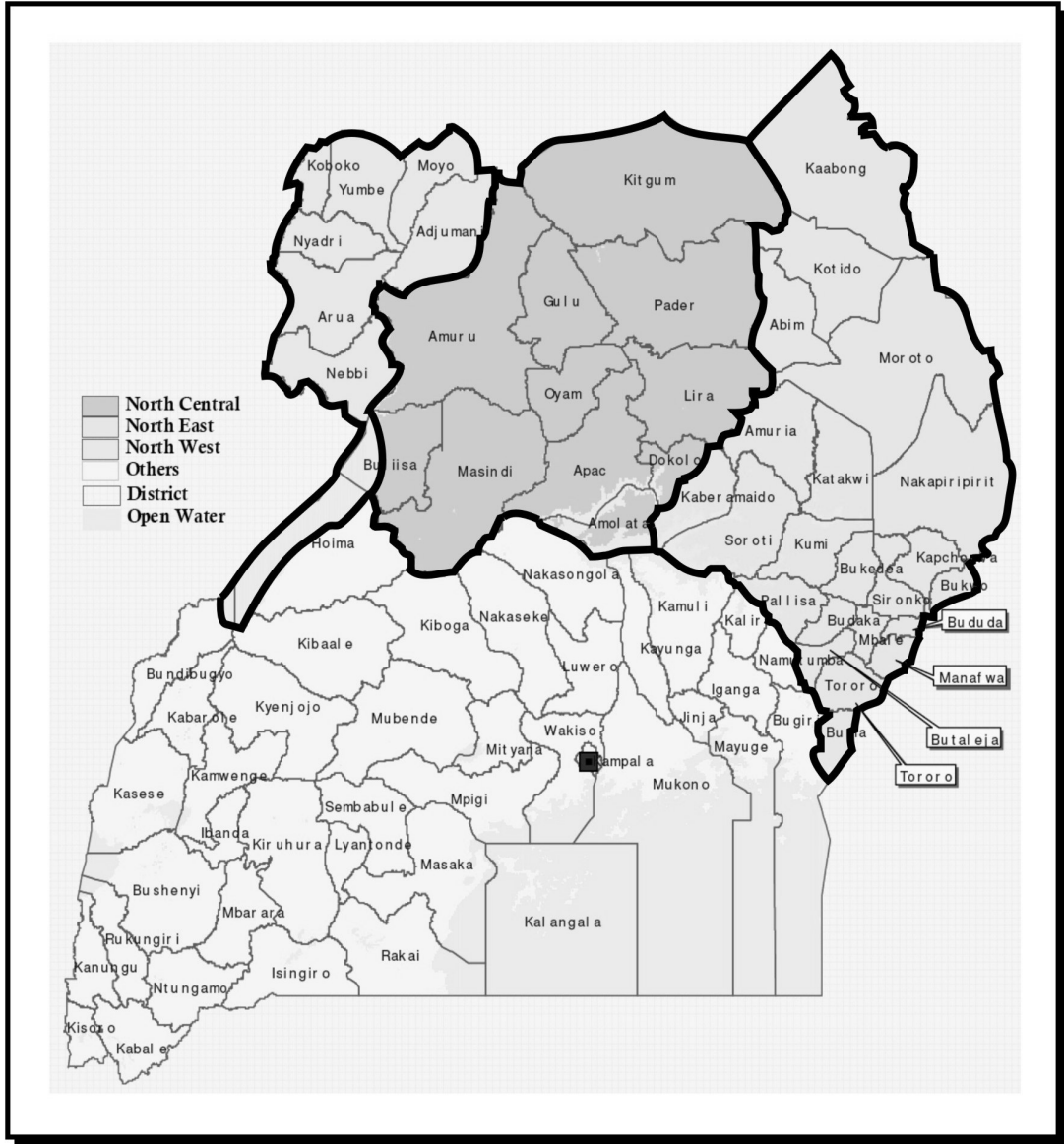


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# MAP SHOWING PRDP COVERAGE



**PEACE RECOVERY AND DEVELOPMENT PLAN (PRDP) FOR NORTHERN UGANDA SUMMARY MATRIX  
2007 -2010**

Goal	Objectives	Strategic Objectives	14 Priority sectors to be addressed	Budget (UGX)
<b>To consolidate peace and security and lay foundation for recovery and development in northern Uganda</b>	<p>1. To help reestablish government institutions such as the court, police, and prisons that also suffered from war and insecurity function properly. The police, court, and prisons will ensure that resources meant to rebuild the region are not misused, human rights of the people are respected, and people do not live in fear for their lives and property.</p> <p>2. To help improve the conditions of living of people who were living in the camps, help those who have chosen to return to their original homes from camps to settle properly, and those who lost their means of survival to get a means of survival; and protect those who cannot survive on their own like orphans, the aged and elderly etc.</p> <p>3. To enable people in northern Uganda who have mainly been depending on assistance from government and the international community start producing food and other crops for their own consumption and for the market/sale and engage in other activities that can make them earn money which they can use for bringing development in their homes like other parts of the country.</p>	<p><b>1. Ensuring government institutions in the region function properly</b></p>	<p>1. Facilitation of peace agreement initiatives</p> <p>2. Strengthening police</p> <p>3. Strengthening the courts</p> <p>4. Strengthening Prisons</p> <p>5. Reducing on the number of militia forces</p> <p>6. Strengthening Local governments</p> <p><b>Total (SO 1)</b></p>	<p>10,550,000,000/=</p> <p>103,723,778,920/=</p> <p>12,409,253,552/=</p> <p>21,710,162,250/=</p> <p>26,291,916,347/=</p> <p>85,120,017,250/=</p> <p><b>259,805,128,720/=</b></p>
		<p><b>2. Rebuilding and empowering communities</b></p>	<p>7. Humanitarian assistance</p> <p>8. Return and resettlement of IDPs</p> <p>9. Community development programme</p> <ul style="list-style-type: none"> <li>▪ Education</li> <li>▪ Health</li> <li>▪ Water</li> <li>▪ Livelihood support and social protection</li> </ul> <p><b>Total (SO 2)</b></p>	<p>34,688,334,971/=</p> <p>70,151,615,520/=</p> <p>101,428,260,000/=</p> <p>133,070,284,800/=</p> <p>34,755,000,000/=</p> <p>143,396,124,660/=</p> <p><b>517,489,619,951/=</b></p>
		<p><b>3. Revitalizing of the economy</b></p>	<p>10. Enhancing production and marketing</p> <ul style="list-style-type: none"> <li>▪ Crop</li> <li>▪ Livestock</li> <li>▪ Fisheries</li> <li>▪ Entomology</li> <li>▪ Mobilisation and extension support</li> <li>▪ Processing and marketing</li> </ul> <p><b>Sub Total</b></p> <p>11. Infrastructure rehabilitating and urban improvement</p> <ul style="list-style-type: none"> <li>▪ Roads, Bridge &amp; Ferry</li> <li>▪ Energy</li> <li>▪ Ferry &amp; Bridges</li> </ul> <p><b>Sub Total</b></p>	<p>9,909,286,700/=</p> <p>18,231,830,000/=</p> <p>3,176,714,000/=</p> <p>1,557,940,000/=</p> <p>12,031,365,606/=</p> <p>9,000,000,000/=</p> <p><b>53,907,136,305/=</b></p> <p>62,634,646,406/=</p> <p>39,647,469,600/=</p> <p>3,000,000,000/=</p> <p><b>105,282,116,006/=</b></p>

	4. To ensure that enduring peace returns to northern Uganda		12. Land, Environment & Natural Resources Management <ul style="list-style-type: none"> <li>▪ Community forestry</li> <li>▪ Wetland</li> <li>▪ Extension support</li> <li>▪ Support to local land management institution</li> </ul> <b>Sub Total</b> <b>Total (SO 3)</b>	78,620,382,948/= 11,803,260,000/= 2,000,000,000/= 1,500,000,000/= <b>93,923,642,948/=</b> <b>253,112,895,260/=</b>
		<b>4. Peace building and reconciliation</b>	13. Peace building and reconciliation support 14. Demobilizing and helping former fighters settle within the communities <b>Total (SO 4)</b>	11,429,949,184/= 18,099,500,000/=  <b>29,528,991,184/=</b>
			<b>TOTAL PROGRAMME COST<sup>1</sup></b>	<b>1,059,936,635,116/=</b>

<sup>1</sup> CSOPNU Note: The total programme cost does not include PRDP management cost which is estimated by the Government to cost 3% (UShs 31,798,099,053) of the total budget (UShs 1,091,734,734,169/=)

## **1 CSOPNU's Introductory Remarks**

The Civil Society Organizations for Peace in Northern Uganda (CSOPNU) is a coalition of 78 civil society organizations advocating for peace and justice in Northern Uganda since 2002. CSOPNU has been involved in discussions around and about the PRDP since the idea was first developed in 2006 through the establishment of the Joint Monitoring Committee (JMC), the precursor to the PRDP. Although invited to be one of the two civil society organizations on the JMC, CSOPNU declined for various reasons, including the fear that it would not have an adequate voice on the JMC to be able to significantly influence the final decisions that would be made. Nonetheless, CSOPNU continued to review and comment on JMC and PRDP deliberations, mainly by coordinating with other Civil Society Organizations, discussions with Government bodies, and liaison with donor representatives on the JMC.

The PRDP was finalised in September 2007, passed by Cabinet and subsequently launched by the President on 15<sup>th</sup> October 2007. Although extensive input was received from various line Ministries and from some District personnel, CSOPNU feels that the final PRDP does not adequately reflect a true consultative process. Of particular concern is the lack of meaningful input from Civil Society and lack of substantive input from communities who have been affected by the long-running conflict in the North. CSOPNU feels that the final PRDP, which was published in September 2007 and upon which this analysis is based, is on the whole a top-down approach to planning and may be too broad and ambitious to be able to successfully manage.

The four objectives of the PRDP, a) Consolidation of State Authority; b) Rebuilding and Empowering Communities; c) Revitalization of the Economy; and d) Peace Building and Reconciliation, are all worthwhile objectives and are all necessary in the context and environment of Northern Uganda. However, there is little coordination between these various objectives, and each objective appears to have been developed in isolation from the other. There is also no clear leadership for each objective, which means that many agencies and Ministries will be working on an objective, with little coordination except from an upper level body called the Northern Uganda Rehabilitation Policy Committee, which meets twice a year. In addition there will be a PRDP Monitoring Committee and a PRDP Management and Coordination Unit established. These central bodies will be expected to monitor and track progress on 14 different Strategic Results being carried out in 40 Districts, which is a huge task. CSOPNU doubts that the Government has the institutional and management capacity to effectively monitor and report on such a wide range of activities.

In addition to issues of management, CSOPNU is concerned about the ability of the PRDP Monitoring Committee to keep track of the funds that will be allocated to the PRDP. The Government plans to spend over one trillion shillings on this Plan in three years; where these funds will come from, how they will be disbursed and reported, and how value for money will be assured is not clear within the PRDP framework. Some of the funds are supposed to be allocated and spent at the national level, while other activities are to be implemented through District structures. The PRDP calls for the establishment of a District Technical and Planning Committee (DTPC) in each of the 40 PRDP Districts, which will answerable to the District Executive Committee at the district level. Each DTPC will be responsible for contracting and oversight and supervision of implementation efforts. CSOPNU agrees that implementation of the PRDP is best left mainly to the District level; however there are concerns that unless the technical and management staff and systems are upgraded before the PRDP begins, Districts will struggle to manage a process as

complex as the PRDP, especially as many of the activities are additional to the districts already heavy workloads.

The other main concern around the PRDP is the lack of a solid mechanism for citizen and stakeholder review, monitoring, feedback, and accountability. Most communities in Northern Uganda are scattered, in transition, and lack clear information channels, especially when it comes to local input into District and national planning and budget functions. CSOPU feels that local community and civil society participation in how the PRDP is planned, managed, and accounted for is crucial to the success of the PRDP. In order to be effective the PRDP must not only succeed in carrying out many activities under 14 different result areas, but it must also be seen by local communities to be successful and responsive to local needs. There is a danger that the PRDP is being viewed by the national government as an infrastructure and input driven plan, rather than as primarily a peace and recovery plan. Many of the interventions and activities call for more quantifiable outputs (numbers of policemen, more health centers, more roads, bridges, etc.) rather than an emphasis on empowering local communities to take part in their own development and reconciliation. Indeed, Strategic Objective four, Peace Building and Reconciliation, is by far the smallest, least well developed, and least funded Objective of the Plan.

In order to help the process of empowering local citizens and communities, CSOPNU has undertaken to summarize and simplify the PRDP so that it is a manageable size and can be easily read and understood by more people in Northern Uganda. The original document, with annexes, is over 150 pages. This simplified version is less than 25 pages, and CSOPNU has translated it into the major languages of the North so that people can access it more easily. In addition, CSOPNU has provided notes at the bottom of the text so that the reader can see some of the concerns and questions that are raised or brought to light by the PRDP. These notes are purely the product of organizations working within CSOPNU, and do not reflect the views of the Government. At the same time, CSOPNU has not altered in any way the meaning of the main text of the PRDP that is presented here, as citizens have a right to know what the actual document says. The reader should carefully look at the overall objectives and results presented in the PRDP and judge for him/herself their potential effectiveness and merit. CSOPNU's overall aim in presenting this simplified version is to inform, not to influence, all those who are targeted by and set to potentially benefit from, the PRDP.

## 1.1 What is the Peace Recovery and Development Plan (PRDP)?

The Peace, Recovery and Development Plan for Northern Uganda (PRDP) is a three year (2008 – 2010) plan by the Government of Uganda (GoU) to rebuild and rehabilitate Northern Uganda following the end of hostilities between the Government and the LRA. The plan will cost UGX 1,091,734,734,297/= or US \$606,517,297.

The plan was developed to enable Northern Uganda to recover from the economic, social and political devastation of two decades of war fought between the Government of Uganda and several rebel groups<sup>2</sup> in West Nile, Lango, Acholi and Teso sub regions, and the insecurity brought about by cattle rustling within Karamoja sub region and the neighboring sub regions of Teso, Lango, Acholi, Sebei and Bugisu. Most notably, fighting between the Government and rebel Lord's Resistance Army (LRA) led to the forced displacement of 1.8 million Northern Ugandans.

Forty districts from West Nile, Lango, Acholi, Teso, Karamoja, Sebei, Bugisu and Bunyoro will benefit from the plan. These districts were either directly affected by war and insecurity or were indirectly affected because they neighbor directly affected sub regions.

## 1.2 Goal and objectives of PRDP

### 1.2.1 Goal:

To consolidate peace and security and lay the foundation for recovery and development in Northern Uganda

### 1.2.2 Objectives

According to the Government, the PRDP is intended to do four things:

1. To help reestablish government institutions, such as the judiciary, police, and prison system. The hope is that effective police, courts, and prisons will ensure that resources meant to rebuild the region are not misused, human rights of the people are respected, and people do not continue to live in fear for their lives and property.
2. To improve the living conditions of people displaced by the war, to support voluntary and free return of these people to their original homes, and to assist those who lost their means of survival during displacement, and to protect those who cannot survive on their own, such as orphans, the aged and the elderly.
3. To enable people in northern Uganda who have mainly been depending on assistance from the Government and the international community to start producing food and other crops for their own consumption and sale; to engage northern Ugandans in other economic activities to accelerate the recovery and development of the war-torn region.
4. To ensure that enduring peace returns and is consolidated in Northern Uganda.

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<sup>2</sup> CSOPNU Note: The rebel groups are West Nile Bank Front (WNBF), Uganda National Rescue Front (UNRF I and II), Uganda Peoples Defence Army (UPDA), Uganda Peoples Army (UPA), The Holy Spirit Movement (HSM), and the Lords Resistance Army (LRA).

### 1.3 Rationale for the PRDP as Stated by the Government

The PRDP was developed for five primary reasons

- To enable the Government of Uganda to fully implement past peace agreements<sup>3</sup> and execute a future peace agreement to be achieved through negotiations with the LRA.
- To consolidate peace and security in Northern Uganda so that people can once again start producing food and other cash crops as well as engage in other income-generating activities not possible during war and displacement.
- To ensure that assistance and all activities intended to help people in Northern Uganda are done in such a way that will change the lives of the people in the region for the better.
- To ensure that funds and other resources meant to carry out activities of the plan are allocated according to the needs of the communities, thus minimizing any waste of money on projects that will not benefit the community<sup>4</sup>.
- To ensure that there are enough funds and other forms of assistance to meet the actual needs of the people and communities affected by war in Northern Uganda.

### 1.4 How was the PRDP<sup>5</sup> developed?

The PRDP was developed out of two years of consultations with stakeholders at district and national level on fourteen priority programmes proposed by the President of Uganda to stabilize and recover Northern Uganda and overcome the effects of the war and insecurity.

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<sup>3</sup> CSOPNU Note: GoU needs to fulfill past peace agreements or else it might be a precursor for future conflicts.

<sup>4</sup> CSOPNU Note: Other past government initiatives (e.g. NURP, NUSAF, etc) have not delivered to the expectation. The PRDP needs to be implemented based on lessons from previous interventions.

<sup>5</sup> CSOPNU Note: It appears consultations with the communities that are supposed to benefit from the programme were inadequate. Lack of community consultation will contribute to ignorance on the PRDP's modus operandi which may lead to community apathy and in a worst case scenario misappropriation of resources.

## **2 Peace, Recovery and Development Strategy**

### **2.1 Lessons learnt from previous interventions in the north**

- The need for an overall strategy to guide interventions in Northern Uganda
- To prioritize the diverse needs of war-affected communities in all interventions in Northern Uganda
- Interventions should respond to the unique situation in Northern Uganda, not the other way around.
- It is critical to recognize the multiple and different forms of conflict in Northern Uganda, thus creating a variation and diversity of needs in different parts of the region.
- The need to coordinate all interventions in order to ensure that the most vulnerable people are reached.
- Need for all interventions to be coordinated so that all the support given can be followed
- Impacts of programmes are affected by planning and budgeting.

### **2.2 Different conflict situations in Northern Uganda**

In order to ensure that the PRDP addresses the real needs of the people, the Northern region has been divided into three major sub regions, based on the dominant status of conflict in each of the each sub regions;

- 1 West Nile/North West comprising** the districts of Arua, Adjumani, Moyo, Nebbi, Yumbe, Koboko and Nyadri. This sub region is in post conflict recovery.
- 2 North Central (Lango and Acholi).** This sub region is in transition from conflict to post conflict situation covering the districts of Gulu, Amuru, Pader, Kitgum, Apac, Amolatar, Lira, Dokolo and Oyam. The conflict here also affected the neighboring districts of Masindi and Buliisa, which were affected by movements of internally displaced people and Karamajong cattle rustling.
- 3 North West (Karamoja, Teso, Bugisu and Sebei sub regions).** Except for Teso, which was directly affected by LRA incursions, this region has not suffered armed rebellion. Yet, lawlessness from cattle rustling and under development has long affected the districts of Kotido, Nakapiripirit, Kaabong, Moroto, Abim, Katakwi, Amuria, Kaberamido with spillover in Kumi, Pallisa, Busia, Kapchorwa, Bukwo, Mbale, Sironko, Budaka, Butaleja, and Bukedea.

## 2.3 Conditions for successful implementation of PRDP<sup>6</sup>

PRDP will be successfully implemented if:

- Fighting between government and rebels stops completely
- People feel safe and have confidence that their property is not at risk
- People from the region can freely move within the region without fear of being abducted, killed, arrested etc.
- There is enough money to finance the PRDP and sustain medium-term recovery and development of the war-affected region.
- Donors commit to sustained contributions for emergency needs and implementation of PRDP.
- International donors making contributions but needs to be in response to local needs and shifting to local ownership
- There is widespread investment in and commitment to reconciliation.
- The selected Districts show readiness to implement PRDP.
- Local and central government plans and programmes are made according to conflict situation.
- Accountability and confidence of war-affected communities;

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<sup>6</sup> CSOPNU Note: One other condition that will determine successful implementation of PRDP is community participation. However, given that beneficiary communities were not adequately consulted, it appears it will be extremely difficult for the community to demand for improved service delivery, or to monitor or track progress. In addition, urgent measures need to be taken by the GoU on community awareness and involvement in implementation, especially at the District and sub county levels.

### **3 Strategy for achieving PRDP strategic objectives**

PRDP has four strategic objectives. Each strategic objective of the PRDP has a budget and the budget is intended to cater for all activities that will be carried out under each objective.

#### **3.1 STRATEGIC OBJECTIVE 1: Ensuring government institutions in the region function properly.**

Under this strategic objective, the following activities are planned:

##### **3.1.1 Facilitation of peace agreement<sup>7</sup> initiatives**

**Budget Shs 10,550,000,000/=**

This is intended to ensure that what the government promised to do during the past and present peace negotiations are carried out. Money from the PRDP will be used to pay or meet the cost of the following:

- To pay for transportation back into Uganda for people who fled to other countries or were made to move to other countries;
- Reuniting these people (returnees) with their families;
- Meetings intended to bring peace
- Agreeing to a comprehensive peace agreement that secures a lasting end to hostilities between government and rebels.
- Removal of land mines and other explosives from places where people intend to return,
- Salary and wages of people who will ensure that return and resettlement areas are safe,
- Dogs that are trained to hunt landmines planted in places where people will return
- Handing over to the community areas where all land mines have been removed

##### **3.1.2 Strengthening Police**

**Budget Shs 103,723,778,920/=**

Currently, there are only 1,722 police officers and 2,001 Local Administration Police in Northern Uganda. Due to the conflict, police personnel were displaced or not appointed, and police posts and equipment were destroyed. As a result, government has been using Local Defense Units (LDUs), and planning on a transition from military to civilian law enforcement. The Government intends to remove the army from doing police work by training, facilitating and increasing the number of police officers in Northern Uganda from 1,722 to 4,223 to ensure the transition to civilian law enforcement (a constitutional provision to all Ugandans). The Government's goals are also to ensure that:

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<sup>7</sup> CSOPNU Note: The Juba Peace Agreement is yet to be reached.

1. Criminal activities are reduced and criminal related cases are solved.
2. As many people as possible can report criminal cases to the police
3. Citizens in the region obey the law, and
4. Communities are involved in keeping law and order in their respective areas.

**Activities that will be carried out include the following:**

- Posting police officers to all the 105 police posts in the region
- Increasing the number of police personnel from the current 3,723 (police officers and LDUs combined) to 11,510
- Train Local Administration Police (LAPs) who meet the requirements of being police personnel
- Rehabilitate existing police buildings and build new ones in the region
- Train police in crime information gathering
- Sensitize police on how to avoid HIV/AIDS
- Make people participate in stopping criminal activities. Attention will be paid to protecting children from being hurt or denied their rights; how communities can help the police maintain law and order; human rights; and prevention of domestic violence.

### 3.1.3 Strengthening the courts of law

**Budget Shs 12,409,253,952/=**

Under this, PRDP activities will provide support to courts of law, prosecution and local council courts.

#### A Courts and Judiciary

The Northern Region has only 8 out of the required 33 Chief Magistrates, and only 21 out of the required 33 Magistrates Grade 1. Above all, due to war, some court premises were vandalized and in some places they are not there at all despite the need for them. This means that there are many pending court cases, and court cases take very long to be heard and disposed. Strengthening the judiciary is intended to ensure the following<sup>8</sup>:

- The courts in Northern Uganda are functioning properly.
- Procedures for solving land conflicts and ownership problems are put in place, and
- Courts are there for people who feel they need help by supporting activities that will promote solving problems through courts.

**Activities intended to strengthen courts include the following:**

- Making sure that all existing court cases are cleared as quickly as possible
- Recruiting 25 Chief Magistrates in the next 3 years
- Recruiting 13 Magistrates Grade 1 in the next three years
- Obtaining buildings where Chief Magistrates and Magistrates Grade 1 can hear cases

<sup>8</sup> CSOPNU Note: Gender issues are not adequately catered for by the PRDP. Recent research findings (e.g HRW) points out challenges of the Sexual Gender Based Violence victims achieving justice. The PRDP implementation needs to take this to account.

## **B Public Prosecution and State Attorneys-**

Currently the Director for Public Prosecution has only 14 offices out of the required 33 in the region, and has only 8 Resident State Attorneys and 22 State Prosecutors. In addition, out of the 14 stations, only 5 are housed in their own buildings and the rest housed in rented buildings. Because of this, the required personnel are not enough to meet the needs of the region.

### **The following will be done under the PRDP**

- Recruitment of 27 State Attorneys and 30 support staff over the next 3 years
- Placing Senior State Attorneys to handle all capital offences
- Putting the required staff in all 33 districts
- Building 10 Resident State Attorney's stations and renting 10 offices
- Equipping the stations with vehicles, furniture, computers, telephones and solar panels

## **C Local Council Courts<sup>9</sup>**

Currently there are a total of 13,913 local council courts in Northern Uganda with 231 at sub-county, 1,172 at parish and 12,510 at village levels respectively.

### **3.1.4 Strengthening Prisons**

**Budget Shs 21,710,162,250/=**

The Prisons Department also suffered from the war. Some of its facilities in Northern Region were destroyed, stolen, or rotted due to neglect. There is overcrowding, poor staff accommodation and poor training, especially for the Local Government Prisons. For instance, the 17 central prisons in the North are keeping an excess of 2,230 prisoners above their intended capacity of 1,586, while the 30 local government prisons hold 1,226 inmates over their designated capacity of 717 inmates!

PRDP therefore intends to reduce overcrowding in prisons and improve on staffing in the Northern Region by increasing the holding capacity and promoting community service<sup>10</sup>.

### **Activities that will be undertaken include<sup>11</sup>:**

- Making more offenders serve community service
- Sensitizing communities on the need to accept offenders to serve their sentences within the community by working on community projects such as roads, water sources, health facilities etc
- Build new prisons
- Rehabilitate and expand the capacity of existing prisons
- Support staff improvement training
- Help improve handling of criminal cases
- Pay for transport and other facilities for prisons department in the region
- Build staff houses for prisons staff

<sup>9</sup> CSOPNU Note: While the PRDP talks about Local Council Courts and states its genesis and why it exists, it does not provide for how it will be strengthened. There are no activities identified for strengthening the LC courts.

<sup>10</sup> CSOPNU Note: Community service is a form of sentence given to people who commit petty offences. They serve the sentence by working for free on community projects

<sup>11</sup> CSOPNU Note: There are no targets indicated in terms of numbers of new prisons to be built, number of staff houses to be built, and number of prisons personnel required or to be trained

### 3.1.5 Reducing the number of militia forces

**Budget Shs 26,291,916,347/=**

Up to 31,549 members of local militias support security work in the Northern Region because of insecurity. They are comprised of 2,724 and 11,704 Local Defense Units (LDUs) in West Nile and Acholi respectively, 10,288 *Amuka* in Lango, and 6,812 Arrow Boys in Teso. There are also 21 Anti Stock Theft Unit personnel in Karamoja. The PRDP intends to reduce the number of these local militias with the improving security situation in the region by increasing the number of police officers in the rest of the region except Karamoja where Anti Stock Theft Unit (ASTU) will be increased.

#### Activities will include:

- Reducing the number of LDUs in West Nile by 20%
- Reducing number of LDU and Amuka in Lango and Acholi by 50%, and
- Increasing the number of ASTU by 1,500 personnel

### 3.1.6 Strengthening Local governments

**Budget Shs 85,120,017,250/=**

The current local government staffing is very low; as a result there is poor performance of local governments in the region. The PRDP cannot be successfully implemented where there aren't enough local government staff. PRDP activities will:

- Increase the amount of money that local governments gets
- Recruit more staff and retain them<sup>12</sup>
- Support every district to get an operations manager to assist the CAO
- Support communities to monitor community projects and ensure that projects are based on the needs of the community
- Strengthen the capacity of local government to coordinate projects in the district.

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<sup>12</sup> CSOPNU Note: There is no target indicated for recruitment in the Local governments

## 3.2 STRATEGIC OBJECTIVE 2: Rebuilding and empowering communities

The major objective of this programme is to provide relief assistance, social services and support for people affected by war to earn a living. However, this support will vary according to the conflict situation in the region.

The Ministry of Health, Education and Sports, Water and Environment, and Ministry of Gender, Labour and Social Development, as well as the Uganda AIDS Commission, Department of Disaster Preparedness, Department of Pacification and Development and relevant agencies will participate in implementing this objective.

Local government officials such as Health, Education, Water, Disaster management, and Community Development will manage the implementation of these activities in consultation with local partners at district level.

### 3.2.1 Humanitarian assistance

**Budget Shs 34,688,334,971/=**

The objective of this is to provide basic needs to IDPs so as to improve their living conditions while they are still in the camps and in transition sites. This will be achieved by giving relief assistance for up to six months after the elapsing of Emergency Humanitarian Action Plan (EHAP). Protection from insecurity and provision of food relief and non-food items and water and health service will be effected.

### 3.2.2 Return and resettlement of IDPs

**Budget Shs 70,151,615,520/=**

Since the reduction in LRA attacks, many people in IDP camps in Katawki, Lira and Apac have returned to their original homes. People in Soroti or Kaberamaido have begun moving home or to transitional sites, but have remained displaced because of instability in Karamoja. For the most part, people in Acholi remain either in the original displacement camps or newer "decongestion" camps. The PDRP intends to help people to voluntarily return to their places of origin.

The PRDP intends to do this by making people feel that they will not be in danger when they return to their original homesteads, by removing landmines and other explosive materials from places of return, giving people who want to return materials that will help them build houses and grow food to feed their families, and also put in place services such as water, health, roads, and education in places of return.

#### **The following things are likely to happen**

- Some IDPs will move without getting anything from PRDP before they move
- Some IDPs will need to be assisted to move
- Some will move when assistance being given in the camps stops
- Some IDPs will decide to stay where they are permanently

### **Things to be done before IDPs move to their places of origin<sup>13</sup>:**

- Local government and other government security people will ensure that the places are safe
- IDPs will be made to know whether their intended place of return is safe or not.
- A record of all IDPs will be made and a copy of the record will be sent to return areas for purposes of ensuring that everybody that has come has received assistance
- People who are weak like those who are disabled and those who are old will be helped to return to their original homes or to new locations

### **Assistance after people have returned**

- About 70% of all IDPs will be given food and household items worth Shs 627,000/= per household.
- Assistance will be given to help them earn a living

## **3.2.3 Community empowerment and development**

PRDP intends to provide services like water, education and health in all areas of return and also support people earn a living in their places of return.

### **A Provision of education, water and health<sup>14</sup>**

#### **1 Primary education**

**Budget Shs 101,428,260,000/=**

Primary education has been badly affected by the war. While the number of children who join primary one is high, the number of those who drop out is also high. The objective of PRDP is to prevent primary school children from dropping out and to provide those who do drop out with skills through training.

#### **This will be achieved through the following**

- Expansion and building of more classrooms<sup>15</sup>
- Refresher training of teachers, instructors and managers
- Giving scholastic materials
- Supporting skills training for those who drop out
- Ensuring that children are taught well

#### **2 Water and sanitation**

**Budget Shs 34,755,000,000/=**

<sup>13</sup> CSOPNU Note: The PRDP is silent on compensation of the people on whose land IDP camps were established and may have been rendered uncultivable.

<sup>14</sup> CSOPNU Note: The programme does not provide for improved teacher pupil ratio although this is a major hindrance to primary education in Uganda

<sup>15</sup> CSOPNU Note: The PRDP is silent on teachers' accommodation and does not mention anything on the rehabilitation of damaged education infrastructure in the region. As demanded by the community, there is need for a special kind of education to cater for the lag in Northern Uganda.

The current state of water reveals that over 73% of people in northern Uganda have access to safe water; however, most of the safe water sources are in the IDP camps. Even so, Karamoja region has been found to have the least access to water with only 17% of the people in Kotido and 31% of the people in Nakapiripirit districts having access to safe water. The status of access to safe water in return areas is not exactly known and it is very likely to be very poor given that no water sources were constructed in abandoned areas.

On the other hand, only about 33% of people in Northern Uganda have latrines in their homes, with only 4% in Karamoja sub-region and 46% for West Nile. Public latrines are mainly found in schools, market and health centres.

When access to safe water is poor, not only do women and children suffer from the burden of collecting water, but people also use dirty water for cooking, drinking, etc. which results in illness. The lack of latrines in homes and schools can make people contract diseases such as cholera. In particular when there are no or poor latrines in schools, girls tend to suffer and as a result often leave school.

**The objectives of PRDP are:**

- To make sure that as many people as possible can use safe water in Northern Uganda
- To make sure that all the safe water sources are working
- To teach people how to keep healthy from illnesses that come about from lack of proper sanitation, and also teach people how to use latrines

**What the PRDP will do**

- Build gravity flow schemes
- Protect spring water sources
- Drill boreholes and shallow wells, and
- Teach people about how to avoid ill health through the use of latrines
- Install diesel powered water pumps in trading centers and IDP camps

### 3 Health<sup>16</sup> –

**Budget Shs 133,070,284,800/=**

Health services in the region were disrupted by war. Some health facilities closed while others were destroyed or left to waste. Although government has tried to rehabilitate some, there are problems of a lack of drugs and very few medical workers. The other problem is that there are very few health centres in the region; therefore many people walk long distances, sometimes up to 7 kilometers, in order to get to the nearest health centre for treatment.

PRDP intends to bring back the health services in Lango and Acholi to the situation it was in 1986 and later to bring health services to the same level as those in other parts of the country. In order to do this, the following will be done:

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<sup>16</sup> CSOPNU Note: No targets have been given on the number of health centres to be constructed in the region. The strategy is to do this in Lango and Acholi sub-regions and there is no provision for construction of health centres in other sub-regions.

- Rehabilitation of existing health centres
- Construction of new health centres to reduce distances traveled, and
- Equipping of health centres so that more people can access treatment.

In addition, under the PRDP, more health workers will be recruited and motivated to stay at their stations of work<sup>17</sup>. Government will also support non governmental health centres in the region so that more people can get access to health services<sup>18</sup>.

### 3.2.4 Livelihood support and social protection

**Budget – Shs 143,396,124,660/=**

Because of the war and cattle rustling, many people lost their means of earning a living, both from the loss of cattle but also due to the lack of employment when they went to live in IDP camps. As a result, the conditions of those who used to depend on friends, relatives and the community such as the aged and elderly, people with disabilities, orphans etc worsened because they could no longer get any help from those they depended on.

Because most people in the northern region do not earn a salary due of lack of employment, the PRDP intends to support people so that they can produce more and earn more. For instance, people who are working in groups to earn a living will be supported.

Secondly, 30% of those who cannot work either because they are still too young or too old will be supported. However, they will be supported when they organize themselves in groups of 20 to 30 people, especially groups that who live in IDP camps, orphans, widows and the elderly, and also those who are very poor<sup>19</sup>.

<sup>17</sup> CSOPNU Note: There is no provision given on health staff accommodation in the PRDP, unless implied in the construction of health centres

<sup>18</sup> CSOPNU Note: How this support will be given and what form(s) of support has not been provided for in the PRDP

<sup>19</sup> CSOPNU Note: The criteria for selecting the 30% are not provided and there are no plans for the remaining 70% of the vulnerable. Secondly, it is not clear whether the support will be for income generation or just as handout for the vulnerable. The poor as stated is not defined as well.

### 3.3 STRATEGIC OBJECTIVE 3: Revitalizing the economy

The Government of Uganda believes that one of the ways of bringing everlasting peace in the Northern Region is through industrialization. In the meantime, the most appropriate industry is that which is based on agriculture. Government is therefore studying the possibility of sugar cane growing and sugar production in Gulu, Amuru, and Apac districts using government land in Aswa and Maruzi ranches; energy farming/growing trees that can produce oil to run engines and generators; and growing and producing of fruit juice in Arua.

However, industrial production is only possible when electricity is available. To realise this, Government has planned to build two dams at Karuma and Ayago, both of which are in Northern Uganda. PRDP is also intended to support electricity generation.

#### 3.3.1 Enhancing production and marketing

**Budget Shs 53,907,136,305/=**

Most people in Uganda earn their living from agricultural production. Under the Plan for Modernisation of Agriculture (PMA), the National Agricultural Advisory Services (NAADS) is mandated to ensure that people have enough food, to support farmers to engage in profitable activities, and to give people agricultural inputs.

The PRDP is intended to help those who are returning to their original homes engage in crop production and livestock keeping for both commercial and domestic consumption. PRDP will support the following:

- **Under crop production:**  
PRDP will support the formation of community groups of people who have returned to their original homes with inputs for agricultural production. However, more attention will be given toward food crops rather than cash crops. This will depend on market availability.
- **Under animal rearing:**  
PRDP will support farmers to improve the quality of their animals and control diseases by
  - ⇒ Rehabilitating and constructing communal dips, and
  - ⇒ Distribution of pumps for spraying animals and drugs for treating animals.
- **Under fish farming:**  
The following will be done:
  - ⇒ Establishing fish fry centres
  - ⇒ Build fish ponds
  - ⇒ Stocking existing dams and small lakes with young fish
  - ⇒ Support individuals who engage in fish production
  - ⇒ Building fish landing sites
  - ⇒ Involve fishing communities in management of fisheries resources
  - ⇒ Improve fish handling sites
  - ⇒ Construct fish market stalls and display slabs
- **Under entomology (dealing with insects):**  
PRDP intends to address problems of disease and pests that feed on animals, and also promote bee keeping. PRDP is intended to do the following:
  - ⇒ Promote laying of traps for tsetse fillies

- ⇒ Using insecticides on animals, and
- ⇒ Encourage bee keeping

### 3.3.2 Rehabilitating roads and electricity in towns

#### A Roads

**Budget Shs 62,634,646,406/=**

Out of the total length of 8,724 km of roads in all the 40 districts under PRDP, less than half is in good condition and the remaining half is either fair or poor. Because of poor security in Lango, Acholi, Teso and Karamoja sub regions, roads could not be properly maintained and some of them got closed altogether. The PRDP intends to rehabilitate and open all the roads including community roads in the PRDP districts, particularly roads in return and resettlement areas.

#### B Electricity

**Budget Shs 39,647,496,600/=**

Very few places in Northern Uganda have electricity, including a number of district headquarters. The PRDP intends to take electricity to all towns that have district headquarters and small towns which are likely to grow.

### 3.3.3 Environment and natural resource management

**Budget Shs 93,923,642,802/=**

In Northern Uganda forests have been destroyed for cultivation, fuel, settlement (mainly by IDPs), and timber production. Wetlands have also been destroyed, especially in Teso and Karamoja. It is expected that more trees will be cleared for land for cultivation, building materials etc when people return to their original places.

The PRDP is going to support communities to protect forests, and encourage the planting of trees on people's farms and government forests in the respective districts. It will also help train people on how to plan and manage the environment, and support activities that will protect lakeshores, riverbanks, wetlands, hills and mountains.

#### The following will be done:

- Educate the communities on how to properly use trees, forests, and other useful things found in the forests
- Training communities on how to plan and manage these resources
- Establish tree nurseries and gardens where trees will be planted as a way of making farmers start growing trees,
- Promote use of cooking devices that do not use a lot of firewood (energy efficient stoves)

### 3.4 STRATEGIC OBJECTIVE 4: Peace building and reconciliation

For over 20 years, people in the North have been affected by war. In addition, there are conflicts between the different tribes in the region as a result of cattle rustling and conflict over common resources like grazing land, and also between the people and government. Many people have also been affected as a result of their participation in the rebellion and also due to abuses of human rights. To ensure that peace and reconciliation prevails, PRDP will support two things:

#### 3.4.1 Informing, educating and communicating, as well as counseling

**Budget Shs 11,429,949,184/=**

Because of the possibility that there will be conflict over land<sup>20</sup> and other resources as people return to their original homes, and the perennial conflict arising from cattle rustling, information will be given to the communities on their land rights, employment and how they can profitably do business using the media (written materials, FM radio stations, and television). Reconciliation among communities will be supported using religious and cultural institutions, local councilors and chiefs.

Community radio programmes will be used where there is little radio coverage especially in Karamoja and remote areas of Acholi. Radio sets may be distributed to such communities for purposes of information dissemination and reconciliation.

#### 3.4.2 Demobilizing and helping former fighters settle within the communities

**Budget Shs 18,099,500,000/=**

There are up to 17,251 former fighters/reporters in northern Uganda who are supposed to be forgiven for their engagement in rebellion under the Amnesty Act 2000. This is because most of them were forced to join the rebellion and out of these, about 6,000 are children below 18 years who were traumatized by what they have seen and what they have done under orders from the leaders of the rebellion.

The objective of the PRDP is to help ex-fighters, including former child combatants, to settle into the community by helping them reunite with their families, give them what they can use to help them settle properly, and help them meet service providers for psychosocial assistance..

##### **The ex-fighters will be provided with the following under the PRDP:**

- Demobilization certificates and materials that will help them settle properly worth US \$250
- 20% of them will be paid to rejoin school
- 50% will be given technical training and income generation training
- 30% will be given support for income generation activities

A lot of preparation still needs to be done like assisting reporters who came back long ago, knowing exactly the type of assistance to be given and how it can be given, establishing who should will/help these reporters, how the reporters can be helped to resettle, and plans for handling those who will report in the future.

<sup>20</sup> CSOPNU Note: The PRDP does not adequately address the issues of land in the return process although this may become a major source of conflict given now and in the future that it is apparently the only resource that the returnees will depend on. It should be noted that land is a very hot issue in Uganda now.

## **4 How the PRDP will be implemented**

### **National Level**

- The Office of the Prime Minister (OPM) will be responsible for the PRDP and the Minister of State for Northern Uganda and the Permanent Secretary will supervise its implementation.
- PRDP Monitoring Committee (PMC) to be set up and chaired by the Prime Minister and the Permanent Secretary will be the Secretary. The PMC will meet quarterly in the first year. The PMC is answerable to the President.
- There will be a Northern Uganda Policy Committee chaired by the Minister of State for Northern Uganda Rehabilitation and the Minister of state for Karamoja Affairs, which will meet quarterly throughout the three years.
- There will also be a forum for Development Partners (Donors) and Stakeholders who will meet every three months to discuss implementation progress.
- Coordination and Management Unit (CMU) for coordination of all implementation and monitoring. The Secretariat will be established to manage and coordinate the PRDP in close cooperation with Ministries concerned, districts and lower level local governments, and development partners and NGOs that are working in the north.
- Planning and coordination of the different sectors like health, water and sanitation, education, transport etc will be done by the respective sectoral Ministries.

### **Local Government level<sup>21</sup>**

Management and coordination such as developing implementation plans and overseeing and managing them will be done by Chief Administrative Officers and political leaders in the districts. There will be PRDP liaison officers appointed from the district technical staff to follow PRDP implementation in collaboration with different local government committees in the district.

At sub regional level, the local governments and stakeholders may come together to review the way the PRDP is moving and to review activities they are undertaking, and consult and coordinate among themselves on priorities for their sub region.

The District Technical Planning Team (DTPT) will develop implement strategies for the PRDP, identify what activities to do, identify who will implement the programme, supervise what is being implemented, and monitor and account for money spent on projects.

Implementing partners (NGO, communities and UN agencies) will be contracted and supervised by the DTPT.

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<sup>21</sup> CSOPNU Note: There is need for the PRDP to state in no uncertain terms the role the community will play in the implementation of the PRDP, how they will access the funds, etc.

## 5 PRDP Budget

The total budget will be UGX 1,091,734,734,297/= (One trillion ninety one billion, seven hundred thirty four million, seven hundred thirty four thousand two hundred ninety seven only), the equivalent of US Dollars \$606,517,297 (Six hundred and six million, five hundred seventeen thousand, two hundred ninety seven dollars only) to be spent over a period of three years in installments of 31% in year one, 30% in year two and 39% in year three. Year one is now scheduled to start on 1 July 2008, in line with the GoU financial year.

The PRDP budget is not enough for all the needs in northern Uganda but is meant to meet the immediate needs of the end of war.

**The budget from PRDP will come from the following sources<sup>22</sup>:**

- Reallocation of national expenditure (estimated 30%)
- Money which donors have given to central government budgets
- Money which donors agree will be given to districts
- A central fund where all donors put their money
- Other projects like NUSAF

## 6 Monitoring framework

Monitoring will be carried out at three levels<sup>23</sup>

### **National/policy level monitoring:**

In the interim period, it will be done by the PRDP Monitoring Committee (PMC) which will meet once every three months. However, the National Policy Committee will takeover the monitoring function eventually.

### **Technical monitoring:**

This will be carried out by officers responsible for the sector in the respective Ministries and Local Governments

### **District Programme Monitoring:**

This will be done at district level<sup>24</sup>.

<sup>22</sup> CSOPNU Note: In the final analysis, PRDP is too ambitious and may not make dramatic change in the living conditions of the people unless significant new resources are found. There is need for effective communication and the need to manage the high expectations associated with the PRDP to avoid frustration with future development initiatives.

<sup>23</sup> CSOPNU Note: The monitoring framework has been developed separately.

<sup>24</sup> CSOPNU Note: The responsibility of monitoring at district level rests with the DTPT without provisions for the monitoring by other stakeholders. The framework for monitoring ought to be more inclusive for purposes of ownership and accountability.