



A HANDBOOK FOR IMPLEMENTATION OF NDPIII GENDER AND EQUITY COMMITMENTS

REGIONAL DEVELOPMENT PROGRAMME





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ACRONYMS AND ABBREVIATIONS

| | |
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| APFs | Active Power Filters |
| BFPs | Budget Framework Papers |
| EIA | Environment Impact Assessment |
| EOC | Equal Opportunities Commission |
| G&E | Gender and Equity |
| GEB | Gender and Equity Budgeting |
| ICT | Information and Communication Technology |
| LED | Local Economic Development |
| LGs | Local Governments |
| M&E | Monitoring and Evaluation |
| MDAs | Ministries, Departments and Agencies |
| MFPED | Ministry of Finance, Planning and Economic Development |
| MIS | Management Information System |
| MoLG | Ministry of Local Government |
| MPS | Ministerial Policy Statement |
| NDP | National Development Plan |
| PFMA | Public Finance and Management Act |
| PIAP | Programme Implementation Action Plan |
| RDP | Regional Development Programme |
| RGCs | Rural Growth Centres |
| SACCOs | Savings and Credit Cooperative Organisations |
| SDGs | Sustainable Development Goals |
| UN | United Nations |
| ATM | Agri-business, Tourism, Minerals |

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FOREWORD

It is mandatory for Ministries, Departments, Agencies (MDAs) and Local Government (LGs) to address gender and equity issues in formulation of Budget Framework Papers and Ministerial Policy Statements. However, there are still issues of capacity to effectively achieve this objective. The last five consecutive assessments of compliance for Gender and Equity Budgeting, by the Equal Opportunities Commission revealed persistent limited capacity of MDAs to discern gender and equity issues. It was also noted that the gender and equity issues being addressed were not necessarily aligned to the commitments in the National Development Plans.

A lot of effort was put into mainstreaming gender and equity commitments in the third National Development Plan (NDPIII). These were integrated at the strategic level, as well as in the 20 programmatic areas. In order to mobilise the MDAs and LGs to ensure effective implementation of the NDPIII gender and equity commitments, programmatic handbooks have been developed.

These Handbooks spell out the gender and equity issues under each programme; the proposed interventions in NDPIII, related actions in the Programme Implementation Action Plan, and performance indicators. In addition, there are emerging gender and equity issues resulting from COVID-19 effects that were agreed on during the dialogue with all programme stakeholders.

I urge you to use this tool, to prioritise interventions that will foster inclusive growth and development which the country is pursuing.



Ramathan Ggoobi

Permanent Secretary/Secretary to the Treasury

KEY DEFINITIONS

Gender

Socially constructed roles and responsibilities assigned to men/women, girls/boys in a given culture or location.

Equity

Fairness and justice in the treatment of individuals or groups of people; distribution of resources; provision of opportunities and services; and protection under the law. It takes into account, varying abilities/capacities, geographical disparities, demographical and social-economic differences.

Gender Issue

This is a state/condition/ situation of inequality/imbalance between males and females because of gender roles; discrimination/ neglect and/or marginalisation within society.

Equity Issue

Unfair and unjust situations that put the lives of the vulnerable in dire poverty, limited access to services and a state of hopelessness.

Gender and Equity Responsive

This is the ability of an individual or agency to consider the needs of women, men, boys and girls in light of their age, disability, or geographical location and take appropriate action.

Gender and Equity Budgeting

Gender and Equity Budgeting (GEB) is an approach of allocating and utilising government resources and programs taking into consideration of the different needs, interests and constraints of the various categories of people without any discrimination and addressing any imbalances that exist.

Programme

A group of related interventions/outputs that are intended to achieve common outcomes within a specified timeframe.

Sub-Programme

A group of related interventions/outputs contributing to a programme(s) outcomes at the MDA level.

Programme Implementation Action Plan (PIAP)

A detailed description of the activities, targets and resources required to deliver a programme within a given timeframe. The PIAP operationalises the NDPIII Programme and is it from the PIAPs that MDAs are expected to draw their strategic plans.

Indicators

This is a quantitative (calculable) or qualitative (perception) factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance.

Commitments

These are pledges/obligations to be fulfilled in terms of outputs and outcomes.

Interventions

These are actions to be undertaken to solve an identified problem/issue.

Outcome

The consequence of an action.

Outcome Indicator

A measure of whether the program is achieving the expected effects/changes in the short, intermediate, and long term.

Intermediate Indicator

A measure of progress to achieving a higher-level goal/end result.

1.0 Introduction

This Handbook spells out the gender and equity issues as well as planned interventions/actions in the Regional Development Programme during the third National Development Plan (2020/21 to 2024/25) period.

1.1 Background

The Third National Development Plan (NDP III), comes at a time when Uganda, like the rest of the world, is confronted with the COVID-19 pandemic. Now, more than ever, the slogan of the Sustainable Development Goals of leaving no one behind is critical. Justice and fair treatment of the needs of people of all walks of life is vital for development. Gender equity is required in all aspects of life including; education, health, nutrition, decent employment, access to economic assets and resources, political opportunities and freedom from coercion and violence for men and women, boys and girls and the elderly. Gender and equity are crucial to ensure that gender issues are integrated into all national policies, plans and programs for development.

It is mandatory for Ministries, Departments, Agencies (MDAs) and Local Government (LGs) to address gender and equity issues in the formulation of Budget Framework Paper and Ministerial Policy Statements. However, there are still issues of capacity to effectively achieve this objective. The Equal Opportunities Commission's last five consecutive assessments of Gender and Equity Budgeting (GEB) compliance of Budget Framework Papers and Ministerial Policy Statements revealed the persistent limited capacity of MDAs to discern gender and equity issues. It was also noted that the gender and equity issues being addressed were not necessarily aligned to commitments in the National Development Plans.

Challenges and lessons from NDP I and NDPII¹, showed seven (7) persistent gender and equity sensitive concerns. These include:

- i. The large proportion of households still stuck in the subsistence economy;
- ii. High cost of electricity;
- iii. Persistent vulnerabilities and wide-regional disparities in attaining required poverty reduction targets;
- iv. Low investment in social protection systems;
- v. The poor quality of education characterised by the low levels of literacy and numeracy, coupled with the high rate of school dropout;
- vi. High burden of disease amidst low functionality of health facilities,
- vii. Under nutrition among children and women remains high.

¹These are listed in the NDPII background

A lot of effort was made to mainstream the gender and equity commitments in NDPIII. These were integrated at the strategic level as well as 20 programmatic areas. There is a need to ensure effective implementation of these gender and equity commitments by MDAs and LGs.

1.2 Justification for the Handbook

To avoid the slow implementation of the gender and equity responsive interventions, this time round, there is a need to mobilise MDAs and LGs. This necessitates the development of a mobilisation tool. This Handbook to facilitate the mobilisation, spells out the gender and equity issues; proposed interventions and performance indicators.

The Handbook will simplify the integration of gender and equity responsive interventions into the Budget Framework Papers and Ministerial Policy Statements. This will strengthen the capacity of MDAs and LGs that has been inadequate.

1.3 Intended Users of the Handbook

This Handbook is intended for officials involved in planning, budgeting and monitoring at Central and Local Government levels, however, it can also be used by other stakeholders.

1.3.1 Primary Users

The primary users of the Handbook are the Programme Leadership Committee; Programme Technical Committee, Programme Working Group and Programme Technical Working Group Sub-committees; specifically, decision-makers (Ministers, Permanent Secretaries, Directors, Commissioners, Programme/Project Managers). Technical officers and politicians in charge of planning, budgeting, implementation, monitoring and evaluation can also use the Handbook.

1.3.2 Secondary Users

These will include Civil Society Organisations (CSOs), Researchers, Development Partners, Academia, Gender and Equity Trainers, plus Assessors.

2.0 How to use the Handbook

The Handbook shall be used in preparation of Budget Framework Papers for MDAs and Local Governments, and Ministerial Policy Statements for MDAs and Missions. The BFPs and MPSs are policy documents structured for both reporting and planning purposes. The users should ensure integration of gender and equity outcomes, interventions, outputs and their respective indicators across all the sections.

Users should clearly highlight how the intended target population has accessed, participated, benefited from the interventions, as well as, their disaggregation in terms of location (rural, urban, hard-to-reach and hard-to-stay), equity (children, youth, elderly, persons with disabilities, chronically sick and other vulnerable groups), gender (women/girls, men/boys), and inclusiveness of the interventions. These parameters should also be given priority during annual and quarterly work plan development and reporting at all levels.



Table 1: How to use the Handbook during the Planning and Budgeting Process

| Section of the BFP | Section of MPS | Application of the Handbook | Example |
|--|--|--|--|
| Overview | Overview | Indicate desired gender and equity outcomes, objectives, spent budget, medium-term allocations and projections | To accelerate equitable regional economic growth and development to reduce poverty in the lagging sub-regions lagging behind the national poverty line of: Karamoja, Bukedi, Bugisu, Busoga, West Nile, Acholi, Teso and Bunyoro. |
| Past Performance | Achievement at Half Year | <p>These should be drawn from the outcome performance indicators – the change desired when gender and equity issues are addressed.</p> <p>Indicate the gender and equity issues among the key performance issues to be addressed by the sector. Select these from the list of gender and equity issues.</p> <p>Indicate whether any gender and equity issues were addressed in the previous FY. List the outputs derived from the interventions that you carried out. These can be picked from the gender and equity issues and proposed strategies/interventions.</p> | <p>Outcomes Increased production capacity of key growth opportunities (Agri-business, Tourism, Minerals and Manufacturing); Increased household earnings in the sub-regions from Agri-business and Tourism, Minerals (ATM); Increased Market Access.</p> <p>Outcome indicator Percentage of households involved in commercial-scale agriculture in the region; Proportion of farmers whose agriculture incomes have increased</p> <p>Outputs completed Irrigation schemes and valley dams constructed; Artisanal and small-scale miners' groups/cooperatives supported.</p> <p>Output indicators No. of Irrigation schemes and valley dams constructed; Number of active artisanal and small-scale miners' groups/cooperatives</p> |
| Medium Term Plans | Medium Term Plans | Indicate medium-term plans by listing which interventions shall be carried out in accordance with the planning framework i.e., NDP II. | Medium Term Plans Increased production capacity of key growth opportunities (Agri-business, Tourism, Minerals and Manufacturing); Increased market access and value addition; Enhanced agro-LED business. |
| | Current Year Plans | Indicate key sector output and outcome performance indicators to show that gender and equity issues have been addressed. | Planned Outputs Agricultural extension services established at the parish level; Agro-commodity research centres established in the sub-regions. |
| Outcome, intermediate outcome indicators | Outcome, intermediate outcome indicators | | <p>Intermediate Outcomes Increased acreage of agricultural land; Increased yields per acreage; Increased household earnings from agriculture</p> <p>Intermediate Outcome Indicators % of households accessing valley dams in the targeted regions (1.0% in 2017/2018 to 9.0% in 2024/2025).</p> <p>Proportion of household incomes from agriculture in the targeted regions (41.29% in 2017/2018 to 45% in 2024/2025).</p> |

3.0 Gender and Equity Responsiveness in the Regional Development Programme

Budgeting is the tool through which Government translates its priorities into public services. The government has also prioritised Gender and Equity as the best approach to inclusive national development and equitable distribution of resources, opportunities, and wealth. Therefore, Gender and Equity Planning and Budgeting is an approach of allocating and utilising resources taking into consideration the different needs, interests, and constraints of the various categories of people without any discrimination and addressing any imbalances that exist.

Regional Development is one of the 20 programmes of the NDP III, and, it's cross-cutting. It, therefore, operationalises all the five NDP III objectives which include; **Enhance value addition in key growth opportunities; Consolidate and increase the stock and quality of productive infrastructure; Enhance the productivity and social wellbeing of the population, and Strengthen the role of the state in guiding and facilitating development.**

The programme seeks to address key challenges in equitable, regional economic growth and development which include: regional income poverty; limited and underdeveloped regional value chains; inadequate economic and social infrastructure; poor local leadership and weak public sector management in the regions.

Therefore, the objectives of the programme are to:

- i. Stimulate the growth potential of the sub-regions in the key growth opportunities (agri-business, tourism, minerals and manufacturing);
- ii. Close regional infrastructure gaps for exploitation of local economic potential;
- iii. Strengthen and develop regional-based value chains for LED;
- iv. Strengthen the performance measurement and management frameworks for local leadership and public sector management.

3.1 Gender and Equity Issues and their Responsive Interventions in the Regional Development Programme

This section elaborates the gender and equity issues in the Regional Development Programme and how they affect programming for inclusive development. It is intended to guide users to effectively implement gender and equity responsive interventions. Table two (2) highlights the gender and equity issues and their justifications, related interventions, outputs and corresponding actions in the Programme Action Implementation Plan (PIAP).

Table 2: Gender and Equity Issues and their Responsive Interventions in the NDP/III/PIAP

| Sub-Programme | Gender and Equity Issues | Justification/Impact of the Gender and Equity Issues | Interventions in the NDP/III | Outputs in the PIAP | Corresponding Actions in the PIAP |
|---|--|---|---|---|---|
| Production and Productivity | Limited water supply for production | Inadequate water supply for production results in heavy reliance on a subsistence rain-fed economy. This leads to low food production and the supply of water for domestic use which exposes some regions to the resultant effects of drought and hunger. | Construct irrigation schemes and valley dams to ensure production all year round | <ul style="list-style-type: none"> 20,000 cubic meter parish valley tanks constructed Three piped water systems constructed | <ul style="list-style-type: none"> Construction of parish valley tanks Open transmission lines, install overhead tanks and establish connections on all the systems |
| | Inadequate staffing at parish level | Owing to the few agricultural extension staff, there is low penetration of extension services hence poor quality and quantity of agricultural produce for sale and food for the most vulnerable groups especially women and children. | Strengthen agricultural extension services through increased supervision and implementation of the parish model | Agricultural extension services established at parish level | Number of extension assistants recruited |
| | Lack of critical farm inputs to households | Inadequate provision of critical farm inputs (land, labour, tiller, wheelbarrow, harvesters, sprinklers, fertilisers, seeds, tractors, fertiliser, pesticides, etc) to farming households affects the quantity and quality of yields. This reduces the production of food for household consumption and surplus yields for sale, which impacts mostly the women, children, persons with disabilities (PWDs) who cannot afford the cost of these critical farm inputs. | Strengthen agricultural extension services through increased supervision and implementation of the parish model | Agricultural extension services established at parish level | Provide critical farm inputs to farming households. |
| Limited knowledge on priority enterprises | Limited knowledge among farmers on priority enterprises denies them the opportunity to learn new knowledge, skills and innovations essential for better production. This affects the quality and quantity of yields and reduces their competitiveness in the regional markets. | Strengthen research into the prioritised agro-enterprises for increased productivity | Agro-commodity research centres established in the sub-regions | Set up pilot farmer demonstrations on priority enterprises in every parish. | |
| Inadequate access to agricultural credit | Limited access to agricultural credit affects farmers' ability to invest in key agro-enterprises and enhance their production capacity. This affects the quantity and quality | Strengthen research into the prioritised agro-enterprises for increased productivity | Strengthen research into the prioritised agro-enterprises for increased productivity | Capitalise agricultural SACCOs at parish level in addition to what is provided elsewhere | |

| Sub-Programme | Gender and Equity Issues | Justification/Impact of the Gender and Equity Issues | Interventions in the NDP/III | Outputs in the PIAP | Corresponding Actions in the PIAP |
|---------------|---|---|--|--|--|
| | <p>Insecurity of tenure on customary land</p> <p>Lack of regional agro-industrial parks with prerequisite infrastructure and services</p> | <p>of their produce and competitiveness in the regional and local agricultural market.</p> <p>Management of land-related matters requires specialised knowledge and skills. Disempowered Area Land Committees and local communities lack due diligence to effectively manage land acquisition matters. This compromises accessibility, ownership and utilisation of land, hence increased land conflicts within the targeted regions/communities/households.</p> <p>The absence of regional agro-industrial parks with the prerequisite infrastructure and services leads to an undeveloped and underdeveloped agricultural value chain which affects the quality, quantity and value of commodities in the regional, national and international markets.</p> | <p>Strengthen research into the prioritised agro-enterprises for increased productivity</p> <p>Operationalise the Industrial and Business Parks situated in the target regions</p> | <p>Customary tenure land registered</p> <p>Four Regional Industrial and Business Parks established</p> | <ul style="list-style-type: none"> • Support Area Land Committees • Sensitisation of communities at the Sub-county level • Demarcation and survey of customary land <ul style="list-style-type: none"> • Set up sub-regional/ district agro-industrial parks • Extend power transmission lines to key growth opportunity areas of the regions • Provide bulk water supply to support production and service industrial parks • Land acquisition for the four sites (Arua, Nakasongola, Tororo, Arua) • Environmental Management Plans, Livelihood restoration plans, EIA, Master Plans, boundary opening, surveying and installation of border markers • Design and construct infrastructure facilities (roads, water reticulation, HV power, solid waste management/ wastewater system, ICT/CCTV, service ducts, etc) • Design and construct public and SME buildings |

| Sub-Programme | Gender and Equity Issues | Justification/Impact of the Gender and Equity Issues | Interventions in the NDPIII | Outputs in the PIAP | Corresponding Actions in the PIAP |
|---------------|--------------------------|--|--|--|---|
| | | | | | <ul style="list-style-type: none"> • Build technical capacity of relevant institutions and Local Governments in industrial park development and management • Undertake feasibility studies for the four industrial parks and ESIA's • Review and update incentive regime to attract industries into the parks • Supervise and monitor industrial parks operations • Support locals to attain relevant skills to be used in the industrial parks • Support LGs to operationalise the framework linking LR to LED initiatives |
| | High post-harvest losses | Lack of post-harvest handling, storage and processing infrastructure leads to high post-harvest losses hence reduced food supply for household consumption and surplus for sale, as well as reduced competitiveness in the market. | Establish post-harvest handling, storage and processing infrastructure including silos, dryers, warehouses, cold rooms and a warehouse receipt system for farmers in those regions | <ul style="list-style-type: none"> • Establish post-harvest handling, storage and processing infrastructure including silos, dryers, warehouses, cold rooms and a warehouse receipt system for farmers in those regions • Support the functionality of the four already established grain stores | <ul style="list-style-type: none"> • Purchase and install agricultural post-harvest handling and processing facilities at parish level • Conduct training on management and utilisation of the constructed grain stores |

| Sub-Programme | Gender and Equity Issues | Justification/Impact of the Gender and Equity Issues | Interventions in the NDP/III | Outputs in the PIAP | Corresponding Actions in the PIAP |
|---------------|--|--|--|---|--|
| | <p>Limited knowledge on high-value export crops</p> | <p>Inadequate knowledge on high-value export crops (tea, cotton, maize, among others) in the sub-regions embedding elements of green incubation denies farmers especially women; opportunities to share new knowledge, skills and best agricultural practices with other farmers and adopt new technologies to improve their agricultural yields.</p> | <p>Establish demonstration farms for regionally identified commodities</p> | <p>Demonstration farms for Export potential Commodities established in the poverty-stricken sub-regions</p> | <p>Set up demonstration farms for 12 high-value export crops in the sub-regions embedding elements of green incubation</p> |
| | <p>Limited access to the agricultural market</p> | <p>Inadequate access to the agricultural market demotivates farmers from investing highly in agricultural production. This reduces food production for households and sale. In the long run, government revenue generated from agricultural produce both in the local and international markets is also affected.</p> | <p>Establish a marketing system for the selected agro-enterprises (market information centres, standards, packaging)</p> | <p>Functional marketing system established in the sub-region</p> | <ul style="list-style-type: none"> Develop regional agricultural production databases/MISs Hold agricultural trade shows and exhibition centres per region level |
| | <p>Limited knowledge and skills on value addition among the refugee and host communities</p> | <p>Inadequate knowledge and skills on value addition by agricultural enterprises among refugee and host communities negatively impact the level of production and cost of sales; reduces local employment and incomes hence reduced household incomes and revenues for the local economy.</p> | <p>Develop targeted Agri-LED interventions for refugees and host communities</p> | <p>Agri-LED enterprises established in refugees and host communities</p> | <ul style="list-style-type: none"> Train and support agricultural enterprise groups in refugee communities with value addition facilities Strengthen the capacity and skills of women/ youth for entrepreneurship, increased production and productivity |
| | <p>Increasing regional income inequality</p> | <p>The absence of affirmative action initiatives for underdeveloped regions (Karamoja, West Nile, Acholi, Teso, Busoga, Bunyoro, Rwenzori and Luwero) leads to regional disparities and inequalities in household incomes, food security, and climate resilience through sustainable natural resources management and agricultural enterprise development.</p> | <p>Develop and implement regional specific development plans</p> | <p>Regional Development Plans/LED Projects</p> | <p>Karamoja, West Nile, Acholi, Teso, Busoga, Bugisu, Bunyoro, Rwenzori and Luwero Income Enhancement</p> |

| Sub-Programme | Gender and Equity Issues | Justification/Impact of the Gender and Equity Issues | Interventions in the NDP/III | Outputs in the PIAP | Corresponding Actions in the PIAP |
|--|---|--|--|--|--|
| | <p>Limited participation of the local population in the hospitality industry</p> | <p>With few locals participating in the hospitality industry, there is limited knowledge and skills especially among the youth about this sector. Investment in tourism and hospitality apprenticeship programs will help employers recruit and develop a highly skilled workforce that helps grow their business, improve productivity, profitability, and an employer's bottom line.</p> | <ul style="list-style-type: none"> • Skill locals in hospitality (tour guide, hoteliers) • Nurture local private sector to participate in local, regional and global tourism value chains through training and credit extension • Expand, upgrade and maintain tourism support infrastructure | <ul style="list-style-type: none"> • Regional hospitality training institutions established • Local private sector supported to participate in local, regional and global tourism value chains • Functional Tourism infrastructure | <ul style="list-style-type: none"> • Establish an apprenticeship scheme in the hotel industry • Set up tourist stop centres • Provide incentives to local investors to put up tourism facilities in the sub-regions |
| <p>Low productivity and exploitation of artisanal and small-scale miners</p> | <p>Low productivity and exploitation of artisanal and small scale miners is exacerbated by lack of formalisation of their businesses. This expose the workers many of whom are usually women and children to challenges; speculation in marketing, lack of mechanised equipment and finance, limited bargaining power among others.</p> | <ul style="list-style-type: none"> • Organise the artisanal and small-scale miners into groups/cooperatives • Provide incentives for the acquisition of appropriate technology • Incentivise the private sector to offer industrial training and apprenticeship opportunities | <ul style="list-style-type: none"> • Artisanal and small-scale miners' groups/cooperatives supported • Artisanal and small-scale miners' groups/cooperatives supported with appropriate technologies • Private sector supported to provide industrial training and apprenticeship | <ul style="list-style-type: none"> • Support formation of small-scale miners' cooperatives • Provide appropriate technologies to small scale miners cooperatives • Support selected Private Sector Organisations to train members of small-scale miners cooperatives in the application of appropriate technologies | |
| <p>Poor access roads to mining areas</p> | <p>The poor road network in mining areas limits movement and retards the level of production of goods and services and adversely affects access and utilisation of key infrastructural facilities such as schools, markets, health centres, etc.</p> | <p>Construct roads to support mining and mineral processing in the regions</p> | <p>Mining roads constructed in sub-regions with commercially viable minerals</p> | <p>Construct/open, rehabilitate and maintain access roads leading to mining areas</p> | |

| Sub-Programme | Gender and Equity Issues | Justification/Impact of the Gender and Equity Issues | Interventions in the NDP/III | Outputs in the PIAP | Corresponding Actions in the PIAP |
|-----------------------------------|--|--|---|--|--|
| | Lack of gazetted regional mineral processing facilities | Lack of gazetted regional mineral processing facilities limits efforts of local and foreign investors in the Mineral Sub-Sector due to high processing costs in far off established processing facilities. It also leads to the loss of jobs and associated revenues that would have been created by the processing facilities. | Promote value addition through LED in the mining activities | Value-added mineral-LED enterprises established in the sub-regions with commercially viable minerals | <ul style="list-style-type: none"> Identify and gazette regional centres for mineral processing plants Provide incentives to local and foreign investors to put up mineral processing facilities in the sub-regions |
| | Limited participation of women and youth in enterprise development | Inadequate participation of youth and women in enterprise development makes it difficult for them to access and utilise the available resources such as credit, markets, technology, education and training, among others; which, are key aids to business and entrepreneurship development. | Provide support to youth and women enterprises | Youth and women small scale enterprises supported | Sensitisation and mobilisation of youth and women-owned enterprises |
| Infrastructure Development | Poor accessibility to social services and productive areas | Poor road networks adversely affect the access and utilisation of key productive areas (farms, markets, schools, health centres, industries, factories, etc). This impacts the socio-economic wellbeing of the communities. It also hinders intra-regional trade hence reduced income at the national/regional/district/household level. | <ul style="list-style-type: none"> Develop community access and motorable feeder roads for market access Increase transport interconnectivity in these programme regions to promote intra-regional trade and reduce poverty | <ul style="list-style-type: none"> More community access roads constructed/extended to productive areas More regional roads constructed to connect the regions for increased trade | <ul style="list-style-type: none"> Construct/open access roads leading to productive areas of the regions Rehabilitate existing district, urban and community access roads Construct/rehabilitate regional roads within and across regions Maintenance of regional roads to make them all-weather roads. |
| | Low connectivity to the national grid | Limited access to electricity in rural and urban areas affects the production of goods and services, as well as the provision of basic needs such as health care, lighting facilities in schools, effective communication, etc. This also limits the set-up of small industries since they mainly rely on electricity. | Increase energy connectivity in these programme regions | <ul style="list-style-type: none"> A total of 275 APFs connected to 3-phase, and 200 RGCs connected to electricity. A total of 276 APFs connected to 3-phase, and 200 RGCs connected to electricity | <ul style="list-style-type: none"> Connect more towns and RGCs to the national grid Construct mini-hydroelectric power to connect remote parts of the program regions |

| Sub-Programme | Gender and Equity Issues | Justification/Impact of the Gender and Equity Issues | Interventions in the NDP/III | Outputs in the PIAP | Corresponding Actions in the PIAP |
|--------------------------------------|---|---|--|--|--|
| | Low ICT connectivity | Lack of ICT infrastructure in different regions affects production and communication which limits the provision of goods and services (trade, education, health care, transport, etc). The limited level of transactions retards balanced development across the country. | Increase ICT interconnectivity in these programme regions. | <ul style="list-style-type: none"> • ICT infrastructure extended/availed in all programme regions. • A report on resource requirement | <ul style="list-style-type: none"> • Carry out ICT infrastructure needs assessment/demand in the programme areas. • Extend broadband infrastructure connectivity to regions. • Provide end-users office access devices/equipment • Continuously invest and improve on the quality of established ICT infrastructure • Identify resources requirements for LGs to make use of the ICT infrastructure |
| Capacity Building for Leaders | Limited participation of stakeholders in projects | Lack of effective engagement of key stakeholders in project identification, implementation, monitoring and evaluation affects effective prioritisation and implementation of development programmes and projects. It also provides room for inequalities and inequities during the allocation of resources where the needs of target beneficiaries are not met. This makes the operation, maintenance and sustainability of projects and programmes very difficult. | Introduce community scorecards of local government performance | <ul style="list-style-type: none"> • Communities mobilised to participate in project identification, implementation, monitoring and evaluation • Achievements of earlier regional affirmative programmes consolidated • Communities mobilised to participate in project identification, implementation, monitoring and evaluation | <ul style="list-style-type: none"> • Engage beneficiaries and other stakeholders in project identification and development • Organise joint monitoring of ongoing projects • Review successes, challenges and design success projects • Build capacity of communities in project monitoring and evaluation |
| | Poor and disjointed development initiatives | The weak regional coordination offices affects effective monitoring and evaluation of development programmes and restrains learning, sharing of experiences and best practices across regions. | Introduce community scorecards of local government performance | Achievements of earlier regional affirmative programmes consolidated | Strengthen regional offices for coordination |

4.0 Programme Gender and Equity Performance Assessment

The Regional Development Programme aims at achieving several outcomes namely:

- i. Percentage of households involved in commercial-scale agriculture in the region
- ii. Increased household earnings in the sub-regions from agri-business, tourism, minerals (ATM)
- iii. Increased market access
- iv. Enhanced agro-led business
- v. Improved leadership capacity for transformative rural development
- vi. Increased production capacity of key growth opportunities (agri-business, tourism, minerals and manufacturing)

These outcomes are gender and equity responsive and are measured for five (5) years of the NDPIII against their respective indicators of:

- i. Three irrigated agriculture land as a total of cultivated land.i.e.1.3% in 2017 to 4.9% in 2024/2025.
- ii. Proportion of farmers whose agriculture incomes have increased.i.e.17% in 2017/2018 to 37.1% in 2024/2025.
- iii. Coverage of the district road network.i.e.24.4% in 2017/2018 to 29% in 2024/2025.
- iv. Agricultural households accessing local produce markets.i.e.58.8% in 2017/2018 to 63% in 2024/2025.
- v. Six per cent increase in the number of Agro-LED Enterprises. i.e.1.0% in 2017/2018 to 5% in 2024/2025.

Table 3 indicates the gender and equity output performance indicators and their respective targets for the five years of the NDP III under the Regional Development Programme implementation.

Table 3: Selected Gender and Equity Output Performance Indicators

| Sub-Programme | Objectives | Interventions | Outputs | Indicators | Baseline FY2017/18 | Target (Financial Year) | | | | |
|---|--|---|---|---|--------------------|-------------------------|---------|---------|---------|---------|
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| Production and Productivity | Strengthen and develop regional-based value chains for LED | Organise farmers into cooperatives at the district level | District farmers' cooperatives established | No. of farmers in cooperatives/associations | 56 | 56 | 56 | 56 | 56 | 56 |
| | | a. Support Youth and women cooperatives | Youth and women cooperatives supported | No. of Youth and Women cooperatives supported | 56 | 56 | 56 | 56 | 56 | 56 |
| | | b. Provide financing and extension services | Financing and extension services provided | Amount of financing provided | 56 | 56 | 56 | 56 | 56 | 56 |
| | | Increase regulation of farm input markets to reduce adulteration | More farm input dealers assessed and certified | No. of certified farm input dealers | 56 | 56 | 56 | 56 | 56 | 56 |
| | | Construct irrigation schemes and valley dams to ensure production all year round | Irrigation schemes and valley dams constructed | No. of irrigation schemes and valley dams constructed | 56 | 56 | 56 | 56 | 56 | 56 |
| | | Strengthen agricultural extension services through increased supervision and implementation of the parish model | Agricultural extension services established at the parish level | No. of parishes with functional agricultural extension services | 5,504 | 5,504 | 5,504 | 5,504 | 5,504 | 5,504 |
| Strengthen research into the prioritised agro-enterprises for increase productivity | Establish an agricultural financing | Strengthen research into the prioritised agro-enterprises for increase productivity | Agro-commodity research centres established in the sub-regions | No. of improved crop varieties promoted. | - | 10 | 14 | 18 | 20 | |
| | | Establish an agricultural financing | Agricultural financing facility | No. of farmers accessing | - | 56 | 56 | 56 | 56 | |

| Sub-Programme | Objectives | Interventions | Outputs | Indicators | Baseline FY2017/18 | Target (Financial Year) | | | | |
|---------------|--|--|--|---|--------------------|-------------------------|---------|---------|---------|---------|
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | facility for farmers in target regions | Operationalise Industrial and business parks situated in the target regions | established in the targeted sub regions Industrial and business parks set up in the targeted regions | agricultural credits from the sub-regional facilities No. of locals employed in the regional Industrial and Business Parks | - | 56 | 56 | 56 | 56 | 56 |
| | Establish post-harvest handling, storage and processing infrastructure including silos, dryers, warehouses, cold rooms and a warehouse receipt system for farmers in those regions | Establish post-harvest handling, storage and processing infrastructure including silos, dryers, warehouses, cold rooms and a warehouse receipt system for farmers in those regions | Post-harvest handling, storage and processing infrastructure established in the poverty-stricken sub-regions | No. of post-harvest handling, storage and processing infrastructure in the poverty-stricken sub-regions. | - | 2,752 | 2,752 | 2,752 | 2,752 | 2,752 |
| | Establish demonstration farms for regionally identified commodities. | Establish demonstration farms for regionally identified commodities. | Demonstration farms for export potential commodities established in the poverty-stricken sub-regions | No. of sub-regional demonstration farms with a bias on agricultural commodities for export. | - | 56 | 56 | 56 | 56 | 56 |
| | Establish a marketing system for the selected enterprises (market information centres, standards, Packaging) | Establish a marketing system for the selected enterprises (market information centres, standards, Packaging) | Functional marketing system established in the sub-region. | No. of sub-regional agro-enterprise products. | - | 56 | 56 | 56 | 56 | 56 |

| Sub-Programme | Objectives | Interventions | Outputs | Indicators | Baseline FY2017/18 | Target (Financial Year) | | | | |
|---------------|--|--|--|--|--------------------|-------------------------|---------|---------|---------|---------|
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | | Develop targeted Agri-LED interventions for refugees and host communities | Agri-LED enterprises established in refugees and host communities | No. of Agri-LED enterprises in refugees and host communities | - | 50 | 45 | 25 | 25 | 5 |
| | | Organise the artisanal and small-scale miners into groups/ cooperatives | Artisanal and small-scale miners' groups/ cooperatives supported | No. of active artisanal and small-scale miners' groups/ cooperatives | - | 56 | 56 | 56 | 56 | 56 |
| | Stimulate the growth potential of the sub-regions in the key growth opportunities (Agri-business, Tourism, Minerals and Manufacturing) | Provide incentives for the acquisition of appropriate technology | Artisanal and small-scale miners' groups/ cooperatives supported with appropriate technologies | No. of artisanal and small-scale miners' groups have acquired appropriate technologies | - | 16 | 18 | 20 | 22 | 24 |
| | | Provide training and extension services to ease the adoption of the acquired technology | Artisanal and small-scale miners' groups/ cooperatives adopted appropriate technologies | No. of artisanal and small-scale miners' groups using appropriate technologies | 30 | 30 | 30 | 40 | 40 | 40 |
| | | Incentivise private sector to offer industrial training and apprenticeship opportunities | Private sector supported to provide industrial training and apprenticeship | No. of private sector/groups providing industrial training and apprenticeship | - | 56 | 56 | 56 | 56 | 56 |
| | | Construct roads to support mining and mineral processing in the regions. | Mining roads constructed in sub-regions with | Length of mineral roads in the sub-region (km) | - | 250 | 250 | 250 | 250 | 250 |

| Sub-Programme | Objectives | Interventions | Outputs | Indicators | Baseline FY2017/18 | Target (Financial Year) | | | | |
|---------------|--|--|--|------------|--------------------|-------------------------|---------|---------|---------|---------|
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | Construct roads to support mining and mineral processing in the regions. | Mining roads constructed in sub-regions with commercially viable minerals | Length of mineral roads in the sub-region (km) | - | 250 | 250 | 250 | 250 | 250 | 250 |
| | Extend adequate and reliable energy to support mining and mineral processing industries. | Mineral products processed from within the sub-regions. | Proportion of value-added mineral products | - | 56 | 56 | 56 | 56 | 56 | 56 |
| | Provide water to support mining and mineral processing | Water facilities constructed in mining areas | No. of mining areas with water facilities | - | 8 | 8 | 8 | 8 | 8 | 8 |
| | Promote value addition through LED in the mining activities | Value-added mineral LED enterprises established in the sub-regions with commercially viable minerals | No. of value-added mineral-LED enterprises in the sub-regions | - | 8 | 8 | 8 | 8 | 8 | 8 |
| | Restore degraded excavation sites | Degraded excavation sites restored | Land area restored (hectares) | - | 15 | 15 | 15 | 25 | 30 | |
| | Undertake massive sensitisation and awareness campaigns on the environment. | Awareness of environmental degradation created | No. of communities that have received massive sensitisation on environment | - | 45 | 45 | 45 | 45 | 45 | 45 |

| Sub-Programme | Objectives | Interventions | Outputs | Indicators | Baseline FY2017/18 | Target (Financial Year) | | | | |
|-------------------------------|--|--|---|---|--------------------|-------------------------|---------|---------|---------|---------|
| | | | | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| Capacity Building for Leaders | Strengthen the performance measurement and management frameworks for local leadership and public sector management | Institute regional ordinances and charters for regional government commitments to visions, roles and responsibilities. | Communities mobilised to participate in project identification, implementation, monitoring and evaluation | No. of projects generated through a participatory and consultative process. | - | 56 | 56 | 56 | 56 | 56 |
| | | | Achievements of former regional affirmative programmes consolidated | No. of community projects. | - | 56 | 56 | 56 | 56 | 56 |

5.0 Emerging Issues

During the dialogue held with stakeholders in the Regional Development Programme, the following were the emerging issues for consideration during the midterm review of the National Development Plan (NDPIII) 2020/21 to 2024/25 and NDPIV.

1. Production and Productivity

- The concept of zoning is not helpful for some communities – the locals are yet to appreciate the need to focus on the production of particular crops so there is a need for deeper penetration of extension services in the villages.
- The local communities should be heavily engaged in the set-up of the regional industrial parks which are now looked at as projects from outsiders that want to grab their land. Participation of the locals in these regional industrial parks is limited.
- Non-participation of the local leaders should also be addressed.
- The agricultural trade shows and exhibition centres per region level should be regular and not adhoc.
- The refugee-hosting communities should also be supported to take up agricultural enterprises with value addition facilities.
- Karamoja also has internally displaced persons (IDPs) who could also be considered under the interventions for targeted Agri-LED interventions. These IDPs also face the same challenges as refugees.
- The LGs have a new department for Trade and Industry and it should be strengthened. In addition, some LGs are recruiting Tourism Officers which is a move in the right direction for promotion of tourism should not be left to the private sector.

2. Infrastructure Development

- The high cost of access and using electricity hinders connection to the grid in remote areas.
- The aspect of reliability of electricity supply should be considered. Some districts at times experience load shedding for almost half of the week, and this affects the small and medium enterprises (SMEs).
- While interventions are targeting an increase in ICT interconnectivity in these programme regions, there is also a need to support the LGs with infrastructure. In some LGs, web-hosting is still a challenge since they lack funds to pay for it. The NITA-U is extending the National Backbone Infrastructure (NBI) Project

and only connecting the chief administrative officers and finance officials, while not considering other officers.

3. Capacity Building for Leaders

- Penalties for poorly performing leaders should be strengthened and implemented. Some LGs are continuously performing poorly and no sanctions are imposed against them. The Local Government Councils Scorecard Initiative has not helped cause change in leadership.
- The reward system should also be strengthened and implemented for the regions that perform well, maybe they should get more funds.
- The creation of new ministries like Karamoja, Bunyoro and Luweero has hardly contributed any noticeable development in the regions since these docket lack funding. These regional ministries need resources to address the affirmative needs of their areas.

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