performance where **100%** of all the Funds released to them was absorbed during the reporting period. This was closely followed by Ministry of Information, Communications, Technology and National Guidance at 99%, Ministry of Trade, Industry and Cooperatives with **99%** and Ministry of Agriculture, Animal Industry and Fisheries at **98%**, absorption rates. On the other hand, the least performing Vote was Ministry of Tourism, Wildlife and Antiquities with only **42%** of the released funds absorbed. The Ministry of Local Government also experienced poor absorption performance levels where only **51%** of the released Funds were absorbed. The under absorption was Experienced under Externally Funded Projects and the reasons due to Protracted Procurements, lengthy approval Processes, and Weak Capacity of Contractors and Implementing Partners, among others.

2.2: Overall Trend of Outcome Performance during NDP3

2.2.1: Overall Outcome Performance

The Overall Outcome Performance of the Regional Development Programme (RDP) at the end of the Third National Development Plan (NDP III) Period is summarized in the Table 2.3 below. Outcome indicators under NDP III are cumulative by design, reflecting long-term transformations such as Poverty reduction, infrastructure expansion, and inclusive economic growth. These outcomes evolve gradually and are not expected to show significant year-to-year fluctuations. As such, performance was assessed holistically over the entire implementation period rather than through annual snapshots.

Table 2.3: Outcome Performance of the RDP during the NDP III Period

Performance Rating	Overall Trend of Performance during NDP III
Achieved	25%
Moderate	30%
Not Achieved	45%
Not Assessed	none

Source: UNHC Reports

The Outcome Performance of NDP III indicates Moderate Progress, with **55%** of Outcomes either Achieved or Moderately Satisfactory. However, a significant **45%** of Outcomes were not Achieved, Signaling Persistent Implementation bottlenecks across Programmes. The outcomes that were achieved were mainly driven by improved coordination among implementing agencies, targeted investments in regional infrastructure, Livelihood Programmes, and enhanced Technical Support to Local Governments. Moderate and underperformance were largely due to Inadequate Funding, delayed Project Implementation, limited Private Sector participation, and capacity gaps at both central and local levels, which constrained the pace of progress toward regional transformation.

2.2.2: Key Outcome Level Results

This Section provides insights into the extent to which the Programme achieved its strategic objectives during the NDP III period. The Outcomes reflect measurable progress across priority areas of Regional Development, and Service Delivery. While notable achievements were registered in several areas, a number of outcomes remained unachieved due to persistent implementation constraints such as funding constraints, and coordination challenges. This analysis highlights both the Key Outcomes achieved and those not achieved.

Table 2.4: Key Outcome-Level Results Achieved under the RDP during the NDP III Period.

REGION	NDP III TARGET	ACTUAL AS AT JUNE FY 2024/25	PERFORMANCE RATING
Stimulate the growth potential of the sub-regions in the key growth opportunities (Agri-business, Tourism, Minerals and Manufacturing)			
Poverty Rates			
1. Bukedi	39.2%	30%	Achieved
2. Busoga	19.1%	19%	Achieved
3. Bugisu	30.8%	14%	Achieved
4. West Nile	30.8%	21%	Achieved
5. Karamoja	40.1%	74%	Not Achieved
6. Acholi	18.3%	21%	Not Achieved
7. Teso	19.7%	30%	Not Achieved
8. Bunyoro	6.3%	16%	Not Achieved

Source: UNHC Reports

Overall, the Regional Development Programme (RDP) registered mixed performance in reducing regional poverty across sub-regions during the NDP III period. Poverty reduction targets were achieved in Bukedi, Busoga, Bugisu, and West Nile, mainly due to increased investment in agri-business, Stronger Local Coordination, improved infrastructure such as link roads through Busia, Tororo and Pallisa which have been rehabilitated and tarmacked and revival of Doho irrigation scheme among others. However, Karamoja, Acholi, Teso, and Bunyoro did not achieve their targets, with some recording rising poverty levels. According to the UBOS National Household Survey (NHS) 2023/24, the Persistent Poverty in these Regions is linked to Climatic Shocks, Insecurity, Low Productivity, Limited access to Markets, and Weak Private Sector engagement.

Table 2.5: Key Outcome-Level Results Not Achieved under the RDP during the NDP III Period.

	Sn	DESCRIPTION	ACTUAL 2019/20	TARGET 2024/25	ACTUAL AS AT JUNE FY 2024/25	PERFORMANCE RATING
Stimulate the growth potential of the sub-regions in the key growth opportunities (Agri-business, Tourism, Minerals and Manufacturing)						
Indicators		% of households involved in commercial-scale agriculture	20.0%	30.0%	18.90%	Not Achieved
		% increase in irrigable area (%)	7.7%	1.3%		Not Achieved

	Share of private sector credit for the selected agricultural enterprises (%)	4.8%	10%	0.0%	Not Achieved
Strengthen and develop regional based value chains for LED					
Indicators	Percentage reduction in land related conflicts	15.3%	20.0%	12.7%	Not Achieved

Source; RDP Vote Reports

2.2.3: Overall Output Performance

The overall output Performance of the Regional Development Programme (RDP) during the NDP III period is summarized in the Table 2.6 below. The assessment is conducted on an annual basis at the output level to track incremental Progress in Programme Implementation, Identify Performance Trends, and assess the extent to which Planned activities translated into tangible results each Financial Year. This approach Provides a clear picture of Implementation Consistency and enables timely identification of bottlenecks affecting achievement of targeted outputs.

Table 2 .6:Output Performance of the RDP during the NDP III Period

Financial Years Assessed	% Achieved	% Moderately Satisfactory	% Not Achieved	% Not Assessed
2021/22	4%	0%	11%	85%
2022/23	5%	5%	45%	45%
2023/24	8%	4%	69%	19%
2024/25	26%	0%	58%	16%

Source; RDP Vote Reports

The output performance of the RDP during the NDP III period showed gradual improvement but remained below target. Only 4% of outputs were achieved in FY 2021/22 due to the transition to Programme-Based Budgeting, external disruptions such as the COVID-19, Inadequate funding, and Weak Coordination. By FY 2024/25, achievement improved to 26%, driven by improved Programme Coordination and Planning, though persistent inadequate funding and persistent gaps in technical skills, human resources, financial management, and data reporting continued to constrain full Programme Performance. Addressing these capacity gaps, alongside Strengthening Financing and Monitoring Systems, will be critical for improved output delivery under NDP IV.

2.2.4: Key Output Level Results

This section presents the performance of the Regional Development Programme (RDP) outputs over the NDP III Period, highlighting the extent to which planned targets were achieved. Achieved outputs reflect successful implementation and effective resource utilization, while outputs not achieved indicate areas where constraints such as funding shortfalls, capacity limitations, and implementation bottlenecks affected performance. Outputs not assessed highlight gaps in monitoring and reporting that require attention.

Table 2.7: Key Output-Level Results Achieved under the RDP during the NDP III Period.

DESCRIPTION	ANNUAL TARGET 2024/25	ACTUAL AS AT JUNE 2024/25	% TARGET REACHED	PERFORMANCE RATING
Stimulate the growth potential of the sub-regions in the key growth opportunities (Agri-business, Tourism, Minerals and Manufacturing)				
16 Cooperatives inspected and their members trained	16	16	100.0%	Achieved
Quality Foundation seed in tonnes produced and extended to Farmers for improved productivity in Busoga and Bugisu	3.8	3.8	100.0%	Achieved
Demonstration Centers established for Maize and beans enterprises to facilitate technologies and skills to enhance productivity in Maize Production	2	2	100.0%	Achieved
Local Seed businesses equipped with Knowledge, Information, Technologies and Skills to enhance productivity in maize production	2	2	100.0%	Achieved
Quality coffee seedlings produced and extended to Farmers	31,500	31,500	100.0%	Achieved
Irrigation schemes and valley dams constructed	174	278	159.8%	Achieved
Karamoja Income Enhancement	1	1	100.0%	Achieved
LGs Supported to operationalize Local revenue enhancement	19	19	100.0%	Achieved

Table 2.8: Key Output-Level Results Not Achieved under the RDP during the NDP III Period.

DESCRIPTION	ANNUAL TARGET 2024/25	ACTUAL AS AT JUNE 2024/25	% TARGET REACHED	PERFORMANCE RATING
Stimulate the growth potential of the sub-regions in the key growth opportunities (Agri-business, Tourism, Minerals and Manufacturing)				
Women and Youth enterprises supported with motorcycles and sewing machines	870	0	0.0%	Not Achieved
3300 farmer Groups provided with a revolving fund	870	0	0.0%	Not Achieved
Construction of medium to large Irrigation schemes	2	1	50.0%	Not Achieved
Construction of Solar Powered Irrigation Demonstration Sites	100	50	50.0%	Not Achieved

Construction of Community Valley tanks/farm ponds	116	16	13.8%	Not Achieved
Construction of Individual Valley tanks	100	20	20.0%	Not Achieved
4 Regional Industrial and Business Parks established	1	0	0.0%	Not Achieved
Post-harvest handling, storage and processing infrastructure established in the poverty-stricken sub-regions	20	0	0.0%	Not Achieved

Table 2.9: Key Output-Level Results Not Achieved under the RDP during the NDP III Period.

CODE	DESCRIPTION	ANNUAL TARGET 2024/25	ACTUAL AS AT JUNE 2024/25	% TARGET REACHED	PERFORMANCE RATING
Strengthen and develop regional based value chains for LED					
Output	Regional Development Plans/LED Projects				
	Bukedi Income Enhancement	1	0	0.0%	Not Achieved
	West Nile Income Enhancement	1	0	0.0%	Not Achieved
	Acholi Income Enhancement	1	0	0.0%	Not Achieved
	Teso Income Enhancement	1	0	0.0%	Not Achieved
	Busoga Income Enhancement	1	0	0.0%	Not Achieved
	Bugisu Income Enhancement	1	0	0.0%	Not Achieved
	Bunyoro Income Enhancement	1	0	0.0%	Not Achieved
	Rwenzori Income Enhancement	1	0	0.0%	Not Achieved
	Luwero Income Enhancement	1	0	0.0%	Not Achieved
	More regional roads constructed to connect the regions for increased trade	146	26.5	18.2%	Not Achieved
Close regional infrastructure gaps for the exploitation of local economic potential					
	ICT infrastructure extended/availed in all Programme regions	30	20	66.7%	Not Achieved

Table 2.10: Key Output-Level Results Not Assessed under the RDP during the NDP III Period.

DESCRIPTION	ANNUAL TARGET 2024/25	ACTUAL AS AT JUNE 2024/25	% TARGET REACHED	PERFORMANCE RATING
Stimulate the growth potential of the sub-regions in the key growth opportunities (Agri-business, Tourism, Minerals and Manufacturing)				
Functional marketing system established in the sub-region				No Assessment
Agri-LED enterprises established in refugees and host communities				No Assessment
Regional Development Plans/LED Projects				
LED Projects generated and implemented	56			No Assessment
Bankable/ready projects generated				No Assessment
regional Investment Expos				No Assessment

2.2.5: Performance Analysis

The overall Performance of the RDP under NDP III indicates limited Progress in achieving intended Outcomes and Outputs.

The moderate levels of achievement observed largely reflect Incremental Institutional Adaptation and Improved Alignment between Planning, Budgeting, and Reporting Systems. However, the Programme continues to face Systemic Challenges that have constrained its overall effectiveness.

A key factor behind the Underperformance is the Misalignment between Programme Outputs and the Intended Outcomes established during the initial design of the RDP. This design gap has weakened the logical flow from activities to results, limiting the Programme's capacity to deliver on its Strategic Objectives of Balanced and Inclusive Regional Development.

Additionally, reporting on Programme Performance has not been disaggregated by Regions within the RDP area but rather Presented at the National Level. This Approach has Masked Progress of Regional Disparities making it difficult to Identify Location-Specific Achievements, Constraints, and Priorities for Intervention. This was further exacerbated by the lack of the Regional Development Plans to guide the implementation of Strategic Interventions in the Lagging Regions.

Going forward, the RDP has repositioned itself through Rescoping of the Programme to Cover all regions of the country but only vary the level of Interventions basing on regional needs. This will ensure a stronger Linkages between Outputs and Outcomes, establish a Robust Monitoring and Reporting Systems, Strengthen Programme Coordination, Enhance Local Government Capacity, and Deepening Data-Driven Performance Reviews that are critical to accelerate Results and ensure that the RDP fully contributes to the objectives of Balanced Regional Development under NDP IV.

2.3: Detailed Physical Performance

The Programme Physical Performance over the Review Period is articulated along the Programme Objectives

2.3.1. OBJECTIVE ONE: Stimulate the growth potential of the sub-regions in the key Growth Opportunities (Agri-business, Tourism, Minerals and Manufacturing)

Under this objective, the Programme undertook comprehensive effort to transform Agriculture and Rural Livelihoods through Innovation, Capacity Building, and Infrastructure Development. The following Critical interventions were undertaken;

In order to Strengthen Research in the prioritized agro-enterprises to increase Productivity, The National Agricultural Research Organization (NARO) achieved the following:

- i. Released several climate-resilient and high-yielding crop varieties to enhance productivity and nutrition. These included four new Irish potato varieties (NAROPOT 7–10) resistant to late blight, three millet varieties (NAROFOMILL 1–3) suited for semi-arid areas with high micronutrient content, and one banana hybrid (NAROBAN 6) with superior yields and disease resistance. Additionally, three high-quality Arabica coffee varieties were developed to boost the specialty coffee sector. Quality foundation seed was also produced and distributed to farmers in Busoga and Bugisu sub-regions to promote adoption of these improved varieties.
- ii. Enhanced livestock productivity through genetic improvement and veterinary innovation. It developed fast-growing indigenous chicken (G5), introduced Kalahari-Mubende goat and Ankole-Brahman cattle crosses to boost meat yields, and promoted use of the NAROVAC anti-tick vaccine. In areas like Nakasongola, these interventions led to reduced livestock mortality, faster beef production, and lower tick-control costs for farmers.
- iii. Conserved Tree Genetic Resources by establishing a cashew gene bank in Northern Uganda. In Kitgum District, agroforestry campaigns involving over 1,000 households led to increased tree cover, improved soil fertility, and enhanced household nutrition through fruit tree production and consumption.
- iv. Curbed Crop and Pasture losses caused by Invasive Species. Accordingly, NARO deployed biological control agents, including Zygodontia beetles for Parthenium and Cyrtobagous weevils for Kariba weed. In Pader District, collaboration between local communities and extension teams resulted in a significant recovery of grazing lands previously infested by Parthenium, leading to improved livestock productivity and pasture availability.
- v. The Project for Restoration of Livelihoods in Northern Region (PRELNOR) through the Ministry of Local Government built the capacity of 1,800 Farmer Groups in climate-resilient crop Production Systems, leading to improved adoption of sustainable farming practices, enhanced productivity, and strengthened household food security in PRELNOR target districts.
- vi. Further, the Project through AEATREC, piloted smallholder mechanization services provision with 175 host entrepreneurial farmers in the 25 project sub-counties. The identified host farmers and their group members were trained and provided with different mechanization technologies in animal draft power (ADP), post-harvest handling (PHH) and two-wheel tractors (2WTs) to support service provision to the wider farming community on a hire service basis.

- vii. The Project also, Built Capacity of 10,000 Households in 25 Sub-Counties, 100 Parishes and 491 Villages through Mentoring and providing Food Security Grants worth USD \$120 per Household.
- viii. In addition, through the Local Economic Growth Support (LEGs) Project; the Ministry of Local Government, Implemented an Integrated Voucher System through which 22.41 tonnes of Improved Seed were distributed, 120 Tonnes of Fertilisers, 132,000 Coffee Seedlings; 3500 Litres of Pesticides and Acaricides; and 300 Poultry Birds to 2197 Farmers in 20 Cooperatives across 10 Districts of Alebtong, Bunyangabo, Gomba, Kabarole, Katakwi, Kibuku, Kumi, Kyenjojo, Nakaseke and Ntoroko. As a result, farmers improved access to quality agricultural inputs, leading to enhanced crop yields, improved livestock health, and increased household incomes, thereby contributing to agricultural productivity and rural livelihoods in the targeted regions.
- ix. Trained 90 Artificial Insemination (AI) Technicians and conducted community-led AI services in Seven (7) Districts of Gomba, Nakaseke, Katakwi, Kyenjojo, Kibuku, Kumi, Ntoroko. A total of 864 farmers benefited, with 1,719 cows inseminated, resulting in 556 successful newborn calves, thereby contributing to increased herd productivity and improved household incomes.



Community Based AI Technicians



One of the AI Offspring

- x. Established Five Community-Based Coffee Demonstration Farms in Kyenjojo District.
- xi. Distributed 25 tons of improved seeds (maize, beans, soybean, sunflower, green gram, and sesame) to 20 Cooperatives in Bunyangabu, Kyenjojo, Ntoroko, Alebtong, Kibuku, Katakwi, and Gomba.
- xii. Enabled energy access and economic growth through the construction of five (5) shared solar mini-grid systems across Kumi, Gomba, Kyenjojo, Katakwi, and Kabarole districts electrifying 380 households, Enhancing Public Safety with 75 streetlights in rural growth Centres, and Powering 61 Small Businesses such as Salons, Carpentries, Welding Shops, and milling operations, thereby boosting local livelihoods and productivity.

2.3.2: OBJECTIVE TWO: Close Regional Infrastructure Gaps for exploitation of Local Economic Potential

Under this objective, the Programme Prioritized Strategic Interventions aimed at Enhancing Rural Connectivity and Trade Facilitation. These included: (1) Developing Community Access and Motorable Feeder Roads to improve Market access; (2) Strengthening Transport Interconnectivity across Programme regions to facilitate intra-regional trade and reduce poverty; (3) expanding energy connectivity to support productive use and service delivery; and (4) improving ICT infrastructure to bridge the digital divide. The following critical interventions were implemented to advance these goals:



Lanyandang Bridge in Kitgum District -Constructed under NUDEIL

2.3.2.1 Community Access Roads

Supported by various Partners including; International Fund for Agricultural Development (IFAD), Islamic Development Bank (IsDB), United States Agency for International Development (USAID), KfW, the Ministry of Local Government under various Projects:

- a) Constructed and Handed over to the Community and Districts **1118 Kms** of Community Access Roads ; Adjumani, Agago, Amuru, Gulu, Kitgum, Lamwo, Nwoya, Omoro, and Pader. As a result, communities experienced enhanced access to markets, schools, and health facilities, reduced transportation costs, and increased economic activity through easier movement of agricultural produce and goods.
- b) In addition, Construction of 2,500 km of Community Access Roads (CAR) across 81 districts in 11 Sub-regions to support the production of Oilseed Crops is ongoing. The first Batch of Roads, totaling 1,034 km and covering 100 sub-counties, reached 76% completion by the end of FY2024/25. The remaining work is expected to be completed by the end of November 2025. Fourteen (14) Roads have been substantially completed in the Districts of Omoro, Pader, Namayingo, Butaleja, Busia, Namutumba, Kween, Bukwo, Buyende, Katakwi, Soroti, Oyam, Kumi, Lira, Kwania, and Sembabule.



A bridge on obuku-kochi road of 3.40 km in koboko district Under Construction by NOSP.

- c) Rehabilitated 30 km of Community Access Roads, including Mahumbuli–Kabanda (2 km) and Buheesi–Mitandi (5.4 km) in Bunyangabu, Rwebisengo–Kijura (7 km) in Ntoroko, Mugusu–Kiraro (12.7 km) in Kabarole, and Harugogo–Kijura extension (3.1 km). In addition, designs were completed for 154 km of roads, pending construction.
- d) During the NDP III period, Teso Affairs rehabilitated 26 kilometres of the Bulului-penet-Oleo road in Kalaki District and the Kobulubulu-Okile road in Kaberamaido District. Similarly, the Northern Uganda Rehabilitation Programme constructed 120 kilometers of the Adjuman-Moyo road. These infrastructure interventions significantly improved access to markets, reduced travel time, and enhanced household incomes for communities along these corridors.
- e) Completed Designs of 603.7 Kms of District and Community Access Roads. In order to improve accessibility to both farm inputs and markets of Agricultural Products.

Below are some of the Roads Constructed by PRELNOR Funded by IFAD.



Otema Public PS - Adak - Awalkok Ocim Car in Lalogi, Omoro District



Olaya - Rukuk Community Access Road in Orom, Kitgum District



Labora - Vietnam - Pawidi - Lagampii Community Access Road in Lagoro, Kitgum District



Lakwor Central - Aloto - latanya Community Access Road in Lagoro sub-county, Kitgum District

2.3.2.2 Social Infrastructural Development

While not a stand alone Pillar of Decentralisation, Investments in Social Services and Infrastructure are critical to the realisation of Decentralised Development Outcomes. MoLG provided targeted support to improve education facilities and strengthen household resilience, especially in underserved and newly created Administrative Units. Notable investments are highlighted below:

The NUDEIL Project under MoLG, supported by USAID, Constructed 237 School Facilities and Distributed 1,236 Desks, 129 Tables, 238 Chairs, and 115 Cupboards in 24 Schools across selected districts in Northern Uganda.

Improved learning environment has not only led to an increase in enrolment in the schools but has also seen improvement in attendance to duty by teachers and pupils' retention and performance in schools. For Example, Adak Primary School in Omoro District Registered Three First Grade in almost 20 years after completion and commissioning of the project. Summary of the Schools Infrastructure are contained in Table 2.11 Below.

Table 2.11: Schools constructed in Northern Uganda

District	Facilities Completed Per School								Furniture Supplied
	Teacher's Houses	Staff kitchens	Class Rooms	Head Teacher Offices	Staff Rooms	Stores	3 Stance Latrine	5 Stance Latrine	Desks, Tables, Chairs
Oyam	12	8	12	2	2	2	8	4	396
Lamwo	8	0	12	2	2	2	0	2	216
Gulu	4	2	14	3	3	3	2	8	216
Amuru	14	0	0	0	0	0	7	0	344
Omoro	8	4	12	3	3	3	5	6	164
Nwoya	6	0	20	2	4	3	0	7	238
Kitgum	8	0	2	1	0	1	4	0	144
TOTALS	60	14	72	13	14	13	26	25	1718



Classroom Block, Anaka Primary School in Nyoya District.

2.3.2.3: Market Infrastructure

During the review period, RDP Constructed Markets in support of the Local Economic Development Strategy, aimed at Promoting Job Creation and Enterprise Formalisation. These efforts also contributed to the mobilisation of Local Taxes through Market Dues. More specifically, RDP through the Ministry of Local Government achieved the following:

- i. Constructed market sheds in Gomba, Alebtong, Nakaseke, and Kibuuku to Stimulate Micro-Enterprise Development and Enhance Hygiene and Food Handling Standards.



- ii. Achieved 90% completion of the Nyamiseke Roadside Market in Bunyangabu District. Additionally, identified Thirteen (13) new markets for Construction under the RUDSEC Project, targeting nine (9) districts: Agago, Lamwo, Pader, Dokolo, Kaberamaido, Lira, Soroti, Serere, and Oyam.
- iii. Built and Operationalised Fifteen (15) new Urban Markets. Three (3) of these markets located in Arua, Soroti, and Busia incorporate Value Addition facilities for Agricultural Products. Twelve (12) markets were fully constructed under the MATIP II Project, including: Arua, Busia, Kasese, Kitooro-Entebbe, Lopeduru-Moroto, Lugazi, Soroti, Tororo, Mbarara, Kabale, Masaka, and Kitgum. These markets currently benefit over 52,406 vendors.



H.E Yoweri Kaguta Museveni, the President Commissioning Kitgum Central Market on 09th October, 2023

- iv. Constructed two satellite markets in Omoro and Agago to facilitate rapid Receipt, Storage, Post-Harvest Handling, and sale of Agricultural products.

2.3.2.4: Water for Agricultural Production and Livelihood Enhancement

During the review Period, Significant Progress was made in Expanding Water Infrastructure to Support Agricultural Productivity, Livestock Management, and Community Resilience. The RDP through the MoLG undertook the following:

- i. Constructed and Operationalised Five (5) Gravity Flow and Piped Water schemes under LEGS Project, Providing Safe Water to over 14,500 People in Orungo (Katakwi), Tisai (Kumi), Mugusu (Kabarole), and Nyakatooke (Ntoroko).



Left: Hon. MoSLG commissioning Nyakatooke Piped Water System Right: Pressure Break Tank (PBT) Nyakatooke

- ii. Constructed Three (3) major Earth Dams with capacities ranging from 40 million to 600 million litres under LEGS Project, targeting over 110,000 livestock heads in Gomba, Kumi, and Nakaseke districts.

- iii. Drilled and rehabilitated 181 boreholes under the NUDIEL Program in the Districts of Lamwo (8), Nwoya (34), Omoro (49), Amuru (57), and Gulu (33).
- iv. Finalised Technical Designs for the Kimara Valley Tank and Kinoni Pipeline Extension under LEGs Project to scale up irrigation and Livestock watering infrastructure.
- v. Facilitated the Construction of a Mini - Irrigation Scheme and a Water Transmission Line with Support from UNCDF under the LoCAL Project in the LGs of Nebbi and Kasese.
- vi. Constructed Eight (8) Piped Water Systems, now Providing Domestic Water to a Population of 62,683 People across Eight (8) Districts.
- vii. Installed Two (2) motorised boreholes at Buwana Milk Collection Centre (Nakaseke) and Kigezi Milk Collection Centre (Gomba) under LEGs Project to Support Dairy Production.
- viii. Conducted a feasibility study on integrated watershed management in the Districts of Gomba, Nakaseke, Katakwi, Kumi, Kibuku, and Alebtong, in partnership with ICRISAT.
- ix. Strengthened Twelve (12) Water User Associations and Community Institutions under LEGs Project to Enhance Local Water Governance and Sustainability. These included Buyanja (Gomba), Alanyi (Alebtong), Bunaiga (Bunyangabu), Mugusu (Kabarole), Orungo Corner (Katakwi), Nyakatoke (Ntoroko), Karugutu Women's Cooperative (Ntoroko), Nombe Coffee Farmers' Cooperative (Ntoroko), Kihondo Market Vendors (Kabarole), Tisai Dairy Farmers' Cooperative (Kumi), and Kifampa Dairy Farmers' Cooperative (Gomba).
- x. Over 9,190 individuals, on average, belonging to 1,838 households were supported with increased water availability for production, mainly in the form of micro-scale irrigation facilities (515 households in Adjumani, Amuru and Nwoya Districts), water pans (1,217 households in Agago, Kitgum and Lamwo Districts), protected water points (shallow wells) (106 households in Kitgum and Pader) and fishponds (90 households in Kitgum). The increased water availability is also beneficial to the livestock. For example, in Kitgum alone, an average of 900 domestic animals from 300 households in six villages of Kalele, Kalele central, Ogili, Lacan bil, Coo pe lwor and Tee yaa in Omiya anyima subcounty, drink from the created water pan.

2.3.2.5: Agro-Processing, Storage and Value Addition Facilities

During the review period, the RDP through the Ministry of Local Government, and the Ministry of Trade, Industry and Cooperatives (MTIC), made significant Progress in Strengthening Agro-Industrialisation and Value Addition across regions. Efforts focused on the following strategic areas:

- i. Rehabilitated 33 Non-Functional Agro-Processing Facilities across key Agricultural Districts, Revitalizing Rural Value Chains.
- ii. Constructed 7 Agro Processing Facilities under the LEGs Project (4 Maize Milling Plants, 1 Oil Seed Extraction Facility, 1 Coffee Processing Plant, and 1 Rice Processing and Packaging Plant), in 5 Districts, benefiting 28,763 Farmers



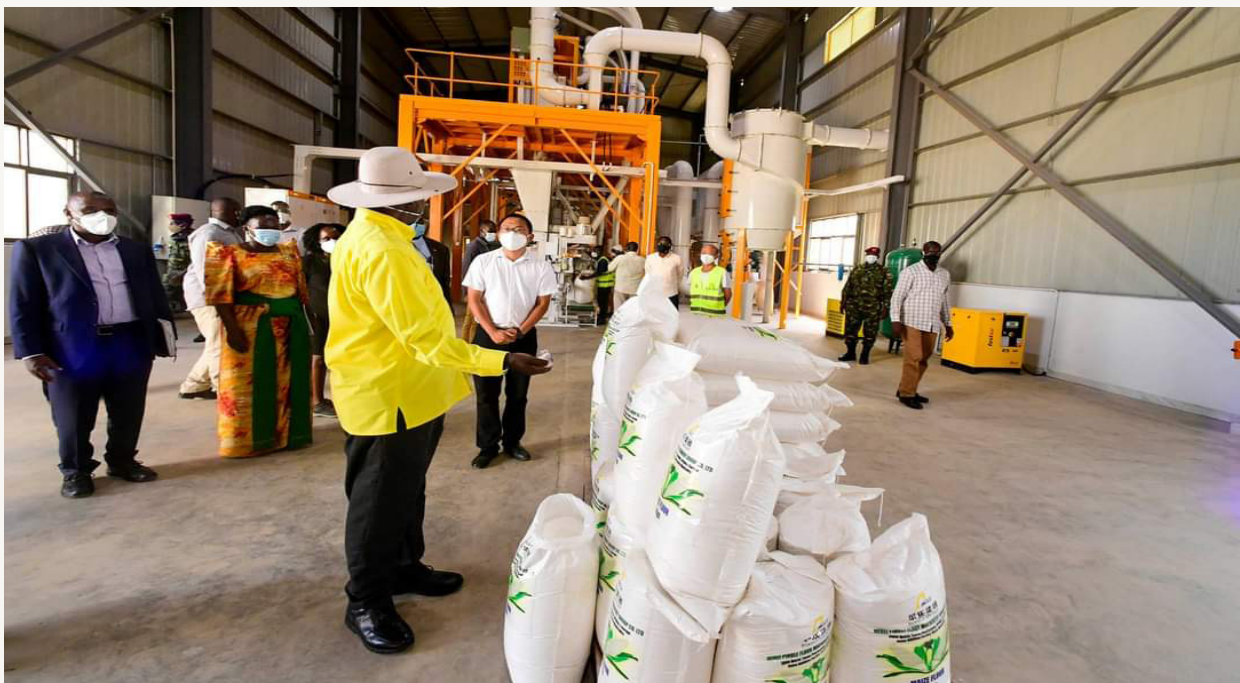
L- Ocorimongin Rice Processing Factory, Right: Kiwoko Maize Processing Factory in Nakaseke

iii. Commissioned New Agro-processing Facilities Including:

- a) Rwimi Rice Mill – Bunyangabu,
- b) Itojo Maize Mill – Ntoroko,
- c) Apaala Oilseed Facility – Alebtong.

iv. Supplied and Installed 3 High-Level Value Addition Facilities under LEGs Project in Arua City (Installed Capacity of 500 Metric Tons), Soroti City (Installed Capacity of 1,000 Metric Tons) and Busia Municipality (Installed Capacity of 3,000 Metric Tons). The Facilities are already Processing Various Products as detailed below:

- a) Soroti City Value Addition Facility processes 2 Tonnes of Groundnut Paste per day and Cleans and Packs 400 Metric Tonnes of Maize per day;
- b) Busia Municipality Value Addition Facility processes 1.5 Tonnes of Feeds per Hour and 50 Tonnes of Maize Flour per day with Storage Silos of 3000 Metric Tonnes and 80 Tonne Weigh;



H.E Yoweri Kaguta Museveni after Commissioning the Busia High-Level Value Addition Faficity.

- c) Arua City Value Addition Facility processes 50 Tonnes of Maize Flour per day; 50 Tonnes of Cassava per day; 50 Tonnes of Millet/Sorghum per day;
- v. Constructed 6 Milk Collection Centres in 6 Districts of Gomba, Kumi, Bunyangabu, Nakaseke, Alebtong, Ntoroko, Katakwi which benefit 11,689 Dairy Farmers



Tisai Milk Collection Centre on Tisai Island, Kumi District.

- vi. Profiled Cooperatives in Value addition and linked them to Financial Institutions under MTIC. The Cooperatives include: Atiak Sugarcane Out Growers Cooperative Society, Acholi Shea Producers, and Processors (Acholi, Sub region), Nandunget United farmers and Livestock Cooperative society and Komatheniko Cooperative society Ltd (Karamoja, Sub region), Panyinur Area Cooperative Enterprise, Pakwero Cassava Growers Cooperative Society (West-Nile, Sub Region). These Cooperatives acquired Rice processing facilities from OPM and Shea processing facilities from Turkish International Cooperative Agency (TIKA)
- vii. Built capacity of Cooperatives involved in Value addition on Standards and Certification with a view of improving Market Access under MTIC, in Hoima (Bunyoro, Sub region). As a result of value addition, the income levels of Cooperatives and beneficiaries have increased, as they no longer sell raw materials but high-value Processed Products. The cooperatives' share capital has also grown significantly.
- viii. Furthermore, the Ministry of Trade, Industry and Cooperatives (MTIC) Identified, Inspected, Profiled, and Trained 16 Cooperatives involved in Value addition across the Bunyoro, Teso, Bugisu, Busoga, Bukedi, West Nile, Acholi, and Karamoja Sub-Regions, with the objective of linking them to Financial Institutions. The Cooperatives included the following:
 - a) Kikuube District bee keepers Cooperative Society, Kikuube (Bunyoro Sub-region) involved in Apiary/ honey value chain.
 - b) Ongongoja Fruit Growers Multipurpose Cooperative Society, Katakwi District (Teso Sub-region) involved in Coffee Value chain.
 - c) Osukuru United Women Network, Tororo (Bukedi Subregion) Involved in Cassava Value chain.
 - d) Bulambuli Agro Processors Cooperative Society, Bulambuli District (Bugisu Subregion) involved in Maize and Sunflower value chains.
 - e) Amika United Market Vendors Savings and Credit Cooperative Society involved in Coffee Value chain-Arua (Westnile),

- f) Merber A Cooperative Society involved in Cassava and Rice Value chain-Nebbi (West Nile),
- g) Sibanga Integrated Coffee farmers and Bukusuyetena Cooperative Society-Manafwa District (Bugisu Sub region) involved in Coffee Value chains,
- h) Buyenje Maize farmers' Cooperative Society and Nazarethi Twetungure Maize Farmers' Cooperative Society-Hoima and Masindi (Bunyoro Sub-region) involved in maize value chain,
- i) Napak District Farmers Association (NADIFA), and Apeitolim Farmers Association (AFA)-Napak District (Karamoja Sub-region) involved in maize and Sunflower Value chains.
- j) Kumi Area Cooperative Enterprise Kumi (Teso Sub-region)
- k) Amuru Tek Cooperative Society and Rwot Oyee Cooperative Society-Amuru District (Acholi Subregion) involved in Rice Value addition.
- l) Ndifakulya Kapyanga Farmers' Cooperative Society, Bugiri in Maize value chain and Amadete Kabiri Maize Enterprise Cooperative Society in Namayingo in Cassava value chain. (Busoga Sub region)

The above intervention has led to increased access to markets. As a result, Apeitolim Cooperative Society in Napak District secured a Contract to Supply Maize to the World Food Programme (WFP) and has since delivered 29 metric tonnes.

In addition, some of these Cooperatives have accessed the Agriculture Credit Facility, under BOU and this has improved equity and lending capacities of the cooperatives.

- ix. Through capacity building in Records Management, Book Keeping, Financial Literacy, and ICT under the Ministry of Trade, Industry and Cooperatives, several Cooperatives have strengthened their operational efficiency and Financial Management. As a result, they have received Technical and Financial Support from Partner Banking Institutions such as Post Bank and Stanbic Bank, including Grants, Financial Literacy Training, and ICT systems Enhancement. A notable example is the Kumi Area Cooperative Enterprise, which has benefited from this support to improve its Business Operations and market competitiveness.

2.3.2.6: Agricultural Mechanization

During the review period, significant Progress was made in Strengthening Agricultural Mechanization and Logistics Support to Enhance Productivity and Market Access. The RDP Programme through the MOLG;

- i. Supplied Thirteen (13) Tractors with Disk Ploughs, Trailers and Planters to Farmers' Cooperatives under LEGS Project, including Ejoso Development Agency (Katakwi), Kibuuku Dairy Farmers' Cooperative (Kibuku), Goli Goli Sub-County Groundnut Farmers (Amuria), Payira Agro SME (Adjumani), Kajamaka Rice Farmers' Cooperative (Kumi), Oturukuku Farmers' Cooperative (Kumi), and Kachoboi Farmers' Cooperative (Kumi), among others.



H.E the Vice President of Uganda and the Hon. Minister of Local Government commissioning the first batch of Agro-Machinery; handing over the tractors to representatives of the Cooperatives

- ii. Delivered Six (6) trucks to Farmers' Cooperatives, including Kigoyera Farmers' Association (Kyenjojo) and Basoga Nseete Kabugudho Maine Group (Buyende).
- iii. Through AEATREC, the PRELNOR piloted smallholder mechanization services provision with 175 host entrepreneurial farmers in the 25 project sub-counties. The identified host farmers and their group members were trained and provided with different mechanization technologies in animal draft power (ADP), post-harvest handling (PHH) and two-wheel tractors (2WTs) to support service provision to the wider farming community on a hire service basis. With the ADP technologies, the project reached out to 75 entrepreneurial host farmers (3 per project sub-county) in the 9 project districts. These 75 host farmers were trained and provided with ADP implements (planter, weeder, and cart). The trainings were on how to use their oxen to plough, plant, weed and to transport commodities.



Walking Tractors (ADP)

2.3.2.7: ICT Infrastructure Development

During the review period, the Regional Development Programme (RDP), through the Ministry of Information, Communication Technology and National Guidance (MoICT&NG) in collaboration with Local Governments in the Affirmative Action Regions, registered Significant Progress in: Enhancing Digital Access for SMEs, Youth, and Women in Rwenzori Sub-Region, Increasing Digital Literacy and Entrepreneurship among Rural Communities, Strengthening ICT Infrastructure, Digital Skilling, and Business Development in FY 2023/24- FY 2024/25. The following were achieved;

- i. In FY 2023/24, comprehensive ICT infrastructure and gap assessments were conducted in collaboration with Local Governments. The assessments identified key deficiencies in ICT connectivity, devices, and power access, highlighted the absence of sustainable models for prior ICT initiatives, and revealed widespread gaps in digital literacy and entrepreneurship skills across communities. The findings also informed recommendations for the establishment of ICT Skills and Business Development Centres and targeted training programs to address these gaps.
- ii. Following the 2024 ICT infrastructure needs assessment in Kasese District, the District Local Government Offices in Kasese Municipality were Selected as the pilot site for the ICT Skills and Business Development Centre. Kasese was chosen due to available funding, as other sites required more resources to rehabilitate existing infrastructure, making it the most feasible location for piloting skills development for community SMEs. Currently, The ICT and training equipment has been procured awaiting clearance for full installation and trainings.
- iii. Detailed ICT network designs and implementation blueprints were completed for Kamuli, Pallisa, and Butaleja districts, ready for rollout under subsequent RDP funding. These designs focus on establishing sustainable ICT skilling centers for the business community leveraging National Backbone Infrastructure (NBI) connectivity and solar power backup systems for



Community engagement in Butaleja



Current Status of the E-resource center



Proposed site location for the Pilot center for Community SMEs trainings in Kasese

2.3:3 OBJECTIVE THREE: Strengthen and Develop Regional Based Value Chains for LED

During the review period, the RDP under this objective focused on supporting Regions to develop and Implement Region-Specific Development Plans, Local Economic Development (LED) interventions, and Revenue Enhancement Initiatives through the Ministry of Local Government, National Planning Authority (NPA), and Local Government Finance Commission (LGFC). These interventions resulted in the finalization and Cabinet approval of the Karamoja Regional Development Plan (KRDP), enhanced entrepreneurship and skilling of youth and women, establishment of demonstration farms and improved seed distribution and Strengthened local Revenue Mobilization. Collectively, these efforts increased own-source revenue from UGX 29.02 Bn in FY 2018/19 to UGX 257.1 Bn in FY 2024/25, enabling Local Governments to invest in infrastructure, equipment, and public service facilities, thereby boosting household incomes and improving citizen service delivery.

2.3.3.1: Development of Regional Development Plans

Effective implementation of the RDP required that the 8 Regions were supported to develop and implement Regional Specific Development Plans, which mirror Regional Peculiarities and uniqueness in Potentials and Opportunities for increasing household incomes and improving the quality of life of the citizens.

Accordingly, one (1) Regional Development Plan (RDP) for Karamoja Region Development Plan (KRDP) was Finalized by NPA in Collaboration with the Office of the Prime Minister and Approved by Cabinet on 28th July 2025. This is a 10-year plan that will be implemented under NDPIV and NDPV.

The development of Regional Development Plans for the remaining Seven Regions was not achieved, Primarily because: (i) the formulation of a Regional Development Plan was a learning process, with the KRDP being the first-ever plan developed; (ii) the process requires extensive Stakeholder Consultations, Validations, And Approvals to ensure buy-in and ownership at all levels; and (iii) the RDP had Insufficient Annual resources to fully support the development of additional Regional Development Plans.



2.3.3.2: Local Economic Development

The RDP under the Ministry of Local Government achieved the following;

- i. Undertook training of four (4) youth and women groups in entrepreneurship skills, with two (2) groups from West Nile (Adjumani) and two (2) groups from the Acholi Sub-region (Amuru DLG). In addition, the Programme supported efforts to enhance youth and women's skills by mobilizing them to participate in activities at the 19 Regional Presidential Skilling Hubs.
- ii. Trained eight Local Governments of Jinja, Mukono, Iganga, Mayuge, Mbale, Tororo, Busia, and Bugiri on Industrial Park Development. The training emphasized the need for continuous Infrastructure Development to support and facilitate investor activities within the Industrial Parks.
- iii. Commissioned Three (3) shared solar mini-grids in Kalyamaholo (Gomba), Katunguru (Kyenjojo), and Kanapa (Katakwi). Civil works for the Karangura mini-grid (Kabarole) was also completed.
- iv. As a result of construction of schools under the NUDEIL Project, in relation to the Local Economic Development impact of the implemented projects, over 50 youths were involved in the construction works as masons, carpenters, pump mechanics and helpers; incomes for local entrepreneurs such as Awali catering group that provided meals and refreshment during commissioning, and locals who supplied local building materials like sand, bricks and aggregates,

2.3.3.3: Local Revenue Enhancement and Mobilization

The RDP through the Local Government Finance Commission;

- i. Operationalized the Local Revenue Enhancement Framework (LREF) by Strengthening the linkage between Local Economic Development (LED) initiatives and revenue mobilization across supported Local Governments. These include; Kibuku DLG, Tororo MC, Budaka DLG, Pallisa DLG, Butebo DLG, Butalejja DLG, Tororo DLG, and Busia DLG Abim, Napak, Kaabong, Moroto Municipality, Moroto District, Amudat, Nakapiripirit, Karenga, Kotido, Kotido Municipality, and Nabilatuk District.
- ii. Built capacity and provided technical support by facilitating sessions for Local Government officials to identify LED opportunities, analyze Local Economic Potential, and Adopt Evidence-Based Revenue Planning. These sessions also Promoted Peer Learning and experience sharing, enabling LGs to compare revenue mobilization practices and jointly identify performance challenges, including weak data systems, low compliance, and limited enforcement capacity.
- iii. Promoted innovative approaches such as Value-Chain Financing, Cooperative Enterprise Development, and public-private partnerships, leading to sustainable and diversified local revenue streams.
- iv. Improved Institutional Performance: Enhanced compliance, data systems, and coordination between LED and revenue management, resulting in stronger LG ownership of revenue mobilization initiatives.
- v. In addition, through the Ministry of Local Government, RDP; Coordinated the development and implementation of the **Local Government Own-Source Revenue Strategy (2024/25–2027/28)** to increase the contribution of Local Revenue to the total Local Government budget from **5% to 10%**, which currently stands at **7%**.

- vi. This included coordinating the digitalised Local Government Revenue Collection and Management System (ELogrev) and Integrated Revenue Administration System (IRAS). Where Digitalisation has been undertaken, significant increases in Revenue Collection have been registered, from **UGX. 29.02 Bn** in FY 2018/19 to **UGX. 51.3 Bn** in FY 2024/25.
- vii. In order to Consolidate Automation and Boost Revenue Collection in Local Governments, the Ministry of Local Government Procured 288 Assorted ICT equipment (Desktops, Printers, UPS) to support LGs in Local Revenue Collection.

During the review period, some Local Governments Strategically Invested their Locally Raised Revenue to Improve Service Delivery, Infrastructure, and Operational Capacity. Key investments include:

- a) **Acquisition of Earth Moving Equipment, Trucks and Vehicles for Mobilization and Operations.**
LGs including; Kira MC, Lugazi MC, Mukono MC, Mbale City, Makindye Ssabagabo MC, Arua City, Mbarara City, Masaka City, and Kasanje TC Procured Graders, Vibro Rollers, Tipper Trucks, and Low-Bed Trucks, Pickups and Motorcycles.
- b) **Infrastructure Development**
Constructed or Renovated Administrative and Public Service Facilities, including the First Floor of Kira MC HQ, Rukungiri MC offices, Riki Health Centre III (Arua), Health Centre III (Makindye Ssabagabo MC), and classroom blocks at Kitende P/S and Bulega Primary School. Others including; Jinja City, Kajjansi TC, and Wakiso TC, Maintained and Tarmacked Community Access Roads to enhance connectivity and service delivery.
- c) **Utilities and Public Services**
 - i. Installed solar street lights in Kira MC, Ibanda MC, and Kakiri TC to improve public safety and community services.
 - ii. Constructed road drainage systems in Katabi TC to support urban infrastructure.

These interventions demonstrate that Enhanced Local Revenue Mobilization directly translates into tangible investments, Improving Public Service Delivery, Operational Efficiency, and Local Economic Development.

2.4: OBJECTIVE FOUR: Strengthen the Performance Measurement and Management Frameworks for Local Leadership and Public Sector Management

During the review period, the RDP, through the Ministry of Local Government, made significant progress in Strengthening Local Governments' Capacity, Policy Engagement, and Governance. Key interventions focused on; Policy Decentralization, Administrative Decentralization, and Human Resource Empowerment. These interventions collectively enhanced Governance, Service Delivery, Institutional Performance, and the Professional Capacity of Local Government Staff, thereby strengthening the overall Decentralisation framework in Uganda.

2.4.1: Strengthening Local Governments' Capacity, Policy Engagement, And Governance

During the period under review, the RDP registered progress in strengthening institutional capacity to implement Uganda's Decentralisation Policy. Anchored in the principle of Devolution,

the Ministry's efforts were aimed at empowering LGs to exercise greater authority, deliver quality services, and foster inclusive LED. These achievements reflected targeted interventions across the core pillars of Political, Administrative, and Fiscal Decentralisation and Local Economic Development while recognising the critical role of Human Resource Development and Strategic Planning as enablers of Administrative Autonomy.

2.4.1.1: Political Decentralisation Achievements

Political decentralization aims to transfer decision-making authority to elected Local Government Councils, Promoting Democratic Governance, Accountability, and Citizen Participation at the grassroots. During the review period, the RDP strengthened Local Political Leadership and representation through targeted Institutional Support, enabling elected leaders to Perform their mandates effectively and engage communities in Governance Processes. Key interventions included legal reforms, induction of elected Leaders, Support for Lower Local Council Functionality, training on Legislative Processes, and conflict resolution initiatives as detailed below;

- i. Coordinated Review and Amendment of the Local Governments Act, to address inadequacies in Local Government Management.
- ii. Inducted over 32,000 Newly Elected Leaders across 121 LG Councils, strengthening their capacity to interpret the relevant laws represent constituents and Oversee Local Development.
- iii. Eight (8) Local Government Councils were trained in the enactment of Ordinances and Byelaws, resulting in the adoption of key legislation, including: Mubende – Maize Quality Ordinance; Kakumiro – Food and Security Ordinance; Namayingo – Child Protection Ordinance; Bukwo – Control of Vanilla Quality Ordinance; and Buliisa – Food Security and Nutrition Ordinance
- iv. Carried out Mediation Exercises through Structured Mediation processes between Elected and Appointed Officials in 8 Local Governments of Kole, Bulambuli, Mayunge, Soroti, Bunyangabu, Iganga, Kalangala, Butaleja.
- v. Distributed 2,165 motorcycles to LCIII Chairpersons and 77,831 Bicycles to LCI and LCII leaders.

2.4.1.2 Administrative Decentralisation Achievements

Administrative Decentralisation entails Devolving Authority for Planning, Implementation and Service Delivery to LGs. It focuses on building institutional Systems, Structures, and Capacities at both Central and Local levels to ensure effective and efficient public service delivery. The RDP through the Ministry of Local Government made strides in operational strengthening, human resource empowerment, and strategic planning to bolster administrative autonomy and responsiveness.

The Following were achieved;

2.4.1.3: Institutional and Operational Strengthening

This section highlights efforts to enhance the functionality, oversight, and performance of Local Government institutions through strengthened supervision, systems development, and coordination frameworks. Key achievements during the review period include:

- a) **Operationalization of Administrative Units:** Ten (10) of the fifteen (15) newly approved Cities were operationalized, over 100 Rural Growth Centres were upgraded to Town Councils, and 448 newly created Sub-Counties and Town Councils were supported with start-up funds for administrative infrastructure, office furniture, and equipment.
- b) **Systems Development:** The Administrative Units Management System was developed and operationalized to improve oversight, coordination, and performance monitoring across Local Governments.
- c) **Support Supervision and Performance Improvement:** Support Supervision was conducted for District Technical Planning Committees, and Performance Improvement Plans (PIPs) were developed for 125 least-performing LGs.
- d) When Government established the National Performance Assessment for Local Governments, the Ministry of Local Government was given the responsibility of addressing Performance and Capacity Gaps of Poorly performing Local Governments. During the Period under review, we conducted Performance Improvement Plan (PIP) sessions to support Local Governments that come at the bottom of the National Assessment to address identified capacity gaps. The support has helped the affected Local Governments to be more compliant with subsequent Assessments. Since November 2022, the Ministry has supported 79 Local Governments, i.e 26 LGs in 2023, 29 LGs in 2024 and 24 LGs in 2025.
- e) In addition, 176 LGs received Technical Support across 10 thematic areas, while 54 higher-level LGs were supported in developing PIPs for lower LGs. Among the LGs supported, 26 LGs showed notable progress in the Local Government Performance Assessment of FY 2024/25. Notably, Buhweju District from 162 to 16; Manafwa District from 174 to 42; Namisindwa District from 170 to 49; Omoro District from 156 to 52; Lamwo District from 167 to 54; Apac District from 162 to 57; Lira District from 159 to 61; Arua City from 176 to 63; Hoima City from 156 to 75; Mbale City from 151 to 79.
- f) The Ministry of Local Government introduced The Balanced Scorecard approach and rolled it out in 71 LGs, with 12 LGs recognized as Centres of Excellence for performance management.
- g) In order to enhance Human Resource and Regional Leadership, MoLG Supported 21 District Service Commissions in Recruitment. The Ministry chaired the 8th East African Local Governments Forum, during which the Hon. Minister of Local Government assumed the chairmanship of the East African Community and Local Governments Forum (EALGF), reaffirming Uganda's leading role in Regional Decentralization.
- h) Supported Functionality of 8 District Service Commissions(DSCs). This included Induction of new Members of 5 DSC of Lyantonde, Namutumba, Moroto, Katakwi and Amuria) on their roles and recruitment in Lyantonde District.
- i) Trained 8 Local Government Councils in Enactment of Ordinances and Byelaws. This resulted into the Enactment of: Mubende (Ordinance on Maize Quality), Kakumiro DLG (Food and Security Ordinance), Namayingo (Child Protection Ordinance), Bukwo (Control of Quality of Vanilla Ordinance) and Buliisa (Food Security and Nutrition Ordinance). In addition, the Local Councils Proceedings Recording System (LG Hansard) was designed and costed.
- j) The Ministry of Local Government, with support from GIZ disseminated the Local Government(LG) Public Private Partnerships Guidelines to 42 LGs.

- k) Additionally, the Ministry facilitated the creation of Local Economic Development and Investment Committees in all LGs to enhance economic governance and strengthen the implementation of LED initiative.

2.4.1.4: Human Resource Empowerment

A capable and well-managed workforce is critical for effective decentralized service delivery. During the review period, the RDP, through the Ministry of Local Government, implemented targeted interventions in recruitment, capacity building, and staff welfare to enhance performance, professionalism, and efficiency within Local Government structures. The following achievements were registered;

- a) **Recruitment and Deployment:** Facilitated the recruitment and induction of 50 Deputy Chief Administrative Officers (CAOs) and other Senior Officials.
- b) **Human Capital Systems:** Operationalised the Human Capital Management System (HCMS) for managing Payroll, Pensions, and Staff transitions, and processed over 2,100 staff records.
- c) **Capacity Building:** Supported staff Professional Development through institutions such as UMI, ESAMI, and LDC, and trained 35,000 LC Court Members to enhance Local Justice Systems.
- d) Provided technical support and guidance on Human Resource policies, plans, and regulations to 11 District Local Governments, namely: Isingiro, Mitooma, Mbarara, Budaka, Bulambuli, Sironko, Serere, Ngora, Buvuma, Bukomansimbi, and Lyantonde.
- e) To build Capacity and Track Progress for Local Revenue Collection, the Ministry of Local Government Monitored all Enrolled Local Governments on the utilization of the Local Government Revenue Management Information System (LGRMIS) for Revenue Collection and Administration. The exercise revealed significant progress, with 90% of local revenue sources now automated and full adoption of the LGRMIS across the monitored LGs. However, delays in remittances from Higher to Lower Local Governments remained a key challenge.
- f) Ministry of Trade, Industry and Cooperatives Inspected Nawaningi Integrated Grain Producers Cooperative Society, Iganga (Busoga Sub region), and Gimunye Goat Farmers' Cooperative Savings and Credit Society Sironko (Bugisu, Sub region). Governance, Management and Record keeping gaps were identified.
- g) In addition, MoTIC Conducted Training in the identified areas with gaps and a total of 15 Leaders, 3 Staff and 24 SACCO Members were trained for Nawaningi Integrated Grain Producers Cooperative Society and 15 Leaders, 3 Staff and 21 SACCO Members were trained for Gimunye Goat Farmers' Cooperative Savings and Credit Society.
- h) **Staff Welfare:** During the Period under Review, The Programme through Line Ministries Partnered with Health Institutions to offer services including COVID-19 and Hepatitis B vaccinations, cancer screening, HIV/AIDS testing, and eye checkups.

CHAPTER THREE: AFFIRMATIVE ACTION PROGRAMS INTERVENTIONS FY 2021/22-2024/25

3.1: Introduction

The Regional Development Programme (RDP), through the Office of the Prime Minister (OPM), addresses entrenched socio-economic disparities in historically marginalized and conflict-affected regions, including Karamoja, Northern Uganda, Teso, Luwero-Rwenzori, Busoga, and Bunyoro. Decades of insurgencies, insecurity, and marginalization have left these areas with high poverty, damaged infrastructure, and limited state presence. Through targeted Affirmative Action interventions ranging from infrastructure rehabilitation to social inclusion initiatives the RDP complements national development efforts, restoring stability, improving livelihoods, and fostering sustainable and equitable growth in these vulnerable regions.

The Affirmative Action interventions in these sub-regions are designed not to compete with or replace the efforts of other Ministries, Departments, and Agencies (MDAs), but to complement and enhance ongoing initiatives at improving the livelihoods of communities in historically marginalized areas. Building on the foundation established by the Regional Development Programme (RDP), these interventions have focused on rehabilitating and resettling internally displaced persons (IDPs), reconstructing and upgrading schools, health facilities, and roads, and providing psychosocial support alongside livelihood restoration.

These targeted actions align directly with the overarching objective of the RDP under NDP III: to Accelerate Equitable and Inclusive Regional Economic Growth and Development. By bridging critical gaps in infrastructure, social services, and economic opportunities, Affirmative Action ensures that vulnerable Communities benefit from sustained, transformative development.

3.2: Achievements under Affirmative Action Portfolio

Affirmative Action Initiatives over the NDP III Period focused on Restoring and Improving Livelihoods and Bridging of Socio-Economic Infrastructure Gaps in Lagging areas.

3.2.1: Livelihood Support

The Affirmative Action Programmes have concentrated in implementing interventions that support livelihoods at household level through; Improved Agricultural Productivity and Production; promoting value addition and agro-processing; provision of financial support to Micro, Small and Medium enterprises (MSMEs); supporting access to affordable financial services; and provision of livestock to small holder farmers.

a) Support to Micro Projects Program

The Micro Projects Program was initiated to enhance the livelihoods of Participating Households. Groups/Associations of at least five members engaged in income generating activities are provided a one-off grant to support their activities. Over the reporting period, a total of two thousand one hundred fifty-six (**2,156**) Groups/Associations have been supported from across

the affirmative action areas during the period of NDP III. These included Bunyoro (817), Busoga (171), Luwero Rwenzori (838), and Teso (330).

The Supported Projects covered a wide range of enterprises, including Crop Production, fish farming, livestock rearing, maize milling, tailoring, Poultry Farming, Craft Making, and Village Savings and Loan Associations (VSLAs), among others. The selection of enterprises followed a **Community-Driven Development (CDD)** approach, whereby beneficiaries, with guidance from technical officers, identified and selected the most viable and Profitable Enterprises based on Local Conditions and capacities. The beneficiaries of this Support were Predominantly Women, Youth, and other vulnerable groups.

Monitoring of the supported projects has revealed several benefits and intermediate outcomes;

- i. The expansion and growth of the supported projects have led to both direct and indirect job creation. Some groups have employed additional workers due to their growth, while others involved along the value chain have also benefited through new employment opportunities.
- ii. In cases where groups received support to enhance the value of their produce through agro-processing, the resulting increase in earnings has led to improved household incomes for the members.
- iii. Several projects have also generated markets for other local producers. For example, poultry farming relies heavily on maize production for feeds. Similarly, agro-processors not only process their own produce but also purchase agricultural products from other farmers for processing.



Members of Ask Fish Farm Center, in Wakiso District, that were supported through the support to micro projects program to boost their fish farming project



Kiruhura Women in Development, Kiruhura District, supported through the support to Micro projects program to process yoghurt and ghee

3.2.2: Parish Community Associations (PCAs)

The Office of the Prime Minister initiated a model based on Parish Revolving Fund the Parish Community Associations (PCAs) prior to the rollout of the Parish Development Model (PDM). This initiative aimed to enhance the Livelihoods of Communities at the Parish Level, specifically targeting organized groups such as Savings and Credit Cooperatives (SACCOs), Village Savings and Lending Groups, Veterans, Women, and Youth.

The Primary objective of this Model was to offer affordable credit to groups and individuals involved in income-generating ventures, Each established Association received a Support Fund of **UGX 30,000,000** (Thirty Million Shillings) to serve as a revolving fund, enabling Member Groups and Associations to borrow for their respective income-generating projects.

This Program concluded in the fiscal year 2022/23 with the rollout of the PDM. During three years of the NDP III, a total of **325 Parish Community Associations** were established and supported across affirmative action areas, including: Bunyoro (**14 Parishes**); Busoga (104 Parishes); Luwero Rwenzori (181 Parishes); Northern Uganda (15 Parishes); and Teso (11 Parishes). The PCA Model provided useful learning in the design of the PNDII.

a) Benefits of PCAs to Beneficiaries

The implementation of the Parish Community Association Model resulted in the following benefits:

- i. The implementation of the model resulted in **335 Parishes** with 3,350 groups accessing affordable financial services. Over 40,000 Members were reached during the Piloting Phase. A follow-up exercise conducted in 2023 by the Office of the Prime Minister (OPM) on all supported PCAs revealed that most beneficiary groups were effectively utilizing the resources provided leading to increased Household Incomes. For example, in Nakaseke District, Busoke PCA had grown their fund by 73.3% to UGX. 51,989,300. Kamyanda PCA had grown by 64% to UGX. 49,285,850; Bukimu PCA had grown by 66% to UGX. 49,880,000. In Kasese District, Rukoki PCA had grown by 60.4% to UGX. 48,108,500; Nyakabingo III PCA had grown by 50% to UGX. 45,039,900. In Kayunga District, West Kibira Ward PCA had grown by 114% to UGX. 64,293,500.

- ii. The intervention also enhanced financial literacy and savings culture among beneficiaries, enabling them to better manage their resources, reduce dependence on external support, and reinvest profits into expanding their enterprises.
- iii. The implementation of the model provided valuable insights that informed the design of the Parish Development Model (PDM). This information enabled implementers to avoid potential pitfalls that could have negatively affected implementation. The model proved effective in enabling individuals to engage in income-generating activities and investments.

b) Provision of Agricultural Supplies

In order to improve Agricultural Production and Agricultural Incomes, Small Holder Farmers were provided with Agricultural Inputs including hand hoes, Seedlings, Livestock, Maize Mills, Rice Hullers among others.

Table 2 .12: Tablexxx Distributed Agricultural Supplies by Sub-Regions

Sub Region	Hand hoes	Goats/ sheep	Heifers	Walking Tractors	Rice Huller	Maize Mills
Bunyoro	63,402	-	150	19	1	10
Busoga	52,726					
Karamoja	-	73,900	12,535		-	
Luwero-Rwenzori	77,300	-	-		-	
Northern Uganda	-	642	428		2	25
Teso	37,700					
Total	231,128	74,542	13,113	19	3	35

3.2.3: Impact of Agricultural Support on Beneficiaries

The provision of various Agricultural Inputs has significantly benefited Communities by enhancing Agricultural Productivity, Improving Food Security, and Creating Sustainable Income Sources. Overtime, This approach has fostered food Self-reliance and empowered individuals to break free from the Cycle of Poverty. The following are specific examples of how these resources have made a positive impact:

- a) **Hand Hoes:** The distribution of hand hoes has equipped farmers with essential tools, directly boosting agricultural production. This support has resulted in higher crop yields and strengthened food security within the community.
- b) **Goats in Karamoja:** In Karamoja, the provision of goats has reduced youth involvement in cattle rustling and supported widows affected by raids. Beneficiaries gain regular income and improved Nutrition through milk production, while the reproductive capacity of the goats ensures a sustainable and growing source of livelihood.
- c) **Heifers:** Beneficiaries of heifers have realized substantial income gains through milk production. The successful introduction of improved breeds in previously unsuitable areas has demonstrated their adaptability and contributed to the growth of local economies.

- d) **Processing Equipment:** The deployment of processing equipment, including rice hullers, has significantly minimized post-harvest losses and added value to agricultural products. Improved access to milling facilities has enhanced food availability, generated local employment, and strengthened community self-sufficiency.



Amuru District; Rice huller procured for Women through the Northern Ugandan Rehabilitation Program



Kotido District: Arukan Lodoon of Panyangara received 11 goats which have all given birth as of January 2024

3.2.4: Bridging of Socio-Economic Infrastructure Gaps

Infrastructure is a critical driver of Social Economic development, providing the foundation for production, trade, and service delivery. Quality infrastructure enhances connectivity, opening up rural and remote areas to economic opportunities, while also facilitating access to markets, healthcare, and education—thereby improving livelihoods and overall social well-being.

For instance, the Luwero-Rwenzori Sub-Region faced a classroom deficit of 9,968 Classrooms by the end of FY 2024/25, while the Ministry of Education and Sports Constructs only 264 classrooms in the Sub-Region Annually. Such gaps are widespread across Sectors and prevalent in all Affirmative Action Areas. Recognizing these challenges, deliberate efforts have been made to complement the interventions of various stakeholders and bridge these critical infrastructure gaps.

a) Construction/Rehabilitation of Education Infrastructure

Key initiatives aimed at bridging infrastructure gaps include the construction and rehabilitation of classroom blocks, which significantly enhance the learning environment and elevate education service standards. Each newly constructed classroom block is equipped with necessary furniture and a Toilet block to improve hygiene facilities.

The number of classrooms constructed/rehabilitated over the period under review are summarised in the table below;

Sub Region	No. Classrooms
Bunyoro	02
Busoga	15
Karamoja	02
Luwero-Rwenzori	17
Northern Uganda	0
Teso	47
Total	83



Buhuhira Primary School, Kasese District. OPM built and equipped a three classroom block plus a five stance pit latrine with incinerator



A three-classroom block and a five-stance pit latrine with an incinerator constructed for Nagugi College in Namayingo District. The block accommodates one hundred eighty students, contributing towards improved learning environment

The Ministry of Karamoja Affairs further enhanced the learning environment by constructing essential school infrastructure. Specifically, the Ministry completed eight (8) kitchens, ten (10) dormitories, one semi-detached teachers' house, two (2) dining halls, and two (2) school fences. These interventions have improved the overall quality of education by providing better accommodation for students and teachers, ensuring adequate feeding facilities, enhancing safety and security on school premises, and creating a more conducive environment for learning and academic performance.

b) Housing Initiatives for Elderly Civilian Veterans

As part of its social inclusion initiatives, the Luwero-Rwenzori portfolio has Prioritized Addressing the Critical Housing needs of Elderly Civilian Veterans Who Lack Adequate Accommodation. These Veterans made significant contributions to the Country's Peace and Democratic Processes, often at Considerable Personal Sacrifice. Many now face Substandard Living Conditions due to Aging, Poverty, and Health Challenges.

Providing affordable housing for homeless civilian veterans is both a moral imperative and a tangible expression of national appreciation for their service. Between FY 2022/23 and FY 2024/25, the Luwero-Rwenzori portfolio conducted a targeted assessment to identify elderly civilian veterans in greatest need of housing. Consequently, twelve (12) residential houses have been constructed and successfully handed over, directly benefiting twelve households and significantly improving their living conditions, dignity, and overall well-being.



Beneficiary in Nakaseke standing at the original structure that housed the family Right: the new structure built for the family. (Three-bedrooms with solar lighting, a kitchen, pit latrine, and water tank).



The newly constructed homestead in Wakiso District that comprise of three-bedroomed house with solar lighting, a kitchen, pit latrine, and water tank.

c) Addressing Roofing Needs in Rural Institutions and Communities

Many Public Institutions, especially in rural areas, operate in deteriorating facilities, with leaking roofs and, in some Schools, hazardous asbestos roofing. High costs of Iron Sheets have limited the repair and construction of safe roofs. To address this, the Government through Affirmative Action Programs have Provided Iron Sheets to Schools, Health Centres, Vulnerable Populations, and Marginalized groups, including Civilian Veterans and Resettled Communities such as the Karacuna in Karamoja. This intervention has enabled the replacement of dilapidated and roofs, improved Facility Functionality, Enhanced social inclusion, and signalled tangible progress in living standards and infrastructure development.

Over the last five years, a total of **318,069 Iron Sheets** have been distributed to Institutions and deserving Individuals to help them roof their Structures. The distribution breakdown is as follows: Luwero-Rwenzori (**31,050 Pieces**); Busoga Affairs (**72,038 Pieces**); Teso Affairs (**12,262 Pieces**); Northern Uganda (**64,411 Pieces**); Bunyoro Affairs (**29,588 Pieces**); and Karamoja Affairs (**108,720**)



Awaliwal HQs (Administration block)-Awaliwal Parish-Awaliwal SC-Soroti District roofed with support of Iron Sheets from OPM



Kikube CoU Primary School, Luwero District. OPM built and equipped a three classroom Block plus a Five Stance Pit Latrine with Incinerator

d) Health Sector Support through Affirmative Action

The Ministry of Health (MoH) made significant Progress in addressing Sectoral gaps through its Health Sector Strategic Plan during the NDP III period, covering the majority of national health needs. However, limited funding constrained MoH's ability to fully address all health requirements, leaving certain Districts underserved. To bridge these gaps, the Regional Development Programme (RDP), implemented through the Office of the Prime Minister (OPM), complemented MoH efforts by providing targeted interventions to ensure critical health services reached these underserved areas. Some of these interventions include;

- i. **Ambulance Provision:** Five (5) ambulances were procured and distributed to Health Facilities not included in the MoH Strategic Plan, namely Amuria Health Centre IV, Kachumbala Health Centre IV, Kalaki Health Centre IV, Katakwi Hospital, and Hoima Hospital. This intervention improved emergency response and patient referral services in underserved districts.
- ii. **Diagnostic Enhancement:** A digital X-ray machine was procured for Soroti Hospital, restoring diagnostic capacity that had been unavailable for five years due to equipment breakdown. The facility now serves the entire Teso sub-region, significantly improving timely diagnosis and treatment.
- iii. **Support for Elderly Veterans:** Through the Luwero Triangle Portfolio, 208 Elderly Civilian Veterans received assistance to access medical services, enhancing social inclusion and health outcomes for this vulnerable group.

These interventions demonstrate how the RDP, through OPM, has strategically complemented MoH initiatives, filling critical service gaps, enhancing infrastructure, and improving access to healthcare for underserved populations.



The Minister of State for Teso Affairs handing over an ex-ray machine procured by OPM to the health Officers and Doctors in Soroti Regional Referral hospital, Soroti City



One of the Ambulances procured for Kalaki HC IV in Kalaki District

e) Access to clean water

During the period under review the ministry of Teso Affairs constructed two boreholes at Otipe Primary School in Amuria District and Kaberpila Parish in Ogwolo Sub-County. Additionally, 1,018 stainless steel borehole pipes and rods were distributed to repair non-functional boreholes. These interventions significantly improved access to safe and reliable water for communities across the sub-region.

CHAPTER FOUR: CROSS CUTTING ISSUES:

During the Review Period, the RDP, through the Ministry of Local Government and with support from Development Partners such as UNCDF and IFAD made significant progress in promoting Climate resilience, environmental conservation, and sustainable livelihoods across Local Governments. These interventions focused on strengthening local adaptive capacities to climate change, integrating climate action into local development plans, and promoting the use of clean and energy-saving technologies.

4.1: Climate Change Adaptation and Mitigation.

The Programme through the Ministry of Local Government with Support from UNCDF, Implemented the Local Climate Adaptive Living Facility (LoCAL) which supports Local Governments to integrate Climate Change Adaptation Interventions into their Development Plans and Budgets in Kasese, Nwoya, Nebbi, Nabilatuk, Nakapiripirit, Zombo, Kitgum and Bulambuli Districts. In the review period, the following achievements have been registered.

- a) Demarcated and Restored Vegetative Cover along 5 River Banks prone to flooding during Rainy Seasons and encroachment by Neighbouring Communities. A total of 36 kms of River Banks in the 5 Districts of Kasese, Nabilatuk, Nwoya, Nebbi and Kitgum have been Demarcated and Restored with Vegetative Cover.
- b) Climate Proofing of Community Access Roads (CARs): Constructed 8 Small Bridges along 8 CARs in Kitgum, Nwoya, Zombo and Nakapiripirit, which hitherto had been cut off from accessing essential Service Delivery Facilities due to Flooding.
- c) Water for Domestic Use: Constructed 3 Piped Water Systems in 3 Districts of Nwoya, Nabilatuk and Kitgum for providing Water for Domestic Use, with a total of 13 Public Stand Points (PSPs) in Trading Centres, serving approximately 13,456 Households.

The Programme through the Ministry of Local Government with Support from IFAD;

- a) Built the capacity of 1,800 Farmer Groups in Climate Resilient Crop Production Systems to increase agricultural production.
- b) Executed diverse interventions including:
 - i. Restoration of 15 km of riverbanks.
 - ii. Rehabilitation of 50 km of climate-affected roads.
 - iii. Installation of institutional energy-saving cookstoves
 - iv. Establishment of community nurseries and irrigation schemes.

4.2: Environmental Conservation Through Use of Clean Energy Saving Technologies

- a) Through PRELNOR, MoLG Planted 4,840,351 tree seedlings in 12 species were, covering an estimated 197,911 hectares of land area. The average survival rate of the tree

seedlings is estimated at 75%. The seedlings comprise improved fruit tree varieties (mainly avocado, citrus, guava, jack fruits, and mangoes), and other multipurpose tree seedlings, namely, teak (*Tectona grandis*); silky oak (*Grevillea robusta*); musizi (*Maesopsis eminii*); giant lira (*Melia azedarach*); mahogany (*Khaya sp.*); and *Eucalyptus grandis*. Tree planting has contributed to a general reduction on the incidences of land wrangle among the communities, as land boundaries are planted with trees.

- b) Trained 150 Local Artisans in the manufacturing of Household Energy Cookstoves, Institutional Energy-Saving Cookstoves, Charcoal Briquettes, and Biogas Units;
- c) Supported 20 Model Farmers with Biogas Units; Installed Institutional Energy Saving Cookstoves at 8 Schools and 2 Health Centres; Local Artisans have manufactured 3,000 Household Energy Saving Cookstoves, which were sold to Communities at subsidized cost (40%). The Technology was adopted as an Enterprise; Local Artisans continue to manufacture the Household Energy Cookstoves and Charcoal Briquettes for sale within and outside the Districts.
- d) Trained 400 Artisans (200 Males, 200 Females) to support their Communities in the Construction, Operations, Maintenance, and promotion of Energy-Saving Cookstoves.

4.3: Food and Nutrition Security

Under the UNAPII, the Ministry of Local Government is stipulated under objective 3 which focuses on strengthening an enabling environment for scaling up Nutrition. MoLG coordinated the implementation of the UNAPII at Local Government Levels as per the UNAPII coordination arrangements. In the Coordination, MoLG:

- a) Conducted Functionality Assessment for NCCs in 100 LGs and developed Nutrition Governance Improvement Plans;
- b) Issued a Circular to LGs to establish Nutrition Coordination Committees at all levels. To date, 70 LGs have Membership of NCCs, Some up to Parish level;
- c) Reconstituted and Conducted a Functionality Assessment of the MoLG Nutrition Coordination Committee;
- d) Incorporated the strengthening of Multi-sectoral Nutrition Coordination Committees at the Local Government level in the DDEG Guidelines for FY 2025/26 (2%) and followed up with 44 LGs to ensure that the 2% DDEG grant is allocated to DNCC functionality as per the guidelines
- e) Developed and Disseminated a Simplified Handbook for mainstreaming Food Security and nutrition into PDM in 15 DLGs;
- f) Supported 13 LGs to Develop DNAPs and 22 LGs to develop Annual Nutrition Work Plans aligned to the UNAP II Implementation Matrix;
- g) Supported 15 LGs to Conduct Nutrition Capacity Assessments and Nutrition Stakeholder Mapping;
- h) Established the Action Tack 5: Building Resilience to Vulnerabilities, Shocks and Stress on Food Systems

The above contribution to the Uganda Nutrition Action Plan, Stunting, Wasting, and Overweight in Children aged 0-5 Years have reduced from 28.9 to 24.4; 3.5 to 2.9 and 3.7 to 2.8 between 2016 and 2022, respectively (UDHS 2016 and 2022).

CHAPTER FIVE: DEVELOPMENT PARTNERSHIPS UNDER THE REGIONAL DEVELOPMENT PROGRAM (RDP)

5.1: Introduction

Development Assistance is a critical enabler in the implementation of the Regional Development Program (RDP). It provides a blend of concessional loans, targeted grants, and project-based interventions used to finance Strategic Priorities in line with the Program Objectives and Result Areas. This section discusses the typologies and modalities of Development Assistance, with highlights of how the loans, grants, and projects were mobilized, structured, and deployed to address Regional Disparities, strengthen Institutional Capacities, and foster resilience in key Result Areas¹.

5.2: Development Partners Supporting the RDP

The Regional Development Program (RDP) was supported by a diverse range of Development Partners, in form of Technical Expertise and Financial Resources to advance its distinctive Development Agenda and Targeted Interventions. This support was through Bilateral and Multilateral Development Agencies, mainly as Concessional Financing, Grant Allocations, and specialized Technical Assistance, among others. The strategic involvement of the Partners enhanced the resource envelope for the Program and underscored the shared commitment to supporting the achievement of the RDP Objectives.

The Development Partners are mapped to specific intervention areas under the RDP. As such, support was mainly directed towards enhancing livelihoods, upgrading rural infrastructure, addressing the residual effects of past insurgencies, promoting climate change adaptation, and strengthening governance systems. These thematic investments reflect the Program commitment to inclusive recovery, resilience-building, and sustainable regional transformation.

5.3: Externally Funded Programs under the RDP

The Regional Development Program (RDP) comprises a total of [insert number] Programmes and Projects, financed through resources mobilized from both bilateral and multilateral development agencies. These initiatives have yielded varying degrees of success in achieving their intended development objectives and results. Notably, they offer valuable methodological insights and implementation lessons that merit recognition in the ongoing effort to address persistent challenges within the targeted regions. The flagship Programs and Projects under the RDP are highlighted below.

5.4: Local Economic Growth Support Project

The Local Economic Growth Support (LEGS) Project is an Integrated Rural Development (IRD) initiative that focuses on enhancing household incomes for smallholders. The LEGS Project is

funded by the Islamic Development Bank and the Lives and Livelihoods Fund at a total cost of USD 43 million, of which USD 10 million is a Grant.

The project aimed to improve the livelihoods of farmers in the project districts through the implementation of priority investments in rural infrastructure, crop and livestock production, and productivity improvement, and access to Inclusive Economic Empowerment (especially for women and youth groups) through Participative Microfinance.

The design of the LEGS Project is premised on promoting participation and inclusion, providing water for production and consumption as leverage for development, promoting value chain development, supporting decentralized services, and building local competitive advantages. The Project targets districts that in severely water-stressed areas, with Low development indicators, particularly poverty rates, yet demonstrating high Potential for economic activities, transformation, and contribution to national growth.

Project Components

The Project has two Components which cover a total of 17 Districts across eight Sub-Regions of West Nile, Northern, Teso, Bukedi, Busoga, Central, Rwenzori and Kigezi. These are:

- i. **Component A:** Water for Enhanced Agricultural Production and Environmental Conservation – covering ten Core Districts of Alebtong, Bunyangabu, Kabarole, Kumi, Kibuku, Katakwi, Kyenjojo, Ntoroko, Gomba and Nakaseke.
- ii. **Component B:** Support to Value Chain Development for improved household income - covering 17 Districts comprising the 10 Core Districts under Component 1; and additional seven Districts of Adjumani, Buyende, Tororo, Buikwe, Nwoya, Luwero and Rukungiri.

5.5: Implementation Arrangement

The Ministry of Local Government (MoLG) serves as the executing agency for the Local Economic Growth Support (LEGS) Project, overseeing its overall implementation and the achievement of project results. The Microfinance Support Centre (MSC) functions as the implementing partner, specifically responsible for administering the project's microfinance scheme. The LEGS Project also draws on the specialized expertise of key line Ministries, namely, the Ministry of Water and Environment; the Ministry of Agriculture, Animal Industry and Fisheries; and the Ministry of Trade, Industry and Cooperatives to ensure technical alignment and sectoral integration. At the community level, project infrastructure and microfinance services are delivered through organized farmers' cooperatives, fostering local ownership and sustainability.

Investment Areas

The LEGS Project features a comprehensive investment framework designed to support local governments in enhancing agricultural production, promoting value chain development, and advancing local economic development.

Key Investments of the Project were:

- i. Construction of Water Infrastructure (5 Water for Production Infrastructure Projects & 8 Piped Water Systems for Water for Domestic Use)
- ii. Build Capacity of Local Community and Water Use Association for Sustainable Use and Management
- iii. Rehabilitation of 200km of Community Access Roads

- iv. Post-Harvest Handling Infrastructure (Bulking and storage Centers, Market sheds, Milk Collection Centers, and Agro Processing Facilities)
- v. Community Led Artificial Insemination Units
- vi. Shared Solar Mini-Grid Systems
- vii. Distribution of Seedlings
- viii. Affordable and Sustainable Rural Microfinance for Agro-Machinery

These interventions aimed to unlock productivity, improve market access, and foster inclusive economic transformation in targeted districts.

5.6: National Oil Seeds Project (NOSP)

Government of Uganda, through the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and the Ministry of Local Government (MoLG) is implementing the NOSP. The NOSP is Funded with a loan from the International Fund for Agricultural Development (IFAD) and the OPEC Fund for International Development (OFID). The total Project cost of the NOSP is USD 261.96 million, of which IFAD is contributing USD 124.94 million, OFID is contributing USD 111 million, and GoU is contributing USD 26.02 million.

The goal of the NOSP is “**Inclusive Rural transformation through Sustainable Development of the Oil Seed Sector**”. The Project Development Objective of the NOSP is “to accelerate commercialization in key Oil Seed Value Chains and thereby improve the livelihoods and resilience of the smallholders engaged in Oilseed production and marketing”.

This project covers 81 districts which are clustered into six hubs. These are West Nile (12), Northern Uganda (08), Mid Northern (19), Eastern (26) Mid-Western (10), Karamoja (06).

Project Components

The NOSP has two mutually interdependent Components namely:

- i. Component 1: Support to the Oilseed Value Chain Development
- ii. Component 2: Support to market Linkage infrastructure Serving the Oilseed Sector

Implementation Arrangement

The MAAIF is the Lead Executing Agency for the NOSP, responsible for the overall coordination, policy alignment, and technical oversight. The Ministry of Local Government is the co-implementing agency responsible for decentralized delivery and integration with the Local Government Structures.

Investment Area

Under Component 2 of the NOSP, the Ministry has supported the 81 Districts commence the opening and/or rehabilitation of the **1034 kms** of Community Access Roads (CARs), Trained Natural Resources officers and Community Development Officers in the 81 District on integration of Environment and Social Management Safeguards into Contract Monitoring, collected baseline data on households to benefit from the CARs in the 81 Districts.

5.7: Rural Development and Food Security for Northern Uganda Project (RUDSEC)

The Rural Development and Food Security for Northern Uganda is a development initiative financed by the German Development Bank (KfW), which has committed a grant of €28 million to support its implementation.

The primary objective of the RUDSEC Project is to improve access to agricultural production areas and reduce transportation costs in Northern Uganda through the rehabilitation and upgrading of transport and market infrastructure.

The project is being implemented across nine districts—Lamwo, Pader, Agago, Lira, Dokolo, Oyam, Soroti, Serere, and Kaberamaido—all located within Northern Uganda.

Project Components

The RUDSEC Project has two Components:

- i. **Road Infrastructure** under which the Project supports the opening and/or rehabilitation of District and Community Access Roads.
- ii. **Market Infrastructure** under which the project supports the rehabilitation of markets, including township, roadside, and sub-county markets.

Implementation Arrangement

The Ministry of Local Government is the Lead Agency for the implementation of the RUDSEC Project, with the Ministry of Works and Transport as a co-implementer. The Project Activities are coordinated by a Project Management Unit (PMU) at the MoLG, with a dedicated Implementation Support Consult (ISC) to provide specialized expertise.

Investment Area

The funds for the RUDSEC Project are primarily invested in supporting the 9 Districts to rehabilitate District and Community Access Roads, and Market Facilities. In this regard, the funds disbursed during this period were used to finance the technical investigations for the Prioritized Community Access Roads, preparation of Designs, and identification of Markets to be rehabilitated under the project.

5.8: Local Climate Adaptive Living (Local) Program

The Ministry of Local Government, in partnership with the United Nations Capital Development Fund (UNCDF), designed the Local Climate Adaptive Living (LoCAL) Program. The overall purpose of LoCAL is to promote climate-resilient communities and local economies by increasing investment in Climate Change (CC) adaptation at the local level.

During this period, UNCDF mobilized USD 1.8 million to pilot the mechanism in four (4) Districts of Kasese, Nebbi, Nwoya, and Zombo. The coverage was scaled up to include an additional four Districts of Nakapiripirit, Nabilatuk, Kitgum, and Bulambuli.

Implementation Arrangements

The Ministry of Local Government serves as the Coordinating Agency for the LoCAL Program. It is supported by the Ministry of Water and Environment (MoWE), which provides specialized technical assistance to Local Governments in areas such as Risk and Vulnerability Assessment and Environmental Management. Additionally, the Office of the Prime Minister supports the program by overseeing the Local Government Performance Assessment (LGPA).

The LoCAL Program channels Climate Finance to participating District Local Governments through the Performance-Based Climate Resilience Grant (PBCRG) mechanism. These grants are disbursed via the Intergovernmental Fiscal Transfer System, enabling Local Governments to access funds for climate action in alignment with the Government Planning Cycle.

Investment Areas

The LoCAL implementing Districts have invested the PBCRG mainly into Climate Adaptation Infrastructure and activities. These include:

- i. Climate Change Resilient District and Community Roads and Bridges: the funds have been used to address major bottlenecks on roads crossing through areas prone to flooding; construct box culverts and small bridges over swamp crossings
- ii. Restoration of Vegetation and Tree Cover – planting indigenous varieties of trees as wind breakers, restoration of degraded swamps
- iii. Construction of Energy Saving Cookstoves and Kitchen Shelters in Primary Schools, which significantly reduces the quantities of biofuel (firewood) used for cooking. The schools that benefited from this investment report over 60% reduction in the amount of firewood used for preparing meals for the pupils.
- iv. Construction of Water Infrastructure in Water-Stressed Areas, such as mini-irrigation schemes and Piped Water Systems.

5.9: Promoting Rural Development (Prudev) Programme (PRUDEV)

The Promoting Rural Development (PRUDEV) Programme was a GIZ and EU funded Program, which was implemented by the MoLG from July 2017 – September 2023. The Programme aimed to strengthen Climate-smart Agriculture-based Local Economic Development in selected districts of Northern Uganda. PRUDEV operated across Acholi, Lango, and Karamoja sub-regions, targeting 13 districts.

Its complementary initiative, the Responsible Land Policy in Uganda (RELAPU), supported land governance and stakeholder capacity for land rights and compliance monitoring.

Implementation Arrangements

The Ministry of Local Government was the lead agency for the PRUDEV Program. However, the Program provided for a Steering Committee with membership of MOLG, MoWE, MAAIF, MTIC, EU and GIZ Secretariat.

At the district level, Elected Leaders, Technical Staff and Private Sector were responsible for the integration of LED into the District Development Plans and budgets. In addition, the subject matter specialists within the districts were charged with supervising the delivery of

Climate Smart Structures. This was championed by the Focal Persons, and capacity building interventions.

Investment Areas

The Program mainly invested in the following areas:

- i. Local Economic Development – support to the rollout of the National LED Strategy, strengthening the District level LED Structures and integration of LED into the district planning and operational frameworks
- ii. Climate Smart Agriculture which involved training of beneficiary farmers in CSA and development of the Shea Value Chain
- iii. Support to Private Sector Development focusing on Climate Smart Agro-based SMEs, providing Business Development Services and capacity building for shea exporters
- iv. Support to Water Resource Management through micro and small-scale irrigation schemes
- v. Supporting Access to Finance using a shared Agent Banking System with 700 agents across 23 Financial Institutions

5.10: Northern Uganda Development of Enhanced Local Governance, Infrastructure and Livelihood (NUDEIL) Programme

The Northern Uganda Development of Enhanced Local Governance, Infrastructure and Livelihood (NUDEIL) Programme is a United States Government (USG) sponsored Programme which commenced in 2009 by the signing of the MOU between the Government of Uganda represented by the Ministry of Finance, Planning and Economic Development (MoFEPD) and the Government of the United States of America represented by the United States Agency for International Development (USAID) to implement the Programme in the targeted Districts of Amuru, Gulu, Kitgum, Lamwo, Nwoya, Omoro, Oyam with a Grant of 47,900,000 USD. NUDEIL tranche IV received a total of UGX 15.6 billion was allocated to seven District Local Governments (DLGs) of Amuru, Gulu, Kitgum, Nwoya, Omoro, Oyam, and Lamwo.

The NUDEIL Programme focuses on three main Sectors of Water, Works and Education with a view to achieve the following Programme outcomes: -

- a) Facilitate the integration of the conflict affected populations of northern Uganda by generating income producing job opportunities;
- b) Increasing Government services to the population, and laying the foundations for long term sustainable development;
- c) Improving household incomes, assets and livelihood of the vulnerable groups in the targeted DLGs through Labour Intensive Public Works;
- d) Providing access to safe water for home use;
- e) Increasing school enrolment for children in the region through the construction of schools.

The Programme, therefore, focuses on implementing public works, enhancing social and economic infrastructure and generating income producing jobs and wage opportunities especially for Internally Displaced Persons (IDPs) and return populations.

The Programme's theory of change is the need for collaborated effort to assist the Northern Uganda sub region, after it emerged from a long period of Civil War and Conflict, to a stable and growing local economy.

Program Objectives and Results

The NUDIEL program had four main objectives, derived from its main goal of "strengthening communities displaced by the 20-plus-year armed conflict with the Lord's Resistance Army". Specifically,

- i. Rehabilitate and expand public infrastructure in post-conflict districts of Northern Uganda.
- ii. Strengthen decentralized service delivery systems by empowering District Local Governments.
- iii. Promote transparency, accountability, and capacity building through the Government-to-Government model.
- iv. Improve access to education, water, sanitation, and transport for vulnerable and underserved populations.

Implementation Arrangements

Partnerships were central to the NUDIEL approach. To implement NUDIEL, MOLG established a Joint Management Technical Committee (JMTCO) comprised of the Ministry of Education and Sports, The Ministry of Works and Transport, the Ministry of Water and Environment and USAID to coordinate planning, monitoring and evaluation.

Investment Areas

The Program proceeds were invested in the following areas:

- i. Education Sector, particularly the construction of Classrooms and Teachers' houses, provision of 1,200 classroom desks
- ii. Water for Domestic Use through rehabilitation of 182 boreholes
- iii. Rehabilitation of 19.7 kilometers of District Roads and 1 landmark Lanyadyang Bridge in Kitgum
- iv. Environmental Management through planting trees to promote environmental sustainability.
- v. Strengthened district capacities for planning, improved transparency and accountability, and introduced real-time monitoring systems.

CHAPTER SIX: IMPLEMENTATION OF THE PARISH DEVELOPMENT MODEL

The implementation of the Parish Development Model (PDM) was started in the period under review, during the FY 2021/22. MoLG, as the lead MDA in the coordination and oversight of Local Governments, played a pivotal role in conceptualising, guiding, supporting, and ensuring the fidelity of PDM implementation across all 10,594 Parishes in 176 Local Governments across the Country. Launched in FY 2021/22, the **Parish Development Model** represents not merely a Policy instrument but a structural reorganization of Uganda's development delivery mechanism. It operationalizes the **whole-of-government approach** at the lowest administrative tier, embodying the principle that sustainable transformation can only occur when citizens themselves are the architects and beneficiaries of the development process.

6.1: The Institutional Architecture of PDM: Dual Pillars of Implementation and Oversight

The operationalization of PDM is structured around **two interdependent governance segments**, the **PDM Secretariat**, which manages the programmatic and financial implementation frameworks, and the **Ministry of Local Government**, whose constitutional mandate (under the Local Governments Act, CAP 243, Sections 95–99) encompasses inspection, monitoring, and support supervision of local government functions.

While the Secretariat oversees the national disbursement and coordination of funds through the *Seven thematic pillars*, the **Ministry of Local Government** serves as the custodial overseer, ensuring coherence, compliance, and institutional performance across districts and lower local government units. This dual mechanism embodies the *checks and balances principle*, safeguarding the integrity of fiscal transfers, performance monitoring, and community-level outcomes.

Through rigorous **Field-Based Inspections**, the Ministry evaluates the **Functionality of Governance Structures**; notably the Parish Development Committees (PDCs), Ward Development Committees (WDCs), and the operational capacity of Parish Chiefs and Ward Agents. These exercises bridge the policy-practice gap by providing real-time diagnostic assessments of PDM performance, fund utilization, and local-level accountability.

6.1.1: The Parish as the Epicenter of Decentralized Economic Governance

The Re-engineering of the Parish as the **Nucleus of Development Planning, Budgeting, and Implementation** signifies a paradigm shift in Uganda's decentralization trajectory. Historically, development planning was top-down, often alienating grassroots realities from macroeconomic priorities. The PDM redefines this trajectory by integrating *community agency* into *state planning frameworks*.

Under the PDM framework, **10,589 Parish SACCOs** have been capitalized to provide affordable credit to **3,185,390 Households**, targeting especially the **33% of Ugandans currently outside the money economy**. This strategic targeting positions PDM as the economic phase of Decentralization, designed to transition subsistence households into monetized, productive enterprises through access to low-interest financing, enterprise training, and local value addition.

The disbursement of **UGX 3.14 billion** to Parish-Level SACCOs exemplifies the redistributive power of fiscal decentralization in enabling inclusive growth. Yet, beyond figures, ***the PDM's structural innovation lies in its institutional logic: it transforms the parish from an administrative unit into a microeconomic hub, integrating governance, production, and finance under one localized system.***

6.1.2: The Supervisory Mandate of the Ministry: Ensuring Integrity and Institutional Performance

In executing its statutory function, the **Ministry of Local Government** undertakes an **integrated inspection and monitoring regime**, not merely as an Audit exercise but as a *development intelligence function*. This entails continuous engagement with Chief Administrative Officers (CAOs), Sub-County Chiefs, Town Clerks, and Parish Chiefs to ensure that the multi-layered machinery of local governance operates in synergy with national development frameworks.

However, challenges persist, chief among them **digital infrastructure limitations**, with officers struggling to access reliable networks for data entry and disbursement transactions; and **instances of financial malpractice**, where misappropriation of SACCO funds threatens to erode public confidence. The Ministry's role, therefore, extends beyond oversight to **capacity building**, addressing governance gaps through training, guidance, and institutional restructuring.

6.1.3: PDM as a Vehicle for Inclusive Capital Formation and Social Justice

At its philosophical core, the **Parish Development Model** embodies the state's commitment to **inclusive capitalism**; the democratization of economic participation by empowering the bottom 33% of households previously marginalized by structural poverty. By placing financial instruments directly into the hands of community-based SACCOs, PDM diffuses fiscal power to the grassroots, transforming dependency into productivity.

This bottom-up transformation model is not merely an economic policy, it is a **social contract**, reaffirming the government's obligation to bridge income inequalities and build local economic resilience. Through PDM, the Ministry of Local Government institutionalizes **citizen-centered governance**, where planning, implementation, and accountability converge at the parish level, ensuring that development is not delivered *to* the people but *through* the people.

6.1.4: Bridging Policy and Practice: The Technical Coordination Role of the Ministry

The Ministry's approach to **support supervision** goes beyond compliance enforcement. It integrates *capacity development* with *adaptive policy feedback*. By engaging Local Government staff in situational training and dialogue, the Ministry enhances institutional readiness and policy coherence across tiers.



The periodic *Pillar 7 Technical Working Group (TWG)* meetings consolidate insights from field missions into actionable policy recommendations. This coordination mechanism ensures that PDM's operational challenges, ranging from delayed disbursements to weak reporting systems are escalated for cross-pillar resolution at the national level. In this regard, the Ministry acts as the **transmission belt between field realities and policy reforms**, converting field data into systemic intelligence that informs national decision-making.

a) Institutional Coordination and Oversight

MoLG successfully coordinated implementation of activities of all PDM Pillars at National and Sub-National Levels, Coordinated and supported the recruitment of 10,594 Parish Chiefs across the country, conducted compliance inspections and monitoring and political supervision in all the LGs and organized coordination meetings with Local Government Accounting Officers (LGAOs) and other key stakeholders, focusing on real-time problem-solving, and performance review of the PDM.

b) Capacity Building and Induction

MoLG trained over 20 District Executive Committees (DECs) on PDM delivery and supervision roles. The Ministry also Inducted Newly Recruited Local Government Staff (10 CAOs, 49 Deputy CAOs, 9 Deputy Town Clerks, 15 Town Clerks) to enhance Institutional Capacity and improve technical PDM implementation.

Parish Chiefs were institutionalised as Focal Points for mobilisation, data collection and service delivery support. These were supported through the retooling of 177 LGs with Electronic Gadgets for data entry and reporting.

c) Policy and Communication Infrastructure

MoLG developed Inspection Guidelines and Monitoring tools to standardize PDM oversight across Local Governments. It also disseminated new policy directives on PDM through holding national radio and television talk shows, enhancing public awareness and feedback loops.

Furthermore, the Ministry produced and distributed over 60,000 IEC materials, success stories, and operational manuals to LGs, SACCO leaders, and extension staff to support communication of the program.

d) Parish SACCO Mobilization and Financial Inclusion

MoLG supported the formation and regularization of Parish Development Model SACCOs (PDM SACCOs), ensuring their registration, compliance, and alignment with PDM financing protocols. The Ministry also facilitated inspections in a total of 15 LGs to verify the legality and functionality of SACCO structures.

e) Skilling and Enterprise Promotion

In partnership with the Office of the President, MoLG enrolled 4,560 Youths in Presidential Industrial Hubs linked to SACCOs; for skilling and business start-up financing under PDM.

The Ministry also developed a roadmap for integrating vocational training, agribusiness extension, and enterprise registration at the Parish level.

CHAPTER SEVEN: KEY CONSTRAINTS THAT AFFECTED IMPLEMENTATION OF THE REGIONAL DEVELOPMENT PROGRAMME (RDP) DURING NDP III

In the Period under Review, the Programme faced numerous challenges. Notably, the Programme was only Limited to Eight (8) Sub-Regions as opposed to covering of the whole country. This caused Administrative and Reporting Challenges especially from MoLG which leads the Implementation of the Decentralised System of Government. Other Notable Constraints include:

- a) Significant under funding which slowed the implementation of key Programme Interventions including; Inspection, Monitoring, Supervision of Local Government Operations, Capacity Building, Induction of Elected Political Local Leaders and the Development of Regional Development Plans and other Regional Initiatives.
- b) In addition, the absence of Comprehensive, Evidence-Based Regional Development Plans has constrained the Programme's Capacity to Guide, Coordinate, and Prioritize Regional Investments. To date, only One (1) out of the Planned Eight (8) Regional Development Plans has been developed, underscoring the need for increased budgetary support to enhance regional planning and implementation.
- c) At the onset of implementation, reporting tools, indicators, and data collection frameworks for Programme-Based Planning were not yet harmonized across MDAs and Local Governments. As a result, majority of Outcome and Output indicators were not well aligned with the Key Activities undertaken by the RDP Votes, resulting in Weak Performance Measurement and Poor Reflection of Actual Progress.
- d) Inadequate Critical Staff in Local Governments continues to hinder the delivery of Decentralized Services. Staffing levels currently average 70% mainly due to insufficient Wage Bill for Recruitment. This undermines Service Delivery Capacity at the Local Level.
- e) Inadequate Counterpart Funding: The inadequate GoU Counterpart Funding has impacted on the progress of the project. For example in FY 2024/25, one Project RUDSEC needed UGX 5bn to support Infrastructural Designs but was only allocated UGX 106 Million. Moreover, this is a Grant with clear Commitment Terms.
- f) Most Projects suffered Cost and Time Overruns partly caused by an increase in commodity prices after the COVID Pandemic with the most affected commodity being Fuel. This in turn affected the performance of the contractors.
- g) Complex Procurement Process involving several stakeholders including; the DLGs, PIU, Development Partners and Parent Ministries.
- h) Heavy Rains in Karamoja and most districts in Lango, Teso, Bukedi and Bugisu sub-regions. This resulted into flooding of road sections, washed away drainage structures and disruption of works. Delays in completion timelines for civil works leads to additional costs to re-do work where sections were damaged.

CHAPTER EIGHT: STRATEGIC DIRECTION OF THE REGIONAL DEVELOPMENT PROGRAM NDP IV

The Regional Development Programme was conceived as a remedial initiative aimed at uplifting eight regions in Uganda that were seen to be the lagging behind in development, at the closure of the Second National Development plan. This conscious targeting would ensure the identification of critical deterrents and pull-back factors that were responsible for the endemic poverty levels, while devising solutions that solve or mitigate them.

Regional development programs are crucial for enhancing the effectiveness of the decentralization and minimizing regional imbalances and inequalities. By focusing on region-specific needs and priorities, these programs address disparities in infrastructure, education, healthcare, and economic opportunities. They strengthen local governance by empowering local authorities to develop and implement development plans, that meet their unique priorities and challenges. As such, the Regional Development Programme in Uganda ought to have leveraged on the different Regional Competitive Advantages and ought to have optimized on the different human resources, in the constituent districts.

i. Addressing the Challenges Encountered

Like all new or transitional initiatives, the RDP made significant achievements, but also faced notable implementation constraints. These included: i) An ambitious outline of interventions that included rather generic and unmeasurable tasks; ii) Inadequate preparation of the Regions to transition into Planning Entities iii) Inadequate Financing that deprived the different Ministries/Votes from executing the RDP more effectively; iv) Limited Staffing in Local Governments but also who were not sufficiently to take up the RDP implementation; and v) Weak Regional Data Systems that were occasioned the absence of dedicated Regional Needs Assessments and Regional Development Plans, except for Karamoja.

Going forward, and under the Second Regional Development Programme (RPD2) the different Ministries and Votes, that constitute the RPD2, will re-examine the challenges and lessons that affected the scope and pace of the RDP1. The programme will place emphasis on extracting deeper lessons and curve solutions to address the challenges and mitigate their re-occurrence. In this regard, the Fourth National Development, has outlined more concise interventions for RDP and promises to increase financing for the programme. With better clarity of intent and purpose and with the demonstrated results of the last RDP Period, financing through Government and key Development partnerships, is set to grow and expand in scope and thematic reach.

ii. Strategic Fit of the RDP

The Regional Development Programme, under the NDP IV, has been designed to address Uganda's key policy frameworks and dictates. Key amongst the Policy Frameworks, is the implementation of the Second Local Economic Development Strategy, that provides for a blended approach to locality development, using Local Government as key promoters to the LED Policy and Strategy and the Private Sector as the key drivers.

As an integral part of the NDP4, the Regional Development Programme embraces the cardinal principles and virtues of the NDP4, namely i) Widening the tax base, ii) Transforming subsistence households into a money economy, iii) Fighting corruption, iv) Enhancing agricultural productivity and value addition, Infrastructure expansion, v) Boosting industrialisation, and vi) Export promotion and banning of raw material exports. The goal of this programme, is *"improved delivery of decentralized services and balanced regional development"*.

Programme Objectives

The objectives of this Regional Development Programme are to:

- a) Enhance and sustain local economic development;
- b) Enhance local revenue generation;
- c) Strengthen affirmative action in lagging regions and refugee-hosting communities; and,
- d) Enhance institutional efficiency and effectiveness.

iii. Reactivating the Decentralization Agenda

The RDP will refocus the Planning Function of the Local Governments to identify unique locality development needs and influence the National priorities. Hitherto, there is a marked disconnect between a well-articulated Central Government transformational agenda and the service delivery approach of the Local Governments.

In accordance with its objectives, the RDP will further position the Local Government System as a Driver of Economic Development and an effective Delivery Mechanism for National Government Policies such as the Parish Development (PDM).

iv. RDP as a driver for Sub-national Development

To minimize regional imbalances and inequities and deepen Decentralization, the programme will focus on: i) Supporting the LED initiatives which will help integrate underdeveloped regions into the economy and support balanced growth; ii) Enhancing the capacity of Local Governments to generate local revenue; iii) Fostering affirmative actions; effectively integrating refugee issues to balance their needs with those of host communities; enhancing legal and regulatory capacity of Local Governments; and, iv) Enhancing the institutional and coordination capacity of Local Governments for effective delivery of decentralized services, improved resource management and sustainable practices.

The RDP will drive and provide implantation context for other policy initiatives and programmes by pointing to the unique regional needs and proposing the geo-locations of appropriate interventions. The districts, as constituent units of these regions, and possessing key staff and Subject Matter Specialists, will provide implementation anchorage for the different RDP interventions.

v. Leveraging on Regional Competitive Advantages

The Regions in Uganda are district groupings that share reasonably common cultures, geographical and economic characteristics. The Regions face different but related socio-economic challenges yet also possess known but often under-exploited competitive advantages. These could along transport and connectivity, being near the Capital City-Kampala, the Regional and Secondary Cities or boasting of unique resources and heritage. Regions tend to have common Value Chains such as Grain, Coffee, Groundnut, Livestock.

Under the DP IV, the RDP will undertake a detailed assessment of Regional Needs in order to establish the critical points of pain and develop Regional Development Plans that are in synch with the identified needs. The Plans will ensure more conscious targeting and a more prudent and fact-led allocation of resources.

vi. Cities as Growth Propellers for Sub-regions

The RDP will be leveraging on the Regional and Strategic Cities across the Regions to activate the Competitive Advantages of the City Hinterlands and exploit the Cities as centres of aggregation, off-taking points and markets. The Uganda Secondary and Strategies Cities will be further strengthened as centres of unique cultures, knowledge and employment opportunities. The will be supported with inclusive transport, amenities, key economic infrastrure and a city-identity.

vii. An Anchor for the Ten-Fold Growth Strategy

The Regional Development Programme will contribute to the 10-fold Growth Strategy, aims to expand the economy, over the next 15 years (2025 – 2040) from approximately USD 50 billion to USD 500 billion by 2040, focusing on key sectors like agroindustrialization, tourism, mineral development, and science and technology innovation (ATMS). The strategy aims to transform Uganda into an Upper Middle - income Country by significantly increasing household incomes and employment opportunities.

viii. Building Regional Competitive Advantages

The RDP will seek to further build regional Competitive Advantages by *promoting and financing Spatial Planning and the implementation of the Regional Development Plans. The RDP Secretariat and constituent Ministries, Departments and Agencies will individual and collectively solicit Financing for public service delivery and economic infrastructure projects to build boost Regional Competitive Advantages. This will also call for Consolidating Institutional Capacities.* It calls for deepening.

ix. Partnerships for Regional Development and As a Contributor to Regional Integration

The RDP will offer the needed first-instance interaction with the immediate States of the East African Community as producers for key agricultural goods and subsidiary partners in the EAC Regional Integration Agenda. To increase the Visibility of the RDP and especially to further deepen Decentralisation, Uganda needs to draw and share lessons through increased visibility and presence at the Common Wealth Local Government Forum and the East Africa Local Government Forum (EALGF) and internally strengthen existing and anticipated National, Regional, and International Partnerships. The projected partnerships and areas of investment include access and connectivity, Value Chain Development, Rural Financing and a wide range of economic infrastructure.

A refocused Regional Development Programme calls for Consolidating and Expanding Partnerships amongst Development Partners. It calls for stronger participation and presence in Regional Groupings and For a. These will provide a critical benchmark for learning and cross-exchange. The RDP participating entities will need to benchmark neighbouring countries, key institutions and groupings. These include; the East African Community, the Intergovernmental Authority on Development (IGAD), the Common Market for Eastern and Southern Africa (COMESA).

x. Strengthening Coordination

Drawing from the lessons learnt under the Third National Development Plan, the Regional Development Programme needs to augment the capabilities of RDP Secretariat, through an addition of a full-time Programme Officer and the requisite equipment.

The Programme will improve coordination through improved communication and reporting and by conducting mid-year and annual reviews. The RD, under the Fourth National Development Plan will call for a review of the Implementation Arrangement to iron out implementation chokes building on the lessons learnt from the NDP III.

The Programme will solicit resources to conduct Thematic Qualitative Inquiries (TQIs) on topical issues or trends, that emerge during the course of the NDP IV and the RDP implementation.

xi. Measuring Progress

In order to effectively measure results and to draw from the lessons learnt under the Third National Development Plan, the RDP Results Framework will be kept in close sight and tracked periodically. To anchor the measurement and enable continuous learning, a dedicated needs assessment will be conducted for each region, in order to secure more realistic data. This will provide a quasi-baseline from which to draw the Regional Development Plans.

CONCLUSION

The Regional Development Programme strongly reactivates and re-affirms the intent and virtues Uganda's Decentralisation Policy, now fully mature, at 33 years. The RDP is a remedial action to bring development equity across regions, especially to those that have historically lagged down in development, as a result of insurgencies and other unique historical reasons. Coupled with the Programming Approach, Uganda's model of choice, the RDP has further strengthened a whole-Government Approach, that avoided silos and the resulting duplication of time and other resources.

The RDP suffered commencement constraints, as evidenced from i) a very limited scope to a mere eight (8) regions; ii) an ambitious agenda, generic interventions and iii) poor financing. There was no adequate preparation of the constituent Ministries, Departments and Agencies to uptake their new roles, under the RDP. As such there was no delineation between the traditional mandates of the participating MDAs, and their new roles, under the RDP. This was further aggravated by the meagre financing. For some districts, this happened within the challenge of refugees, whose number remains high, hence increasing pressure on resources amidst dwindling external support. Refugees in Uganda have equal access to public services including healthcare, education, water and sanitation facilities alongside Ugandan citizens.

The RDP commencement was also riddled by suspicion and competition leading to a scramble for the meagre resources. Yet the RDP, struggled against all odds to make some significant achievements – albeit with meagre resources. Specialized Projects, financed under different Development Partnerships contributed a manifest fraction of these achievements.

Building on past lessons, the Regional Development Programme, under the Fourth National Development seeks to consolidate the achievements while mitigating past challenges. The achievements include;

- i. Increase in the stock of economic and social infrastructure, needs to be adequately guided by physical development plans.
- ii. Local revenue collections have increased as a result of improved Tax Administration, but is low due to a narrow tax base and widespread tax evasion.

- iii. The RDP exalted the Region as a planning and development entry point. It re-energised attention to the region beyond the universal country planning framework of the National Development Plan and re-attracted key partnerships with the Development Partners.

The Review of the Regional Development Programme, under the Third National Development Plan will give greater visibility and attention to the unique challenges of the regions. It will strive to achieve the agreed Key Results by the end of FY2029/30 as re-iterated:

- i. Expanded Local Revenue base;
- ii. Increased Financing of Local Government priorities;
- iii. Reduced Sub Regional income disparities and vulnerability;
- iv. Improved livelihoods, environmental protection and Community infrastructure/Services in refugee host districts; and,
- v. Increased Community Satisfaction in Local Governance.

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