



# UGANDA



## **COUNTRY PROGRAMMING PAPER** **Consolidating the Path to Resilience and Sustainability**

2019 - 2024



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**KAMPALA, 2019**

Supported by





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Country Programming Paper  
Consolidating the Path to Resilience and Sustainability

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## i. ACRONYMS

<b>AGDP</b>	Agriculture Gross Domestic Product
<b>ASALs</b>	Arid and semi-arid lands
<b>CAADP</b>	Comprehensive African Agricultural Development Programme
<b>CBO</b>	Community Based Organization
<b>CECORE</b>	Centre for Conflict Resolution
<b>CIMIC</b>	Civil-Military Cooperation
<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>CPP</b>	Country Programming Paper
<b>CSO</b>	Civil Society Organisations
<b>CTT</b>	Core Task Team
<b>EDE</b>	Ending Drought Emergencies
<b>GDP</b>	Gross Domestic Product
<b>HoA</b>	Horn of Africa
<b>IDDRSI</b>	IGAD Drought Disaster Resilience and Sustainability Initiative
<b>IGAD</b>	Intergovernmental Authority on Development
<b>LEA</b>	Law Enforcement Agencies
<b>MAAIF</b>	Ministry of Agriculture, Animal Industry and Fisheries
<b>MEACA</b>	Ministry of East African Community Affairs
<b>MEMD</b>	Ministry of Energy and Mineral Development
<b>MFPEd</b>	Ministry of Finance, Planning and Economic Development
<b>MGLSD</b>	Ministry of Gender Labour and Social Development
<b>MIA</b>	Ministry of Internal Affairs
<b>MLHUD</b>	Ministry of Lands, Housing and Urban Development
<b>MoDVA</b>	Ministry of Defence and Veteran Affairs
<b>MoES</b>	Ministry of Education and Sports
<b>MoH</b>	Ministry of Health
<b>MoLG</b>	Ministry of Local Government
<b>MTIC</b>	Ministry of Trade, Industry and Cooperatives
<b>MoWT</b>	Ministry of Works and Transport
<b>MoTA</b>	Ministry of Tourism and Antiquities
<b>MWE</b>	Ministry of Water and Environment
<b>NAPA</b>	National Adaptation Programmes of Action
<b>NARO</b>	National Agriculture Research Organisation
<b>NECOC</b>	National Emergency Coordination and Operations Centre
<b>NGOs</b>	Non-governmental Organizations





<b>NPA</b>	National Planning Authority
<b>NTT</b>	National Task Team
<b>PIAs</b>	Priority Intervention Areas
<b>RPP</b>	Regional Programming Paper
<b>SPS</b>	Sanitary and Phytosanitary
<b>UBOS</b>	Uganda Bureau of Statistics

# PREFACE

The Uganda Country Programming Paper (CPP) is the domestication of the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI). It identifies Uganda's priority interventions to end drought related emergencies and build resilience in the drylands. The overall objective of the CPP is to improve livelihoods and enhance resilience of communities to drought by transforming the agro-pastoralist and pastoralist sector into a more profitable, integrated and resilient economic system thereby improving food and nutrition security.

This CPP was revised to take into account lessons from implementation of projects, mid-term review of the CPP and IDDRSI, and emerging issues in the drylands and Intergovernmental Authority on Development (IGAD) in general. These include migration – resilience nexus, gender and resilience, capacity strengthening for farmers and (agro)pastoralists as well institutions, use of indigenous local structures in peace building, among others. These issues are now incorporated in the revised CPP. There was also a realisation that the Priority Intervention Areas (PIA) needed to be revised and expanded to highlight other emerging issues like development of renewable energy, disaster risk reduction and climate change adaptation, resource mobilisation, among others.

It was recognised that coordination mechanisms in the CPP needed to be strengthened and that human capital development and gender matters are strategic to resilience building needed to be addressed more effectively. To this end, two PIAs were added; PIA 7 on Coordination, Institutional Strengthening and Partnerships, and PIA 8 on Human Capital, Gender and Social Development. Additionally, activities were combined, repackaged and elevated to strategic interventions level such that each can spawn a project.

For God and My Country.

**THE PERMANENT SECRETARY**

**OFFICE OF THE PRIME MINISTER**

# ACKNOWLEDGEMENTS

The development of this Country Programming Paper (CPP) demonstrates Uganda's commitment to tackling drought related emergencies in drought-prone areas. I therefore, extend my appreciation to all those who assisted in the preparation of this CPP.

The development of this CPP was spearheaded by the Office of the Prime Minister with support from lead agencies of the Priority Intervention Areas namely Ministry of Water and Environment, Ministry of Trade, Industry and Cooperatives, Ministry of Agriculture, Animal Industry and Fisheries, Ministry of Science and Technology, Ministry of Internal Affairs and Ministry of Education and Sport. I also thank other PIA supporting ministries and agencies for their invaluable input. The support of the National Coordinator for the IGAD Drought Disaster Resilience and Sustainability Initiative in coordinating the revision of the CPP is much appreciated. Finally, I thank the Consultant for collating views from the consultative meetings and revising the CPP.

The revision of this CPP was further supported and guided by Intergovernmental Authority on Development. The Office of the Prime Minister is grateful for their support.

I look forward to following closely with all of you the implementation of this CPP, a process in which we all have a role to play to effectively build resilience of communities in the drought-prone areas of our country.



# EXECUTIVE SUMMARY

The 2010/2011 drought crisis in the Horn of Africa (HoA) affected more than 13 million people and highlighted the need for a new approach to break the cycle of recurrent drought related humanitarian crises in the region. This brought about renewed focus for the Intergovernmental Authority on Development (IGAD), Member States and development partners to enhance resilience of drought-prone communities through sustainable development. At the IGAD Heads of State/government and development partners Summit held in Nairobi in September 2011, IGAD Secretariat was tasked with developing a strategy to guide the process of ending drought emergencies in the HoA. Subsequently, IGAD developed the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) with the overall objective of reducing drought/disaster risks and improving livelihoods in the HoA using an integrated programming framework at regional and national levels.

Informed by IDDRSI, Government of Uganda developed this County Programming Paper (CPP) through a consultative process with development partners, non-state actors, local governments and communities in the drylands. IGAD and the Technical Consortium for Building Resilience to Drought in the HoA supported the process. The CPP is a 15-year strategy identifying priorities for intervention to undertake at both national and regional level to build resilience of communities in drought-prone areas. The main areas of focus are West Nile, parts of western Uganda and the “cattle corridor”. The CPP builds on existing government policies, strategies and initiatives, and will also serve as a planning, coordination and resource mobilisation tool for projects and investments required to contribute to ending drought related emergencies.

The priority areas of intervention are categorised in eight components: Natural Resources and Environmental Management; Market Access, Trade and Financial Services; Enhanced Production and Livelihood Diversification; Disaster Risk Management; Research, Knowledge Management and Technology Transfer; Peace Building, Conflict Prevention and Resolution; Coordination, Institutional Strengthening and Partnerships; and Human Capital, Gender and Social Development.

The regional priorities are based on key strategic areas such as: Uganda’s importance as a regional food basket with priority interventions needed to sustainably increase production and productivity and to trade the surplus in regional markets; sharing of the considerable water and land resources that are of a trans-boundary nature; need for cooperation in research programmes; and enhancement of harmonised early warning and response mechanisms.

The CPP will be implemented through both on-going and new projects, programmes, institutions and stakeholders. The creation of new institutions and parallel structures is not proposed – rather strengthening of the capacity of existing ones to enable them to assume the additional responsibilities. The National Platform for Disaster Risk Reduction in the Department of Relief, Disaster Preparedness, Management and Refugees in the Office of the Prime Minister will coordinate the implementation of the CPP. At the local level, existing structures at the grassroots will be the main entry points for implementation of resilience building activities. The implementation approach will be inclusive and integrated taking into account synergies and partnerships between various stakeholders. An effective Planning, Monitoring & Evaluation (PM&E) System will be developed to support decision making to enhance the implementation of the CPP.

# 1. INTRODUCTION

Uganda is a landlocked country in the East Africa and lies between longitudes 29°34'E and 35°0'E and latitudes 4°12'N and 1°29'S. It is bordered to the east by Kenya, the Republic of South Sudan to the north, the United Republic of Tanzania and Rwanda to the south and the Democratic Republic of Congo to the west (Figure 1). The country has a total surface area of 241,550Km<sup>2</sup> of which 41,743 Km<sup>2</sup> is covered by open water and wetlands, and 199,807 Km<sup>2</sup> is open land. The average elevation of Uganda is 1,200 metres above sea level. The lowest altitude is within the Albert Nile at 620 metres above sea level while the highest is the peak of Mt.Rwenzori at 5,110 metres above sea level. The central part of the country is a plateau surrounded by four main mountain ranges: Mt. Rwenzori in the west, Elgon in the east, Mufumbira in the southwest and Moroto in the northeast. The population of Uganda is nearly 40.5 million people of whom nearly a quarter are youth (persons 18-30 years). The population density is 173 persons per Km<sup>2</sup>.

Recurrent droughts and unpredictable rainfall patterns are characteristic features of the ASALs in the HoA. Droughts have increased in severity and frequency over the years and the worsening ecological circumstances have created conditions of chronic vulnerability to food insecurity and widespread economic hardships in the ASALs.

The 2010-2011 drought in HoA was devastating and affected more than 13 million people, caused loss of livelihoods, and the food insecurity reached famine levels in some areas. This was a wakeup call to all governments in the region and the international community to alter the management of drought events and address the underlying causes of vulnerability to drought.

The Heads of State and Government of IGAD member states together with international development partners convened a Summit in Nairobi in September 2011 to discuss the drought crisis. At the Summit, Member States agreed to implement the decision to end drought emergencies through sustainable development. The IGAD Secretariat led a consultative process in the development of the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) to guide the process of ending drought emergencies in the region. The IDDRSI is a 15 – year strategy to end drought emergencies in the region through building resilience and investing in sustainable development to reduce the need for humanitarian interventions. It provided a common architecture for developing the Regional Programming Paper and CPPs Informed by the IDDRSI, IGAD developed the RPP which identifies interventions with a regional or cross-boundary context while Member States developed the CPP. This CPP identifies Uganda's priority interventions at national and regional level, enabling Uganda to act nationally while working together as a region. These three documents, i.e. the IDDRSI Strategy, RPP and CPPs, provide strategic direction and operational framework for resilience-enhancing investments in the IGAD Member States. They are implemented in three phases of five years each. This is the second phase and will run from 2019 – 2024.

A mid-term review of the IDDRSI, RPP and CPPs was undertaken in 2017 to improve programme implementation and guide the formulation of the second phase of the IDDRSI. The findings of the reviews identified some strategic issues which define the areas on which various actions aimed at improving the planning and implementation of IDDRSI. The reviews also highlighted emerging issues that need to be considered in the next phase. It was therefore deemed necessary to refine the IDDRSI Programme Framework documents i.e. IDDRSI, RPP, CPPs and Platform Governance Document to incorporate the issues raised in the second phase of the IDDRSI.

The refinement process started with the establishment of a Core Task Team (CTT) in March 2018 which consisted of 18 members drawn from Directors, Programme Managers, Coordinators and Senior Experts of IGAD. The CTT was tasked with identifying key issues to be considered in the revision of IDDRSI Documents. Similarly, in January 2019, the Uganda National Task Team (NTT) was established with members from PIA lead agencies. This NTT was required to identify key issues for incorporation and consideration in the next phase taking into account the mid-term review of the CPP, lessons learnt from the IDDRSI projects implemented, among others factors. Thereafter, the CPP was revised and validated in May 2019. In July 2019, a writeshop was held in Entebbe to finalise the IDDRSI Programme Framework documents. Some of the issues incorporated in the documents include gender in resilience, land and land governance issues, strengthening marketing, and resource mobilisation. Emerging issues like migration were also incorporated.

The refinement process also required a review of the PIAs and respective components. It was found necessary to amend some PIAs and include two new ones to highlight strategic or emerging issues. The new PIAs are PIA 7 on Coordination, Institutional Strengthening and Partnerships, and PIA 8 on Human Capital, Gender and Social Development. Correspondingly, the components were also adjusted and where necessary, new ones added. Additionally, priority actions also combined, adjusted and elevated to strategic interventions. Finally, the refined CPP was validated at national level in July 2019.



## 2. REGIONAL, NATIONAL AND LOCAL CONTEXTS

The Intergovernmental Authority on Development (IGAD) is a Regional Economic Community (REC) comprising eight countries, namely: Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda and is located in the HoA. The IGAD region has a land area of 5.2 million Km<sup>2</sup>, of which 60 - 70 percent is arid and semi-arid lands (ASALs) and experiences prolonged drought and unpredictable rainfall patterns.

The IGAD region demographic structure is characterised by a high population growth rate of 2.5 to 3.5 percent, with the youth constituting over 60 percent of the estimated 200 million people in the region. If properly harnessed, this represents a significant demographic dividend to the region. However, only 30 percent of the 200 million people live in the ASALs. In spite of the wide geographic coverage area, the ASALs are sparsely populated and have always been regarded as a wasteland with limited public or private investment. This has contributed to the deterioration of productivity, worsening impacts of drought, increasing poverty, food insecurity and other livelihood vulnerabilities. In many parts of this region, drought and the harsh ecological circumstances have been exacerbated by climate change, war and conflicts which have created conditions of chronic vulnerability to food insecurity and widespread economic hardships. Thus, over the years, the ASALs have become synonymous with humanitarian emergencies, economic hardships, suffering and catastrophes, as the affected countries and international community struggled to respond to drought emergencies with relief aid and other humanitarian interventions.

The predominant livelihood system in the ASALs is pastoral and agro-pastoral production. More than 95 percent of the region is dependent on rainfall, implying that communities are severely challenged by unpredictable rainfall patterns. Droughts are integral to the livelihood systems in the ASALs across the IGAD region but the recurrent droughts mean that coping methods are undermined, situations more complex, stresses increasing, and circumstances worsening.

The 2010 – 2011 drought affected 13 million people in the IGAD region, causing loss of lives and livelihoods which aggravated the region's chronic food insecurity to famine levels in many areas. The impact brought about focused attention on the problem of recurrent droughts and their related emergencies, and the dire humanitarian, environmental and productivity consequences. It also brought to fore the shortcomings of “business as usual” response to recurrent droughts that are reactive or emergency, relied on individual Member States, humanitarian operations and sector specific approaches. This resulted in the realisation of the need to do things differently in order to prevent future drought emergencies in the region. This paradigm shift in the management of drought events in the region includes combining preventive, regional, holistic and multi-sectoral approaches. The shift signified increased commitment from the region and the international community to focus more seriously on interventions that support medium- and long-term resilience to disasters and ensure that drought does not result in humanitarian crises.

The Ugandan economy has enjoyed strong growth during the past two decades, with annual per capita Gross Domestic Product (GDP) growth rates in the 6 to 8 percent range. The agricultural sector has played an important but declining role in this growth. Although agricultural production made up to 50 percent of total GDP (monetary and non-monetary) in the early 1990s, other sectors (e.g. services, industry, tourism) have advanced in recent years. Agriculture now consistently contributes less than 25 percent of total GDP and lags well behind the other economic sectors. For instance agriculture contributed 24 percent of the GDP in 2017/18 compared to services at 47.6 percent (UBOS 2019). Livestock production contributed 4.3 percent to GDP in 2017/18.

Although the share of agriculture products in Uganda's export mix is declining, agriculture is still central to Uganda's external trade. Traditional agricultural exports earned Uganda about US\$ 739 million in 2017 (*Ibid*). In addition, about 76 percent of Ugandans reside in rural areas where nearly 70 percent of them depend on agriculture (UBOS 2017). The annual growth rate of the agriculture sector has averaged 2.3 percent in the last five years, lagging behind the population growth rate of 3.3 percent (MAAIF 2018).

The economic strategies pursued by Uganda during the past two decades have been remarkably pro-poor. The poverty headcount decreased from 31.1 to 19.7 percent in 2005/6 and 2012/13 respectively (Figure 1). Despite the strong economic growth in recent years, Uganda continues to suffer from inherent high vulnerability to climatic shocks, particularly recurrent droughts/high rainfall variability. These shocks have great impact on economic and social well-being of the most vulnerable population due to its impact on water availability and livestock and agricultural production and thus have profound negative impact on poverty eradication efforts. For instance, drought conditions in 2016 resulted in increase of poverty headcount to 21.4 percent in 2016/17 (UBoS 2018). This poses a major threat to sustainable development of the country. The poor and vulnerable rely on the land for subsistence and have very limited alternative sources of livelihood. Furthermore, the impact of loss or damage is greatest among low-income earners, so a drought is likely to push those living just above the poverty line into poverty. Their ability to recover is impeded by limited access to credit, inadequate support services like extension, insufficient short-term support from public assistance programmes, and few medium- to long-term economic opportunities for recovery.

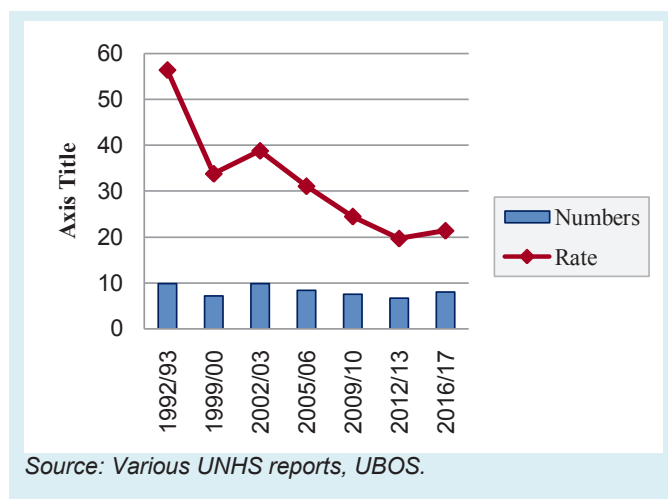


Figure 2: National Poverty Trends

Table 1: Damage and losses caused by 2010-2011 rainfall deficit

Sector	Damage (US\$ Millions)	Losses (US\$ Millions)	Total (US\$ Millions)
Crops		434.3	434.3
Livestock	44.6	428.2	472.8
Agro Industry	-	116.7	116.7
Commerce		71.3	71.3
Electricity	-	44.6	44.6
Water		0.8	0.8
Health	-	6.3	6.3
Education	-	20.4	20.4
<b>TOTAL</b>	<b>44.6</b>	<b>1,122.4</b>	<b>1,167.2</b>

Source: OPM 2017



Uganda still depends on rain-fed and subsistence agriculture. Production technology is very poor with the majority still relying on traditional and rudimentary methods like the hand hoe. With the exception of a small area under irrigation (about 15,000 ha mainly under rice), all of the crops and pastures are rain-fed. Rains are not reliable either and are characterised by delay in the onset or inadequate rains at the right time during the crop cycle. Uganda has suffered from periodic droughts, with the “cattle corridor” and especially Karamoja being the most drought-prone area.

The 1993/94 drought in Uganda affected over 1.8 million people through lack of food, water and inadequate pasture. Similarly, the drought that hit the country in 1998/99 affected over 3.5 million people through lack of food and a large number of livestock suffered/died due to inadequate pasture and water. The most recent drought was in 2016 but other events occurred in 2006, 2008, 2009, 2010 and 2011. The 2016 drought caused crop losses resulting in lower than expected harvests, decrease in pasture and water which led to increased food insecurity across the country. About 10.9 million people faced acute food insecurity, of which 1.6 million (5 percent) were in a crisis situation and required humanitarian assistance (OPM 2017). The affected populations were mainly in the ASALs. Although the Government of Uganda did not issue a humanitarian appeal to mitigate the impact of the drought, it committed UGX 25 billion to the purchase of relief food to be delivered to distressed communities. Furthermore, an assessment of the economic impact of the 2010/11 drought indicated that productive sectors suffered heavy damage and losses. For example, combined losses and damage in the crop and livestock sectors was equivalent to US\$ 907.1 million or 78 percent of the total losses (Table 1).

The drought also affected other sectors of economic activity such as agro-industry, commerce and electricity generation. The estimated value of the effects of the 2010/11 drought was UGX 2.8 trillion (US\$ 1.2 billion). This amount is equivalent to 7.5 percent of the GDP in 2010, which provides a measure of the magnitude or relevance of the rainfall deficits for Uganda's economy (Ibid). This illustrates that the recurrent rainfall deficit has significant negative impact on Uganda's economy and food security.

Uganda's drylands mainly occupy what is commonly referred to as the “cattle corridor”, an area stretching from Karamoja region in the northeast, through central to the southwest of the country (Annex). These areas are mainly rangelands and cover approximately 84,000 sq. km (about 40 percent) of the total land area of Uganda. In these areas, semi-arid and dry sub-humid conditions prevail characterised by low, unreliable and variable rainfall (450–800mm). These characteristics shape the pastoral and agro-pastoral livelihood strategies practiced in these regions. There are substantial and unpredictable differences in total rainfall between and within years. The most significant change in weather patterns over the past decades has been increased variability and unpredictability of rainfall. An assessment of the impacts of climate change on food security and livelihoods in Karamoja found that climate change is causing increasing rainfall and rainfall variability, change in rainfall seasonality and increase in temperatures (MWE undated). While such rainfall variability presents a major threat to crop-based livelihoods, one of the key strengths of agro-pastoralism and pastoralism is that they have effective mechanisms to cope with it and to adapt to the impact of climate change (Ericksen et al., 2013).

Pastoralists frequently acknowledge evidence of climate change (MWE undated). Dry periods have become longer, drought periods are occurring more frequently and rainfall has been less regular. Many of the perennial rivers have turned into seasonal rivers (Stark, 2011). In addition, overgrazing is rampant in the area due to: (i) disruption of traditional transhumance corridors resulting in limitation to cattle movement (in many cases as a consequence of change in land tenure policies from communal property to individual titling); (ii) gazettement of vast areas for natural



parks; (ii) exploitation of mining deposits; (iv) land grabbing; and (iv) limitation of movements due to insecurity and government policies. The economic transformation of drylands requires that these land access and land tenure issues are adequately addressed (Fitzgibbon and Crosskey, 2013).

The drylands are characterised by low tree cover and coupled with massive deforestation, caused mainly by tree felling for charcoal production, worsening the conditions of the rangeland resources. Water and pasture scarcity may trigger emergency migrations. With the shrinking of pastoral resources, resource-based conflicts are a common feature. Weakening of traditional leadership and traditional mechanisms for conflict resolution and weak enforcement of the formal law have led to worsening of the social security situation in some areas in the cattle corridor, especially in the Karamoja region (CECORE, 2011a). Additionally, Uganda's rangelands are coterminous with those of South Sudan and Kenya, which raises significant trans-boundary issues such as spread of livestock diseases, increased competition over water and rangeland resources, and conflict, especially in the Karamoja region (Pavanello and Scott-Villiers, 2013).

The drylands hold about 95 per cent of all the cattle in the country and produce about 85 percent of all milk and meat (MAAIF, 2010). These animal resources are currently underexploited yet there is growing demand for livestock and livestock products in urban areas and within the IGAD region. One of the constraints to economic progress in the drylands is marketing of livestock and livestock products due to poor marketing infrastructure, weak coordination of markets, policies and programmes that are often inconsistent with local economic and environmental realities and priorities (Aklilu et. al., 2013). Investment in livestock marketing would greatly improve the value of herds, the prices pastoralists receive for their animals and resultant incomes (Ezaga, 2010). This would have to be complemented by increasing the productivity of indigenous cattle breeds and specific other interventions (such as fattening and holding areas and feedlots at export points), as their low carcass weight discourages commercial scaling up. Furthermore, the drylands have a number of natural resources such as gum Arabica, aloes, tamarind, honey, etc. which have great economic potential if sustainably exploited (Ondoga, 2010).

Mitigating external shocks faced by communities in the drylands should therefore, be in a way that seeks to support sustainable and environmentally appropriate production systems while also striving for a diversified and balanced livelihood base that reduces exposure to risk. The intensification of natural resource exploitation, especially charcoal burning, due to increasing frequency of shocks is compounded by the lack of economic development and infrastructure support in these areas that would allow for a greater diversification of livelihood strategies and economic growth. A holistic approach to the many challenges facing communities in the drylands is therefore, needed to fortify and diversify their livelihoods and build their resilience to drought, as well as to other hazards e.g. floods, pests and diseases, and economic shocks (Morton and Kerven, 2013).

There is an urgent need to expedite the on-going process of formulating a pastoral development policy with a strategic plan of action to stabilise and increase production and productivity of pastoral activities, and to improve food security and household incomes in a sustainable and predictable way. In addition, there is need to put in place complementary policies such as Livestock Policy and the Rangeland Management and Pastoralism Policy.

In Uganda, vulnerability to droughts results from limited institutional capacity to manage disasters and low coping capacity of farming, pastoral and agro-pastoral communities which are exposed to cyclical droughts. Women, children and older persons in these communities are more vulnerable

to the impact of drought. Some of the key underlying vulnerability factors are reliance on rainfall and inability to compensate for seasonal and monthly variability, land tenure insecurity, poor market access, limited access to basic services and infrastructure particularly rural roads which are in poor condition where they exist at all. The poor state of roads during the rainy season results in higher food prices and thereby further increases vulnerabilities. Access to education, health and other community services are also limited for at-risk farming, pastoral and agro-pastoral populations, thus exacerbating vulnerability to food insecurity. Environmental degradation and natural resource depletion is another major vulnerability factor where an estimated 90 percent of Uganda's population relies on natural resources and the environment for their livelihoods. Furthermore, the lack of social and productive safety nets is contributing to increased vulnerability.

### 3. RATIONALE AND OBJECTIVE OF THE COUNTRY PROGRAMME

Pastoral communities compare poorly with national averages on various social and economic indicators, with high rates of infant and maternal mortality, low levels of literacy, high poverty rates, sparse social services, limited economic opportunities, and limited political participation (Stark, 2011). Their livelihoods are perceived to be declining with a limited future and headed towards a more or less inevitable transition to ranching, farming, or other alternative and sedentary livelihoods, especially in Karamoja region.

Agro-pastoralism/pastoralism in Uganda is besieged by a series of difficult challenges, including demographic change, land access, the gazetting of land for protected areas and mineral exploration, land use conversion, and limitation to movement of cattle due to policies and insecurity. Uganda's rapidly growing population has expanded the land under cultivation by encroaching on marginal or clearing protected areas such as forest, swamps, seasonal rangelands thus disrupting pastoralists' traditional access to pasture and water, and bringing them increasingly into conflict with farmers. Land disputes have overwhelmed the already weak and overburdened court system and conflicts are very likely to continue to increase in the "cattle corridor". Violence and conflict over natural resources has led to the collapse of relationships between communities. High incidences of animal disease due to limited access to veterinary services and drugs, growing inequity in livestock ownership, and climate change and variability have placed further pressures on the livestock-based livelihood systems.

Conflict over access to natural resources has increased in drylands. Land scarcity is fomenting conflict between the Basongora pastoralists and Bakonzo cultivators in western Uganda. Meanwhile, water scarcity is causing conflict between pastoralists and Queen Elizabeth National Park management. Whereas there are modalities to allow the pastoralists to water their livestock in the national park during the dry season, inadequate water coupled with low awareness of these modalities are generating conflict (CECORE, 2011b). In Karamoja, the systems of resource access and community engagement have long been based on negotiation and highly developed mechanisms of social exchange. Violent conflict among ethnic groups, deterioration of livelihood systems, and political, social and economic marginalisation, among others, has caused insecurity in Karamoja. This has resulted in loss of lives, destruction of livelihoods, and strained relationships among groups within and adjacent to Karamoja. When the overall number of animals within a community declines to a certain point, the dual system of manyattas<sup>1</sup> and communal kraals<sup>2</sup> starts to break down and shared access to pasture and watering holes decrease (Stites *et al.*, 2007). This fuels conflict further. It is therefore, imperative to address the underlying causes of insecurity in a comprehensive and collaborative manner and to facilitate long-standing processes of social interaction and engagement with the aim to ensure the integration and co-existence of different livelihood systems.

The weather patterns have been extreme in the cattle corridor. Droughts that used to occur on average approximately every five years are now arriving every two to three years (World Bank 2012). Prolonged localised dry spells too are occurring more frequently (2008, 2009, 2010 and 2016).

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1 Semi-permanent homesteads near areas used for cultivation.

2 Mobile or semi-mobile livestock camps.

It takes an estimated two years to recover from such drought events; the time between droughts has become so short that the asset base of communities has been reduced. Poverty, deprivation, cattle raiding, food insecurity, and social disintegration are now intertwining with the effects of climate change in negative ways that have the potential to deepen conflict. Cyclical droughts and erratic rainfall affect crop production and pasture and water availability for livestock in the cattle corridor, thereby having a direct negative effect on the livelihoods of the population.

The recurring droughts and high rainfall variability resulting in frequent humanitarian crises caused government, development partners and NGOs in the past to focus on saving lives and rebuilding dwindling household assets. This has been to the detriment of investment in long-term development programmes as these may not thrive where a humanitarian crisis is evolving. Consequently, this has indirectly contributed to increased poverty in drought- and flood-prone areas and the perception of marginalisation among such communities due to limited interventions of new development projects in livestock and food production, and basic social services. There is recognition that while rain failures and prolonged dry spells may not be prevented, their impact can be minimised without need for emergency humanitarian intervention. Additionally, there is acknowledgement that emergency relief alone is not enough as it does not address the underlying causes of vulnerability of populations at risk to drought related disaster, and that it tends to create dependency when provided over a long period of time. Therefore, in order to effectively plan for drought risk management within an overall disaster risk management framework, actions are needed to strengthen institutional capacity to manage disasters, build community based preparedness and resilience, and mainstream resilience through interventions in key sectors.

Building resilience of communities to drought would enable them to be better prepared to withstand and rapidly recover from drought. This would limit the devastating effects of drought, save lives, preserve livelihoods, guard against future crises and reduce the occurrence of drought related emergencies. A resilient community suffers less lasting damage when drought occurs and is able to recover quicker (FAO, 2011). Though building resilience is initially expensive, it saves money over time. In fact, there is growing body of evidence that the economic cost of responding to emergencies is higher than building the resilience of communities to shocks (Frankenberger *et. al.*, 2012; Headey, *et. al.*, 2012; Venton *et al.*, 2012; Harris, 2013). Therefore, there is economic justification to commit more resources and capacity to resilience building both in the short and long-term.

Development and investment policies have tended to favour high agricultural potential areas, often ignoring dry lands despite their comparative advantages like: livestock trade, tourism, natural wealth, resilience of the communities and their ability to manage climate variability. Investments in dry lands are falsely perceived to provide low returns. Where interventions have been carried out, they have focused on agricultural commodities and intensification of agricultural production (ranching) and not taken into account the dryland ecosystem, climate dynamics and paid little attention to the basic needs of the communities. As a result, dryland areas have the highest levels of poverty and lowest development indices.

Pastoralism has a comparative advantage over crop farming in drylands because it is best adapted to drylands and is resilient to natural shocks (Flintan, *et. al.*, 2013; Levine, 2010). Livestock-based systems that develop in ASALs are the most appropriate and suitable both ecologically and economically and are an important component of the development strategies for these regions (Notenbaert *et al.*, 2012; Hatfield and Davies, 2006).

It presents a less risky and therefore more economically viable and robust investment opportunity which in turn has implications for economic development and poverty alleviation.

There has been a shift in government policies from poverty eradication to wealth creation through increased economic productivity and structural transformation. This realignment is well articulated by the Second National Development Plan which seeks to address structural bottlenecks in the economy to accelerate economic transformation that will deliver prosperity for all. However, this has been at the expense of spending on social services such as health and education which are vital for resilience building of communities in the short and long-term. Even then, there has been increased investment in Karamoja by Government and development partners which indicates commitment towards increasing the resilience of the households and communities.

These investments in Karamoja are beginning to bear modest fruits as indicated in the 2017 review of the CPP. For instance:

- There has been substantial development of road infrastructure such as tarmacking of Soroti-Moroto-Nakapiripirit road, thereby improving road connectivity within Karamoja and with neighbouring districts.
- Karamoja is now connected to the national electricity grid through lines from Sironko to Amudat (157km), from Soroti to Moroto (255km), and from Pader to Abim. Although distribution is still very poor across the region, availability of electricity has stimulated the growth of tourism, trade and service sub-sectors.
- Access to basic social services such as health and nutrition, education, shelter, water and sanitation have also improved between 2011/12 and 2015/16. For instance, access to safe water increased from 43 percent to 68 percent, children under five years who are underweight reduced from 32 percent to 26 percent and stunting from 45 percent to 35 percent, and net school enrolment of primary school children aged 6 – 12 years increased from 45 percent to 46 percent.
- Significant improvement in security and decline in conflict is attributable to successful disarmament programme and investment in peace building and conflict resolution mechanisms. Large scale cattle raids no longer occur and violent and unpredictable attacks have reduced considerably. This has resulted in increased freedom of movement which contributes to improved livelihoods, and economic and food security as animals could be taken to graze and watering points without fear, travel to markets was secure, facilitating the sale and purchase of goods, and access to a broader range of livelihood activities.

**The objective of the CPP is to improve livelihoods and enhance the resilience of communities to drought by transforming the agro-pastoralist and pastoralist sector into a more profitable, integrated and resilient economic system thereby improving food and nutrition security.**

The CPP identifies eight interrelated PIAs where the necessary investment and action will help build resilience through reducing the vulnerability of target communities to climatic and economic shocks. These PIAs are: (1) Natural resources and environment management, (2) Market access, trade and financial services, (3) Enhanced production and livelihood diversification, (4) Disaster risk management, (5) Research, knowledge management and technology transfer, (6) Peace building, conflict

prevention and resolution, (7) Coordination, institutional strengthening and partnerships, and (8) Human capital, gender and social development.

**Combined Approach for Humanitarian and Development Interventions** dictates that integrated approaches to humanitarian relief and development actions are needed. Lessons from previous relief and recovery responses show that understanding and protecting people's livelihoods is integral to saving lives and reducing future vulnerabilities, and that disaster response should build on national strategies for disaster management and long-term strategies for food security and poverty reduction. This means that humanitarian assistance should be provided in ways that are supportive of recovery and long-term development. It should strive to ensure support for the maintenance and return of sustainable livelihoods and transitions from humanitarian relief to recovery and development activities. This CPP espouses integrated approach to humanitarian assistance and development interventions.



## 4. OPPORTUNITIES AND CHALLENGES FOR THE COUNTRY PROGRAMME

Uganda is in the process of developing preparedness plans for adapting to climatic changes under the NAPA. A potential adaptation mechanism is to increase acreage under irrigation. There is great potential to harness the available water in order to increase production and productivity. Potential irrigable area is estimated to approximately 202,000 ha. While the total renewable water resources in Uganda are over 66 km<sup>3</sup> only about 22km<sup>3</sup> is utilised.

In a bid to promote the livestock industry, government has over the years invested in construction of infrastructure for livestock production including investment in transport, trade processing, water for production-related infrastructure (irrigation, livestock and aquaculture), disease control infrastructure, and research, quality assurance including laboratories, market infrastructure, and institutional infrastructure. However, this infrastructure is disproportionately distributed in the ASAL with some regions like Karamoja having the least. The state of much of this infrastructure is generally inadequate due to lack of maintenance, vandalism and siltation. The growing demand for livestock and livestock products presents an opportunity to revamp Uganda's livestock industry which primarily depends on production in the drylands. The performance of the livestock sector has averaged 1.7 percent of the GDP, and only 7.5 percent of the agricultural GDP, well below the potential of the sub-sector which at one time contributed close to 25 percent of the AGDP.

The past decades (2001 – 2018) have seen emerging trends in Uganda's external trade. Firstly, regional trade with Common Market for Eastern and Southern Africa (COMESA), EAC (East African Community) and IGAD regions has grown tremendously, surpassing exports to traditional markets like European Union. For instance COMESA is the main destination of Uganda's exports, earning Uganda US \$ 1,522 million equivalent to 44.1 percent of export revenue in 2017 (UBOS 2019). Meanwhile earnings from formal and informal exports to South Sudan were the highest among other African countries, amounting to about US\$ 300 million (8.7 percent of total export earnings) in 2017. There is increased demand in the regional markets which are more competitive markets compared to the inadequately developed domestic market. This has resulted in trade imbalances which indicate Uganda's inability to meet regional demands at current production levels. Uganda has diversified and expanded the export base beyond traditional exports (coffee, tea, tobacco and cotton). Whereas diversification expanded the agricultural commodity base, Uganda remains a primary commodity exporter. These trends present opportunities for development that can also benefit the drylands, such as: (1) Value chain improvement to increase the value of exports and for import substitution on value added commodities to decrease trade deficit; (2) Below-optimal links between production, domestic markets and regional trade can be improved; and (3) High transaction costs, especially freight costs, that are a feature of Uganda's agricultural industry and trade can be reduced through interventions to improve both major and feeder roads.

The population of Uganda is growing fast which is fuelling land fragmentation yet land degradation in terms of soil erosion and nutrient depletion are persistent problems with 35 percent of the land severely affected, and 10 percent very severely degraded. Land reforms are needed to stem land fragmentation and improve security of tenure and land access for the majority to sustain agricultural sector led growth. Such reforms would have deliberate provisions to support large scale and more production that is intensive, while recognising the need to support the needs of the majority of farmers who are poor, especially women. Water stress is significant in ASALs where shrinking communal resources, insecurity and cattle rustling have led to losses of livestock, high concentrations of livestock around the few available water sources, and increased migration of

livestock in search of water and pasture, both within and across international borders (Flintan *et al.*, 2013; Oba, 2013).

Pastoralists are vulnerable to drought because of their growing inability to cope with it. Traditional coping strategy of pastoralists is supported by seasonal mobility to access pasture and water for livestock. Therefore, factors restricting mobility such as restrictions on trade, movement, poor investment in social services and infrastructure effectively increase the vulnerability of pastoralists to shocks (HPG, 2009). Whereas it is recognised that access to basic social services contributes towards building resilience of communities, mobile pastoral communities in Uganda have very limited access to services such as animal and human health, and education (Nkimba, 2009). There is therefore, need to improve provision and access to basic social services adapted to mobile pastoralists in the ASALs.

Failure to articulate or implement policies is the biggest barrier to progress in dealing with the complexity of issues around land tenure and access to land. In recent years, much of the land in the cattle corridor previously under customary ownership has been parcelled out to individuals and institutions (MAAIF, 2010). This fragmentation affects pastoral production systems as it curtails access to communally owned rangeland resources and blocks seasonal migratory routes. Land fragmentation is a result of increasing population, inappropriate rangeland development process and failure to recognise the importance of interconnected areas for pastoral livelihoods (Flintan, 2011). This is led to increased conflict for natural resources and inability of pastoralists to cope with drought.

There are existing national frameworks that are relevant to the CPP and provide opportunities for its implementation. These include:

- *Uganda Vision 2040* which is the overarching national planning framework that articulates development priorities and strategies towards becoming a middle income country by 2040. It is conceptualised around harnessing opportunities such as agriculture and strengthening fundamentals of the economy like infrastructure, science, technology, engineering, innovation, and human capital development.
- *National Development Plan (NDP) I (2010-2014) and II (2015/16 – 2019/20)* is a five-year implementation plan of the Vision 2040. The NDP identifies strategies to improve disaster risk management especially in the cattle corridor which suffers recurrent droughts and address the regional imbalances in development by supporting affirmative action for marginalised areas like Karamoja. The strategies to achieve this include improvement of security conditions in the region, and agricultural and livestock-based livelihoods, and development of economically viable enterprises from dryland products and other natural resources to offer other livelihood choices.
- *Agriculture Sector Strategic Plan (ASSP) of 2015/16 – 2019/20* was developed to implement agriculture priorities in NDPII. The ASSP describes the priorities, strategies and interventions required for the agriculture sector to contribute to wealth creation and employment through implementation of actions for the value chain development of twelve priority and four strategic commodities.
- *National Agricultural Policy (2013)* is the overarching policy in agriculture designed to “transform subsistence farming to sustainable commercial agriculture.” The overall

objective of the policy is to promote food and nutrition security, and improve household incomes through coordinated interventions that focus on enhancing sustainable agricultural productivity and value addition; providing employment opportunities, and promoting domestic and international trade. These are essential in building resilience of drought-prone communities.

- *National Agricultural Extension Policy (2016)* was developed to provide long-term strategic direction for agricultural extension services in Uganda. The agricultural extension services facilitate smallholder farmers to sustain agricultural production and shift from subsistence farming to market-oriented and commercial farming. This policy will support the extension and advisory services need to improve agricultural production and productivity as a strategy to build resilience of communities dependent on agricultural livelihoods.
- *National Agricultural Extension Strategy (2016/17 – 2020/21)* was developed to implement the National Agricultural Extension Policy. It seeks to improve efficiency of agricultural production, competitiveness and commercialisation of the smallholders. It supports stronger institutional linkages and partnerships to improve agricultural production.
- *National Fertilizer Policy (2016)* seeks to ensure availability of affordable, accessible, high quality, safe, profitable and sustainable fertilizers to farmers to achieve sustainable production. It recognises that access to fertilisers by all categories of farmers is critical to accelerating agricultural growth through increased productivity.
- *National Irrigation Policy (2017)* aims to ensure sustainable availability and efficient use of water for crop production. The policy supports investment in micro, medium and large scale irrigation systems to mitigate challenges related to water shortages as a result of climatic variability.
- *Gender Policy (2007)* aims to enhance gender responsive development at community through national levels by reducing gender inequalities, empowering women to meaningfully participate in decision making processes and promoting gender sensitivity in planning, resource allocation, implementation, and monitoring and evaluation of programmes. This policy supports gender parity and women's empowerment in resilience building.
- *Business, Technical and Vocational Education and Training (BTVET)*, commonly referred as the "Skilling Uganda Policy" aims to ensure that communities and individuals acquire the skills and competencies needed to enhance employability, productivity and income without undue emphasis on educational certificates. This policy supports equipping individuals with relevant skills that will raise their productivity and income which are important to building resilience.
- *National Irrigation Master Plan for Uganda (2010-2035)* is aimed at promoting the use of water in agricultural production through supporting farming system diversification, private investment in bulk water infrastructure and service delivery and more Public-Private Partnerships.
- *Food and Nutrition Policy* –This policy seeks to improve nutritional status of Ugandans using a multi-sectoral and coordinated approach to food security and nutrition. The policy identifies strategies to increase and improve food supply and accessibility, food processing and preservation, food storage, marketing and distribution, among others. It also seeks to

provide information and develop skills to promote proper food and nutrition practices. Food and nutrition security contribute to the resilience of households and subsequently, the communities.

- *National Health Policy* – Access to health services is vital to ensuring good health to enable people have a productive life for the development and resilience of the community. The health policy seeks to improve access to health services by ensuring that health facilities are available at lower levels of local government, providing for cost-free basic health care at lower health units and in general wings of public hospitals, and promotion of access to safe water and sanitation. It also emphasises attention to equitable service delivery in underserved areas such as the drylands.
- *National Environment Management Policy* – Sound environmental management plays an important role in improving resilience to environmental risks, enabling economic development and creating livelihood opportunities. The main goal of this policy is to support sustainable development which maintains and promotes environmental quality and resource productivity for socio-economic transformation.
- *Karamoja Livestock Development Master Plan 2018-2040* aims to address challenges to livestock health, poultry development, livestock feeding, apiculture development, hides and skins, dairy development, meat value chain development, water, environment, climate change, and associated livestock policies in the sub-region.
- *Uganda Strategic Investment Framework for Sustainable Land Management 2010 – 2020*; this offers programmatic approaches to address land degradation and promote sustainable land management.
- *National Science, Technology and Innovation Policy (2009)* was developed to strengthen national capacity to generate, transfer and apply technologies to support the realisation of Uganda's development objectives.
- *National Climate Change Policy (2015)* seeks to ensure a harmonised and coordinated approach towards a climate resilient and low-carbon development path for sustainable development in Uganda. The main goal of the policy is to 'to ensure that all stakeholders address climate change impacts and their causes through appropriate measures, while promoting sustainable development and a green economy'.
- *National Land Policy (2011)* – Land is a basic resource for livelihoods in the drylands because of the many uses including production of crops, livestock, fuel wood, construction materials, minerals, and nature conservation, among others. The goal of this policy is "to ensure efficient, equitable and sustainable utilisation and management of Uganda's land and land-based resources for poverty reduction, wealth creation and overall socio-economic development". The policy supports the right to security of land tenure including communally owned lands which is typical in most of the drylands especially in Karamoja. It further supports community management of common resources such as the rangelands and defines strategies to gazette routes or corridors to ensure access to these resources. This is important for livestock rearing and mobility in the drylands and resilience of (agro) pastoral communities.

- *National Trade Policy 2008* is aimed at enhancing competitiveness in the regional markets through developing capacity to exploit existing and future market opportunities. By supporting trade at both domestic and international levels, this policy promotes income growth opportunities and employment which contribute to building resilience of households and communities.
- *National Water Policy (1999)* – This is the overarching policy for the development of water resources. It provides for integrated approach to water resource management and supports efforts to increase water storage, quality and availability to spur rural development through improved livelihoods. It supports the provision of water to communities for both domestic consumption and production such as crop irrigation, livestock watering, aquaculture, rural industries and other commercial uses. Drylands typically experience prolonged dry periods characterised by water scarcity. Thus, ensuring access to adequate water will contribute to building resilience of communities.
- *National Peace, Reconstruction and Development Plan (PRDP) for Northern Uganda*: Overall goal is to consolidate peace and security and lay foundation for recovery and development through, among others, rebuilding and empowering communities, revitalisation of the local economy, and peace building and reconciliation.
- *Karamoja Integrated Development Programme (KIDP) II [2015/16 – 2020/21]* is a strategy to enhance coordination efforts in addressing the conflict drivers and development challenges in Karamoja through the intensification of development interventions in the region. This is more specifically the provision of water for production and human consumption, enhancing the production of sufficient food for households and incomes, improving access to quality health and education services, improving livestock breeds and markets, promoting and augmenting the mineral sector, infrastructure development, and harnessing the abundant tourism potentials in the region.
- Other key policy documents and investment plans supporting resilience building in drought-prone areas include: National Social Protection Policy (2015), National Land Use Policy for Uganda (2008), National Water Policy, Water Act, National Environment Policy (1995), National Seed Policy (2018), National Action Programme to Combat Desertification, National Environment Action Plan (1994), National Adaptation Programmes of Action (NAPA) 2007, Food and Nutrition Policy, Uganda Nutrition Action Plan, Delivery of Veterinary Services Policy, Fisheries and Aquaculture Policy, National Policy for Disaster Preparedness and Management (2013), National tree planting strategy, National IDP policy, National policy on proliferation of small arms and light weapons, among others.



## 5. PRIORITY INTERVENTION AREAS

The interventions to build drought resilience will target communities in the drought-prone areas. The majority of these communities are pastoralists and agro-pastoralists in the “cattle corridor” (Annex) and some areas in western Uganda and West Nile region. The total population in these communities is more than 8 million people. The most underdeveloped part of this area is Karamoja region.

The country priorities presented in this section are summarised under the following eight Priority Intervention Areas (PIAs):

1. Natural Resources and Environmental Management
2. Market Access, Trade and Financial Services
3. Enhanced Production and Livelihood Diversification
4. Disaster Risk Management
5. Research, Knowledge Management and Technology Transfer
6. Peace Building, Conflict Prevention and Resolution
7. Coordination, Institutional Strengthening and Partnerships
8. Human Capital, Gender and Social Development

### 5.1 PIA 1: Natural Resources and Environmental Management

**Strategic Objective: To enhance drought-prone communities’ access to and use of sustainably managed natural resources and environmental services.**

To realise this objective, the following thematic areas will be addressed: water resources development and management, rangeland management and pasture development, securing access to natural resources, and environmental management. These thematic areas or components will be addressed through various strategic interventions such as promotion of water conservation and harvesting technologies, development of water reservoir systems to support livestock and crop production, and human consumption; promotion of sustainable rangeland management practices and utilisation of wetlands, among others.

#### 5.1.1. Water Resources Development and Management

**Expected Outcome: Water resources are managed sustainably and equitable access is ensured.**

This component aims at increasing the availability of and equitable access to water from sustainably managed resources for livestock and crop production as well as for human needs. It will support the sustainable development and management of shared water resources and watersheds as well as of water harvesting and storage facilities.

#### Strategic Interventions

1. Promote water conservation and harvesting technologies
2. Strengthen community management of water resources



3. Develop water reservoir systems for irrigation, livestock production and human consumption

### 5.1.2. Rangeland Management and Pasture Development

**Expected Outcome: Rangelands and pastures under sustainable management are increased**

This component aims at increasing the area of pastures and rangelands under sustainable management. It will support the sustainable development and management of rangeland and land resources.

#### **Strategic Interventions**

1. Promote sustainable rangeland management practices and technologies
2. Develop rangeland monitoring and management systems
3. Improve productivity of pastures

### 5.1.3. Securing Equitable Access to Natural Resources

**Expected Outcome: Securing equitable access to sustainably managed strategic natural resources enhanced.**

This component aims to enhance access to sustainably managed natural resources for drought-prone communities. It will support mechanism that will secure access to shared resources and resources in protected areas that communities are permitted to access.

#### **Strategic Interventions:**

1. Secure livestock access to rangeland resources in protected areas during periods of stress
2. Strengthen land ownership and governance institutions in ASALs and support communities secure tenure for their land
3. Strengthen institutional frameworks to secure access to land and water for pastoralists and agro-pastoralists
4. Support cross-border resource sharing agreements made by local communities

### 5.1.4. Environmental Management including Biodiversity

**Expected Outcome: Conservation and sustainable use of terrestrial ecosystems enhanced**

This component aims at ensuring sustainable management of the environment and biodiversity including wildlife, plant species and indigenous livestock breeds. It will also support reduction in the rate of loss of biodiversity.

#### **Strategic Interventions:**

1. Promote collaborative management of resources accessible to communities in protected areas
2. Support conservation of local dryland plant species, livestock breeds and community wildlife conservancy

3. Strengthen local government capacity to regulate environmental pollution
4. Promote sustainable use and management of wetlands and water catchments
5. Reverse land degradation and deforestation
6. Halt biodiversity loss

### 5.1.5. Development of Renewable Energy

#### **Expected Outcome: Access to affordable, sustainable and renewable energy ensured**

This component aims at ensuring prioritisation of the adoption of renewable energy technologies. It will support promotion of wood fuel saving technologies.

#### **Strategic Interventions**

1. Promote energy efficient technologies
2. Promote access to and use of renewable energy sources
3. Promote sustainable wood fuel sources for education institutions
4. Promote efficiency in charcoal production
5. Strengthen Local government capacity to regulate charcoal production and marketing

## 5.2 PIA 2: Market Access, Trade and Financial Services

### **Strategic Objective: To improve transport, market infrastructure and financial services in ASALs**

The objective of this PIA will be realised by addressing components on: (i) transport, market and infrastructure development; (ii) securing livestock mobility, (iii) access to secure and affordable financial services; (iv) strengthening regional and cross-border trade, and (v) development and harmonisation of financial services in the IGAD region. Each component will be addressed through implementation of strategic interventions which collectively will lead to achieving the strategic objective.

### 5.2.1 Transport, Market and Infrastructure Development

#### **Expected Outcome: Equitable access to markets, trade and basic services improved**

This component aims at increasing access to markets and trade by drought-prone communities. It will support market infrastructure development, access to market information and collective marketing.

#### **Strategic Interventions:**

1. Improve market infrastructure and governance
2. Increase marketing capacity and value chain linkages of (agro) pastoralists
3. Improve access to crop and livestock market information
4. Enhance national capacity for structured commodity trading through Warehouse Receipt Systems Authority (WRSA) and Uganda National Commodities Exchange (UNCE)

### 5.2.2 Securing Livestock Mobility

#### **Expected Outcome: Mobility of marketable livestock in pastoral areas and IGAD Member States secured.**

This component supports securing mobility of pastoral communities within and outside the country with a focus on trade at national and regional levels.

#### **Strategic Interventions:**

1. Strengthen institutional frameworks to secure access to rangeland and water for mobile livestock and along routes to livestock markets
2. Develop local government capacity to enforce ordinances on livestock movement and quarantine;
3. Develop national livestock identification and tracer system
4. Operationalise the transhumance protocol

### 5.2.3 Access to Secure and Affordable Financial Services

#### **Expected Outcome: Access to secure and affordable financial services enhanced**

This component seeks to increase access to secure and affordable financial services for the drought-prone communities.

#### **Strategic Interventions**

1. Improve access to affordable credit programmes and rural financial services
2. Strengthen community based financial cooperatives, associations and societies

### 5.2.4 Strengthening Regional and Cross-border Trade

#### **Expected Outcome: Regional and cross-border trade increased**

This component aims at supporting increase in cross-border and regional trade through infrastructure development and creation of an enabling environment for regional trade.

#### **Strategic Interventions**

1. Develop cross-border market and transport infrastructure to enhance trade
2. Remove all forms of non-tariff trade barriers
3. Harmonise trade/market information systems with regional market/trade information systems

### 5.2.5 Development and Harmonisation of Financial Services in the IGAD Region

#### **Expected Outcome: Financial services policies harmonised**

This component aims at ensuring that effective regulatory frameworks for regional financial transactions are developed, harmonised and operational across the region.

#### **Strategic Interventions**

1. Develop and harmonise regulatory frameworks supporting financial services in the IGAD region

### 5.3 PIA 3: Enhanced Production and Livelihood Diversification

**Strategic Objective: To increase adaptive capacities of households in drought-prone communities.**

This PIA seeks to increase the adaptive capacities of drought-prone communities through implementation of strategic interventions in six key areas: (i) livestock production, health and nutrition, (ii) crop production and productivity, (iii) fisheries development, (iv) income diversification, (v) productive safety nets, and (vi) trans-boundary disease and sanitary and phytosanitary (SPS) measures and standards.

#### 5.3.1 Livestock Production, Health and Nutrition

**Expected Outcome: Livestock production and productivity in ASAL increased**

This component aims at increasing livestock production, productivity and will support improved nutrition and livestock health management.

**Strategic Interventions:**

1. Strengthen livestock health management systems in drylands
2. Improve productivity of local livestock breeds
3. Promote fodder production and preservation to improve access to feed during periods of climatic/weather stress

#### 5.3.2 Crop Production and Productivity

**Expected Outcome: Crop production and productivity In ASALs increased**

This component aims at increasing crop production and productivity by supporting appropriate crop production technologies suitable for drylands.

**Strategic Interventions**

1. Promote soil fertility management and conservation agriculture technologies
2. Promote irrigation and soil and water conservation technologies
3. Promote integrated pest and disease management
4. Promote high yielding and drought tolerant crop varieties
5. Promote animal traction technologies

#### 5.3.3 Fisheries Development

**Expected Outcome: Fishery production in ASALs increased**

This component aims at increasing fish production by supporting aquaculture, restoring of bio-physical health of the natural water bodies and addressing specific impediments through the fish value chain.

**Strategic Interventions:**

1. Enhance the bio-physical health of water bodies
2. Promote climate-smart aquaculture and fish processing technologies

3. Develop fish value chain with embedded strategies to ensure women's access to fishery resources and participation in the fish value chain
4. Develop fish quality assurance system

#### 5.3.4 Income Diversification

##### **Expected Outcome: Household Income Sources Diversified**

This component aims at promoting diversification of household income sources to enhance resilience. It will support sustainable exploitation of natural resources of economic importance, processing, value addition and expansion of range of marketable drylands products. Diversification of income sources in rural areas will slow down rural-urban migration, especially among the youth.

##### **Strategic Interventions:**

1. Add value to dryland products including non-timber products of economic value
2. Develop horticulture and small livestock enterprises
3. Develop artisanal and small-scale mining
4. Strengthen local government capacity to negotiate for fair benefit sharing in mining concessions
5. Establish business incubation centres to support local cottage industry
6. Promote diversification of income sources to include non-agricultural activities

#### 5.3.5 Productive Safety Net

##### **Expected Outcome: Access to food for chronically food insecure households improved**

This component aims at ensuring that there are effective safety nets programme that cover all food insecure households in drought-prone area. Safety nets help households vulnerable to food insecurity to avoid risky coping strategies and are meant to complement their efforts.

##### **Strategic Intervention**

1. Strengthen predictable safety nets for households vulnerable to food insecurity
2. Align safety nets to the national disaster response triggering mechanism.
3. Expand scope and coverage of existing social protection initiatives

##### **Expected Outcomes: Graduation from the safety net programme enhanced**

This component aims at strengthening livelihoods of vulnerable households to enable them to graduate from safety programmes.

##### **Strategic Interventions:**

1. Enhance community and household assets
2. Strengthen existing livelihood options and promote diversification of income sources;

#### 5.3.6 Trans-boundary Disease and SPS Measures and Standards

##### **Expected Outcome: Demand for livestock products from the IGAD region increased**

This component aims at ensuring that legal frameworks, procedures and facilities to support

trade-sensitive/trans-boundary animal disease prevention and management are developed in the country.

#### **Strategic Interventions:**

1. Strengthen trans-boundary animal disease surveillance,
2. Develop, rehabilitate and sustainably manage export quarantine centres,
3. Establish and maintain quarantine infrastructure throughout the cattle corridor with facilities for pasture, water, and diagnosis and disease treatment;
4. Develop National Sanitary and Phyto sanitary Standards and Policy

### **5.4 PIA 4: Disaster Risk Management**

#### **Strategic Objective: To enhance drought disaster management in IGAD Member States.**

The aim of this PIA is to enhance drought preparedness, prevention, mitigation and management. This will be achieved by implementing strategic interventions in components related to: early warning and response system, contingency planning, and disaster risk reduction and climate change adaptation.

##### **5.4.1 Early Warning Systems and Response**

#### **Expected Outcome: Early response to early warning information improved**

This component aims at ensuring that there is timely response to early warning information. It will support the national early warning system which includes capacity for hydro-meteorological observation, hazard analysis and monitoring, dissemination and communication of meaningful and actionable advisories particularly to communities at risk, and timely and appropriate response. It also aims at identifying and mapping disaster risks to inform the planning of development and humanitarian interventions.

#### **Strategic Interventions**

1. Integrate indigenous Early Warning Systems (EWS) in modern scientific systems
2. Enhance capacity for hazard, risk, and vulnerability mapping
3. Strengthen the National Integrated Early Warning System
4. Strengthen disaster response mechanism at local government and community level for timely intervention

##### **5.4.2 Contingency Planning**

#### **Expected Outcome: Vulnerability to disaster risk in drought-prone communities reduced**

This component aims at developing the necessary technical capacity on contingency planning from national to community level. This will enable preparedness to undertake a timely, effective and appropriate disaster response in the event of a drought or flood.

#### **Strategic Interventions**

1. Develop capacity for contingency planning at national, district, sub-county and community level



2. Develop and operationalise funding mechanisms for disaster response and contingency plans.
3. Develop guidelines for crisis modifier funding for disaster emergency response in programmes and projects in drought-prone areas that is linked to national disaster response triggering mechanism.

#### 5.4.3 Disaster Risk Reduction and Climate Change Adaptation

##### **Expected Outcome: Adaptive capacity to climate-related hazards and natural disasters strengthened**

This component aims at building community resilience through the institutionalisation of disaster risk reduction and climate change adaptation activities. It therefore, addresses integration of disaster risk reduction and climate change in development plans at all levels of government.

##### **Strategic Intervention**

1. Integrate disaster risk reduction and climate change adaptation in development plans at national, district and sub-county levels

#### 5.4.4 Climate Change Adaptation

##### **Expected Outcome: Vulnerability to climate-related hazards and natural disasters reduced**

This component supports disaster risk transfer and agricultural insurance, coping mechanisms as means of reducing vulnerability to climate-related hazards.

##### **Strategic Interventions**

1. Develop and promote weather indexed agro-insurance schemes to insure farmers against crop failure and livestock loss due to drought and flood
2. Strengthen sustainable household and community drought coping mechanisms

### 5.5 PIA5: Research, Knowledge Management and Technology Transfer

#### **Strategic Objective: To improve utilisation of knowledge for drought resilience in Uganda**

This PIA addresses thematic areas related to: Support to adaptive research, advisory and extension systems, knowledge management and communication, and networking national and regional dryland adaptive research centres and harnessing knowledge to generate, promote and disseminate improved and appropriate technologies for drought resilience. The objective of this PIA will be achieved through implementation of interventions in each thematic area or component as outlined below.

#### 5.5.1 Support to Applied Adaptive Research

##### **Expected Outcome: Access to adaptive technologies and innovations in drought-prone communities improved**

This component aims at ensuring that there is an enabling environment for adaptive research in the ASALs. It will support research in technologies best adapted to drylands.

## Strategic Intervention

1. Strengthen technical capacity for research on ASALs
2. Develop research agenda addressing resilience issues in drought-prone communities
3. Enhance community access to research technologies and innovations.
4. Strengthen alignment of applied and adaptive research agenda to national development priorities on resilience.

### 5.5.2 Advisory and Extension System

#### **Expected Outcome: Adoption and scaling up of resilience-enhancing technologies and innovations enhanced**

The aim of this component is to ensure that appropriate advisory and extension services are available and accessible to drought-prone communities to facilitate adoption and scaling up of appropriate resilience-enhancing technologies and innovations.

#### **Strategic Interventions**

1. Strengthen agricultural extension and advisory services particularly at lower local government level
2. Promote models of service delivery and transfer of resilience-enhancing technologies and innovations that work well for dryland communities.

### 5.5.3 Knowledge Management and Communication

#### **Expected Outcome: Access to information to enhance resilience improved**

This component aims at enhancing community resilience by increasing access to information and dissemination of information on issues pertinent to resilience building.

#### **Strategic Interventions**

1. Establish knowledge management systems on resilience at all government levels
2. Operationalise the Disaster Risk Management (DRM) Communication Plan and Media Strategy
3. Design system for documenting and disseminating resilience good practices and success stories in the drylands
4. Develop system for sharing research findings to inform development planning for resilience building

### 5.5.4 Promote the Network of National and Regional Dryland Collaborative, Adaptive and Applied Research Centres.

#### **Expected Outcome: Robust learning in drought-prone communities promoted**

This component aims at ensuring that strong networks on research exist to promote learning and identification of issues for research on drylands

#### **Strategic Intervention**

1. Strengthen network of research centres on drylands to promote learning
2. Promote research programmes on emerging issues of strategic nature including climate change and nutrition

## 5.6 PIA 6: Peace Building, Conflict Prevention and Resolution

### **Strategic Objective: To guarantee peace and stability in IGAD region**

The major causes of conflict in the pastoral areas relate mainly to competition for water and pastures as well as cultural reasons. This PIA will seek to ensure that there is effective early warning and response to conflict to enhance peace and development. This will be achieved through implementation of strategic interventions identified under two components; peace building and mediation mechanisms, and conflict resolution.

#### 5.6.1 Peace Building and Mediation Mechanisms

### **Expected Outcome: Reduced incidences of violent conflict in drought-prone communities**

This component aims at ensuring that effective mechanisms for conflict prevention and resolution are in place. It will support institutions and communities in conflict resolution, prevention and mediation.

#### **Strategic Interventions**

1. Develop the National Peace Building and Conflict Transformation policy and attendant law to support peace building efforts and mechanisms
2. Strengthen local institutional capacity for reconciliation and community reconciliation mechanisms
3. Support formal and informal/traditional peace building and mediation processes
4. Support cultural exchange to foster community understanding and peace commemorations like the Moru-Nayece and Lokirama Peace Accord between the Turkana and Matheniko, International Peace Day (21 September) and Ateker day which includes the Iteso (21 December)
5. Support women participation in peace building and mediation initiatives
6. Support and facilitate dialogue among conflicting communities and cross-border interactions to ease tensions

#### 5.6.2 Conflict Resolution

### **Expected Outcome: Response capabilities to resolve resource-based conflicts, and insecurity in ASALs increased**

This component aims at reducing and resolving conflicts by ensuring that effective mechanisms to identify, respond to, and settle conflict and insecurity exist to support peace and stability in the drylands. It will support both traditional and formal mechanisms.

#### **Strategic Intervention**

1. Strengthen Conflict Early Warning and Early Response Mechanism in ASALs and its linkage with the National Early Warning System and National Emergency Coordination and Operations Centre (NECOC)
2. Build capacity of the Conflict Early Warning and Early Response Unit (CEWERU3) to fulfil its mandate

<sup>3</sup> Country mechanism within the Ministry of Internal Affairs and comprised of Ministry of Foreign Affairs, OPM, Ministry of Defence and other security agencies

3. Strengthen collaboration between security and Law Enforcement Agencies (LEAs), the ASAL communities and other stakeholders
4. Strengthen cross-border collaboration between LEAs and security agencies

## 5.7 PIA 7: Coordination, Institutional Strengthening and Partnerships

### **Strategic Objective: To strengthen the institutional capacity, coordination structures and partnerships for effective implementation of IDDRSI**

Institutional capacity, coordination, partnerships and cooperation are indispensable for drought resilience building. Likewise, mobilisation of resources for projects and increasing the rate of these resources for project implementation are critical in the implementation of the IDDRSI. To this end, this PIA will address coordination and management of National IDDRSI platform, institutional strengthening and capacity building, partnerships, and resource mobilisation that are needed for effective delivery on drought resilience. This will be achieved through implementation of strategic interventions identified under each component.

#### 5.7.1 Coordination and Platform Management

### **Expected Outcome: Harmonised, synergised and well-coordinated Drought Resilience Initiative**

The national coordination mechanism for the CPP is the National Platform for Disaster Preparedness and Management, commonly referred to as National Disaster Risk Reduction (DRR) Platform. It brings together focal point technical officers from line ministries, UN agencies, non-state actors and other relevant stakeholders. The convening authority of the DRR Platform is the Permanent Secretary in the Office of the Prime Minister but the function is typically delegated to the Commissioner for Disaster Preparedness. It is important to strengthen National IDDRSI Coordination mechanisms to coordinate CPP-aligned activities and oversee the implementation of projects and programmes.

### **Strategic Interventions:**

1. Strengthen coordination mechanisms, interaction and functional linkages between regional, national, district and sub-county levels

#### 5.7.2 Institutional Strengthening and Capacity Building

### **Expected Outcome: Effectively functioning institutional arrangement to implement IDDRSI at regional and national level**

This component will address institutional capacity of government ministries, departments and agencies, and local governments to support and implement the Uganda CPP/IDDRSI.

### **Strategic Interventions**

1. Support and promote need-based human and institutional capacity building at national, district and sub-county levels;

### 5.7.3 Enhancing Partnerships

#### **Expected Outcome: Purposeful and sustained partnerships for Drought Resilience Initiative built**

This component aims at ensuring that there are strong partnerships to support delivery on the drought resilience initiative.

#### **Strategic Interventions**

1. Strengthen existing partnerships, networks and collaboration for drought resilience interventions
2. Operationalise protocols that establish or enhance partnerships that support the drought resilience initiative

### 5.7.4 Resource Mobilisation

#### **Expected Outcome: Funding of IDDRSI by stakeholders increased**

This component seeks to mobilise resources for the implementation of the CPP. Resources will be mobilised from public sources, development partners and by tapping into resources allocated to existing frameworks.

#### **Strategic Interventions**

1. Mainstream drought resilience and sustainability in national, district and sub-county development plans to capitalise on resources from both national (budgets) and development partners;
2. Align CPP to existing frameworks such as Sustainable Development Goals and African Union Agenda 2063 on resilience issues to tap into allocated resources.
3. Develop an investment plan for the CPP
4. Promote investment opportunities in the drylands to the private sector
5. Build capacity on resource utilisation, management and delivery

### 5.7.5 Monitoring, Evaluation and Learning

#### **Expected Outcome: Impact of IDDRSI tracked for improved policy and practice**

#### **Strategic Interventions**

1. Build capacity on monitoring and evaluation (M&E) in national public institutions and local governments to strengthen evidence based decision making and reporting on resilience.
2. Integrate CPP/IDDRSI M&E activities within existing M&E Systems in the country.

## **5.8 PIA 8: Human Capital, Gender and Social Development**

#### **Strategic Objective: To increase equitable access to basic social services in drought-prone areas**

Investments in human capital development and gender equity can create opportunities for households and communities to diversify their livelihoods and accumulate assets. These are important for building resilience to disaster. This PIA aims at increasing access to basic social

services such as health, education, shelter, water and sanitation that are critical for human capital development. This will be achieved through strategic intervention that will increase access to health and nutrition, access to education and training, promote gender equality, women's empowerment and social inclusion, and strengthen social safety nets for vulnerable groups, and find durable solutions to forced migration.

### 5.8.1 Access to Health and Nutrition

#### **Expected Outcome: Healthy and well-nourished communities in drought-prone areas of the IGAD region**

This component addresses issues related to health, water, sanitation, hygiene and nutrition so as to ensure the development of healthy and well-nourished human capital.

##### **Strategic Interventions**

1. Promote good nutrition, water, sanitation and hygiene
2. Increase equitable access to health services
3. Improve management of zoonotic diseases

### 5.8.2 Access to Education and Training

#### **Expected Outcome: Inclusive and equitable quality education and training**

This component aims at ensuring that dryland communities have access to quality education including education services that are adapted to mobile pastoral communities. It will support numerate and literate human capital development that is important for social development and resilience building.

##### **Strategic Interventions**

1. Increase equitable access to quality education services and school retention
2. Strengthen complementary basic education programmes that are responsive to mobile pastoral communities
3. Strengthen the teaching and learning on drought and flood disaster resilience

#### **Expected Outcome: Employability in formal and informal sectors improved**

This addresses training in formal institutions and informal training through skilling programmes to enable communities become employable and support social and economic development in the drylands.

##### **Strategic Interventions**

1. Increase equitable access to formal vocational training and skills development opportunities
2. Support equitable access to non-formal and enterprise-based training



### 5.8.3 Promote Gender Equality, Women's Empowerment and Social Inclusion

#### **Expected Outcome: Gender disparities in political and socio-economic development in drought-prone areas reduced**

This component aims to ensure that women effectively participate in political and socio-economic development agenda in the drought-prone areas.

##### **Strategic Interventions**

1. Empower women to effectively participate in political and socio-economic development activities in the drylands
2. Develop guidelines on women inclusion in political and socio-economic programmes and activities in drought-prone areas.

#### **Expected Outcome: Persons with disabilities effectively participate in, and benefit from political and socio-economic development opportunities in drought-prone**

##### **Strategic Interventions**

1. Empower and promote effective participation of persons with disabilities in social, political and economic development programmes.
2. Implement policy guidelines on National Policy on Persons with Disability to ensure they benefit from political and socio-economic programmes and activities.

### 5.8.4 Social Safety Nets

#### **Expected Outcome: Extremely vulnerable populations able to meet basic human needs through social protection**

This component aims at ensuring that extremely vulnerable populations are able to meet their basic social needs such as food, health, education, shelter and clothing.

##### **Strategic Interventions**

1. Strengthen community based social safety net mechanisms
2. Increase equitable access to Social Action Grant for the Elderly (SAGE)
3. Develop predictable social safety nets for extremely vulnerable groups

### 5.8.5 Migration and Displacement

#### **Expected Outcome: Durable solutions to displacement reached**

This component is aimed at finding durable solutions to causes of displacement in drought-prone areas.

##### **Strategic Interventions**

1. Develop mechanisms for identifying root causes of displacement in the drought-prone areas
2. Design mechanisms for finding durable solutions to root causes of displacement

## **Expected Outcome: Orderly, safe, regular and responsible migration and mobility of people facilitated**

The objective is to ensure that there are systems to facilitate orderly mobility across IGAD countries.

### **Strategic Interventions**

1. Popularise requirements for orderly, safe, regular and responsible migration and mobility of people across IGAD region

## 6. IMPLEMENTATION AND INSTITUTIONAL ARRANGEMENTS AT NATIONAL AND SUB-NATIONAL LEVEL

Implementation of the CPP will take place through existing institutions and stakeholders. Inclusive and integrated implementation approach that takes into account synergies and partnerships between various players dealing with the CPP will be used. The implementing institutions will be in five main categories: Government institutions and agencies, Local Governments, Non-state actors, International Organizations and the private sector. Table 2 shows the lead agency and supporting agencies in the implementation of the CPP.

**Table 2: PIA Lead and Supporting Agencies**

Priority Intervention Area	Lead Agency	Supporting Agencies
PIA 1: Natural Resources and Environmental Management	Ministry of Water and Environment	Ministry of Energy and Mineral Development (MEMD), Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Ministry of Tourism and Antiquities (MoTA), Office of the Prime Minister (OPM), Ministry of Lands, Housing and Urban Development (MLHUD), Ministry of Local Government (MoLG), Ministry of Gender Labour and Social Development (MGLSD), Ministry of Works and Transport (MoWT), Ministry of Science and Technology (MoST), Academia
PIA 2: Market Access, Trade and Financial Services	Ministry of Trade, Industry and Cooperatives (MTIC)	MFPED, MAAIF, MoLG, Ministry of Foreign Affairs (MOFA), MoWT, MGLSD, Ministry of East African Community Affairs (MEACA), OPM
PIA 3: Enhanced Production and Livelihood Diversification	MAAIF	OPM, MoLG, MWE, MTIC, MGLSD, Uganda Industrial Research Institute
PIA 4: Disaster Risk Management	OPM	All ministries
PIA 5: Research, Knowledge Management And Technology Transfer	MoST	OPM, MOES, MFPED (UBOS), MAAIF, MGLSD
PIA 6: Peace Building, Conflict Prevention and Resolution	Ministry of Internal Affairs	Ministry of Defence and Veteran Affairs (MODVA), MOFA, OPM, Office of the President (Internal and External Security Organisations), Ministry of Justice and Constitutional Affairs (MojCA), MGLSD, MWE

PIA 7: Coordination, Institutional Strengthening and Partnerships	OPM	MFPED, MoLG, MEACA, MoFA
PIA 8: Human Capital, Gender and Social Development	Ministry of Education and Sport (MOES)	Ministry of Health (MoH), OPM, MoLG, MGLSD

The overall coordinator of the EDE Initiative will be OPM through the national DRR platform as the main mechanism for coordinating drought resilience initiatives. At the local level, existing structures at the grassroots will be the main entry points for implementation of activities, such as farmer/pastoral groups, environment committees, and community disaster management committees. Where such groups or committees do not exist, the communities would need to be supported to establish them. Lessons learnt from previous interventions show that implementation of activities is more successful when implemented by local groups/ committees. Creation of parallel structures will be avoided.

## 7. REGIONAL INTERVENTION PRIORITIES

The strategic importance of Uganda within the IGAD region lies in first and foremost its role as a food basket important to regional food security, with priority interventions needed to sustainably increase production and productivity, and to distribute and trade the surplus in regional markets. Given the periodic food emergencies in the region, interventions are needed to facilitate both short-term/humanitarian response, and on a long-term basis to build resilience, reduce vulnerability and create capacity for adaptability of livelihoods and market and trade systems. Other key areas of strategic importance are sharing of the considerable water and land resources that are of a trans-boundary nature and the development of the trans-boundary fisheries, livestock and ASAL resources. This section highlights priority interventions best addressed at the regional level.

### PIA 1: Natural Resources and Environment Management

- Strengthen policy, legal and regulatory frameworks to enhance cooperation for regional and trans-boundary natural resource management, including water.
- Upscale trans-boundary Sustainable Land Management techniques, technologies and institutions.
- Joint trans-boundary or regional development and management of resources.

### PIA 2: Market Access, Trade and Financial Services

- Harmonise improvement of water availability and access for livestock, together with promotion of alternative livelihoods to reduce trans-boundary distress migration and natural resource-based conflicts and harness the economic viability of livestock and of the broader dryland and ASAL resources;
- Support to setting up of cross-border markets and aggregation markets to facilitate agricultural commodity trading;
- Strengthen cross-border regional trade;
- Promotion of agricultural fairs to link value chain across the region;
- Establish traceability system across value chains;
- Linkage and harmonisation of an enhanced national trade/market information system to a regional information system to enable traders and the business community take prudent and optimal decisions in relation to regional trade;
- Development and harmonisation of infrastructure and transportation facilities to enhance market access and trade;
- Enhance capacity for joint negotiation in regional, inter-regional and international trade;
- Develop mechanisms for greater understanding and regulation of informal trade;
- Remove all forms of non-tariff barriers to enhance regional trade;

### PIA 3: Enhanced Production and Livelihood Diversification

- Harmonised management of trans-boundary fisheries resources for enhanced food and nutrition security and tradable surplus;
- Strengthen regional cooperation and harmonise trans-boundary initiatives in reducing losses from pests and diseases;

- Strengthen/establish cross-border animal health committees with neighbouring South Sudan and Kenya;
- Improved and harmonised national, bilateral and regional standards and quality assurance and sanitary and phytosanitary framework for enhanced smooth flow of regional and international trade;
- Strengthen regional cooperation in agricultural input systems;

#### PIA 4: Disaster Risk Management

- Development and trans-boundary and regional harmonisation of capacity for early warning and emergency response;
- Harmonisation and linking of early warning systems and institutions between HoA countries and with the IGAD specialised institutions;
- Development of the HoA drought response plan harmonised with national equivalents;
- Development of protocol between the Regional Drought Resilience Platform and National Platforms;
- Strengthening of regional cooperation on community risk reduction and climate adaptation;
- Updating of Regional Atlas based on the production national Atlases.

#### PIA 5: Research, Knowledge Management and Technology Transfer

- Improve access to existing technologies and information within the region;
- Enhance governance of research institutes in the region to harmonise research quality and relevance in the region;
- Share good resilience practices in the region
- Reorient capacity building to meet the needs of the regional agricultural sector;
- Develop multi-sector innovation platforms for key priorities established for guiding innovation processes, review and analysis of existing policies, support joint service;
- Cooperative research programmes on emerging issues of strategic nature including climate change and nutrition;
- Enhance capacity and deliberate action to harness and integrate indigenous knowledge as a source of innovation for the region.
- Promote the network of regional dryland collaborative, adaptive and applied research centres.

#### PIA 6: Peace Building, Conflict Prevention and Resolution

- Strengthen trans-boundary and regional mechanisms for peace building and conflict resolution for different land and water for production uses.

#### PIA 7: Coordination, Institutional Strengthening and Partnerships

- Strengthen protocols, partnerships, networks and collaboration for trans-boundary drought resilience interventions;
- Strengthen coordination mechanisms, interaction and functional linkages between National and regional IDDRSI Secretariat

#### PIA 8: Human Capital Development and Social Development

- Enhanced and regionally harmonised food and nutrition security monitoring and planning.



## 8. MONITORING AND EVALUATION AND LEARNING (MEL)

The purpose of the government's M&E system is to ensure that: programmes are on track running smoothly and deliver expected results, activities deliver outputs and achieve their objectives, expected and unexpected outcomes are highlighted and corrective measures taken as appropriate. The framework used for M&E of government programmes covers implementation, results, relevance, efficiency, effectiveness, sustainability and impact of results. M&E is done at different levels of government through ministries, agencies, and departments. At the lowest level, activities are monitored at implementation level and feeds into sectoral M&E with reporting requirements on outputs, outcomes, impact and budget performance linked to the respective sectoral plans and programmes; and every objective and sub-programme has appropriate indicators and means of verification. The institutional M&E in turn feeds into the sectoral M&E for tracking programmes, knowledge management and decision making. Each institution then reports to: (i) Ministry of Finance, Planning and Economic Development for financial accountability purposes; (ii) OPM for coordination and public sector monitoring; and (iii) NPA for overall performance monitoring and tracking in relation to the National Development Plan.

Establishing an effective Planning, Monitoring & Evaluation (PM&E) System is critical for supporting IGAD and its member countries in taking informed decisions aimed at enhancing the implementation of the EDE Initiative and achieving its objectives. Good planning is the basis for M&E, while M&E is a precondition for effective management, learning and achieving results. In this context, the CPP Results Framework (RF) for Uganda plays a central role within the PM&E System. It follows the structure of the IGAD Regional RF for the EDE Initiative and represents its "section" for Uganda. The expected Impact and Outcomes/Intermediate Outcomes by Component/Sub-component are aligned with the Regional RF. Specific Outputs/Indicators were formulated for each priority intervention, while the Regional RF Outcome Indicators need to be adapted to the specific country context. The RF will be prepared in close collaboration with relevant government agencies, non-state actors and development partners. Targets, baseline values, verification sources and key assumptions will be defined to ensure that – as much as possible – the required information is available through existing M&E systems and relevant statistics/reports. A set of reporting templates will be designed to facilitate the efficient consolidation of information produced at country level.

Given the multidimensional nature of the EDE Initiative, it is suggested to designate an M&E Focal Point at the OPM who will ensure integration of the EDE Initiative M&E activities within existing M&E Systems in the country. A centralised M&E Unit should be established within IGAD under the Platform on Drought Resilience and Sustainability that would have the core function of liaising with the M&E Focal Point to provide technical guidance on M&E and prepare consolidated M&E Reports.

There is need to build capacity of M&E in public institutions and local governments to strengthen evidence based decision making and reporting on resilience. In relation to this, there is need to establish baseline data for all indicators in the PIAs to enhance monitoring, evaluation and learning in the implementation of the CPP/IDDRSI.

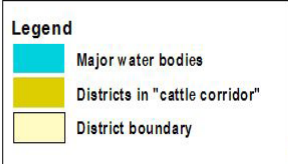
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