

Joint Context Analysis UGANDA

Final report

JCA-NGA group for Uganda
Oct 2015

Disclaimer/neutrality

The text of the JCA is meant to reflect the exchanges among organisations about their point of view from a technical and operational perspective.

Specific viewpoints, based on the information in this context analysis, are only binding whenever it's explicitly referred to as an organisation's viewpoint; hence they are no shared points of view for all participating organisations.

Moreover, the information that is cited cannot be considered as a political or ideological judgment of the organisations.

Legal base

This Joint Context Analysis of Uganda leans on the law on Belgian Development cooperation (19/03/2013 altered by the law of 09/01/2014) art 2- 6°/7 and the Royal Decree of April 24th 2014, art 14 § 1 & 2.

The Law on Development Cooperation art. 2-6°/7 states: "The context analysis aimed at civil society, the decentralised administrations and public institutions and the conditions which enable their strengthening, prepared by several ANGC based on their own context analyses and similar exercises conducted in the country or the region"

This Joint Context Analysis aims at an analysis of the context in Uganda and of the opportunities to collaborate for the non-governmental actors (NGAs) from 2017 until 2026. This document should primarily be seen as an opportunity to identify possible ways of cooperation, complementarity and synergy. This document is not a presentation of specific programmes or projects but a projection exercise for the mid- to long-term.

If this document will be approved, this JCA will become an important reference for:

- The programmes that will be submitted to DGD, in which each specific objective will need to demonstrate how it takes into account at least one JCA;
- A report on the implementation of the, in this document identified, opportunities for complementarity and synergy, to be submitted in 2019;
- The allocation of DGD funding related to synergy initiatives.

Together the participating NGAs submit this JCA for approval to the Belgian minister of Development Cooperation.

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LIST OF ABBREVIATIONS

ADRA – Adventist Development and Relief Agency	FAO – Food and Agriculture Organization
AfDB – African Development Bank	FAPAD – Facilitation for Peace and Development
AFSRT – Agency For Sustainable Rural Transformation	FENU – Forum for Education NGO’s in Uganda
APA – Anti-Pornography Act	GAVI – Global Alliance for Vaccines and Immunisation
ARUDIFA – Arua District Farmers Association	GBV – Gender-Based Violence
ASAL – Arid and Semi-Arid Land	GDI – Gender Development Index
ASF – <i>Avocats Sans Frontières</i>	GDP – Gross Domestic Product
AU – African Union	GFATM – The Global Fund to Fight AIDS, Tuberculosis and Malaria
BD – Broederlijk Delen	GII – Gender Inequality Index
BRCF – Belgian Red Cross Flanders	GNI – Gross National Income
BTC – Belgian Development Agency	GoU – Government of Uganda
BTVET – Business, Technical, Vocational Education and Training	HDI – Human Development Index
CBO – Community-Based Organisation	HIV/AIDS – Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
CEDAW – Convention on the Elimination of All Forms of Discrimination against Women	HODFA – Hoima District Farmers Association
COSIL – Community Sustainable Initiatives Link	ICES – Initiative for Community Empowerment and Support
CRC – Convention on the Rights of the Child	IdP – <i>Îles de Paix</i>
CSO – Civil Society Organisation	IHP+ - The International Health Partnership
DAC – Development Aid Committee	ILO – International Labour Organization
DADO – Dodoth Agro-pastoral Development Organisation, Uganda	IMF – International Monetary Fund
DETREC – Development Training and Research Centre	INGO – International Non-Governmental Organisation
DGD – Belgian Development Cooperation	ITM – Institute of Tropical Medicine
DWCP – Decent Work Country Programme	IZG – Engineers Without Borders
EAC – East African Community	JESE – Joint Effort to Save the Environment
ENR-CSO – Network for Civil Society Organisations in Environment and Natural Resources Sector	KRC – Kabarole Research and Resource Center
EU – European Union	LCD – Louvain Coopération au Développement
FA – Farmers’ Association	LDG – Local District Government
	LCV – Local Council 5

MAAIF – Ministry of Agriculture, Animal Industry and Fisheries
 MADFA – Masindi District Farmers Association
 MADIFA – Mbarara District Farmers Association
 MBO – Member-Based Organisation
 MCH – Maternal and Child Health
 MEMD – Ministry of Energy and Mineral Development
 MoFPED – Ministry of Finance, Planning and Economic Development
 MMH – Miel Maya Honing
 MMU – Mountains of the Moon University
 MoES – Ministry of Education and Sport
 MGLSD – Ministry of Gender, Labour and Social Development
 MoH – Ministry of Health
 MWE – Ministry of Water, Environment and Antiquities
 MSME – Micro, Small and Medium-Sized Enterprises
 NAADS – National Agricultural Advisory Services
 NCD – Non-Communicable Diseases
 NCHE – National Council for Higher Education
 NDP – National Development Plan
 NEMA – National Environment Management Authority, Uganda
 NFA – National Forestry Authority
 NGA – Non-Governmental Actor
 NGO – Non-Governmental Organisation
 NHP – National Health Policy
 NRM – National Resistance Movement
 NSSF – National Social Security Fund
 ODA – Official Development Assistance
 PASUD – Pioneers Action for Sustainable Development
 PELUM – Participatory Ecological Land Use Management
 PNF – Private Not-For-Profit
 POMA – Public Order Management Act
 QuAM – NGO Quality Assurance Certification Mechanism
 RDC – Resident District Commissioner
 RENU – Research & Education Network for Uganda

SACCO – Savings and Credit Cooperative Organisation
 SATNET – Sustainable Agriculture Trainers Network
 SME – Small to Medium-Sized Enterprise
 SSE – Small-Scale Enterprise
 SWAp – Sector Wide Approach
 TUNADO – The Ugandan National Apiculture Development Organisation
 TUPADO – Turkana Pastoral Development Organisation
 UCA – Ugandan Cooperative Alliance
 UCRNN – Uganda Child Rights NGO Network
 UCW – Understand Children’s Work
 UHRC – Ugandan Human Rights Commission
 UJCC – Uganda Joint Christian Council
 UMA – Uganda Manufacturers Association
 UMEA – Uganda Muslim Education Association
 UN – United Nations
 UNCC – Uganda National Culture Centre
 UNDAF – United Nations Development Assistance Framework
 UNDP – United Nations Development Programme
 UNFFE – Ugandan National Farmers Federation
 UNFPA – United Nations Population Fund
 UNHS – Uganda National Household Survey
 UNICEF – United Nations Children’s Fund
 UNNGOF – Uganda National NGO Forum
 UPE – Universal Primary Education
 URCS – Uganda Red Cross Society
 USSIA – Ugandan Small-Scale Industries Association
 UWASNET – Uganda Water and Sanitation NGO Network
 VECO – Vredeseilanden Country Office
 VLIR-UOS – Vlaamse Interuniversitaire Raad-Universitaire Ontwikkelingssamenwerking
 VSF – Vétérinaires Sans Frontières
 VVOB – Vlaamse Vereniging voor Ontwikkelingssamenwerking en Technische Bijstand
 WB – World Bank
 WHO – World Health Organisation
 WWF – World Wildlife Fund
 ZODFA – Zondo District Farmers Association

1. INTRODUCTION

1.1. DESCRIPTION OF THE PROCESS

1.1.1. START OF THE JOINT CONTEXT ANALYSIS IN UGANDA

Belgian non-governmental actors (NGAs) meet in Uganda on a regular base with the aim being to exchange information, share common concerns and consult with the Belgian Embassy and the Resident Representative of the Belgian Development Agency (BTC) on issues and themes related to international development cooperation. At the beginning of February '15, the NGAs were informed by their headquarters that a Joint Context Analysis for Uganda had to be elaborated. Trias was indicated as the lead agency for this exercise in Uganda.

NGA representatives in Uganda met on February 17th and started the information and data collection. 23 NGAs were interested in participating in the Joint Common Analysis in Uganda.

During the meeting in Brussels on March 3rd, NGAs identified 6 thematic areas and indicated a sub-lead agency for each of the themes:

1. Education: VLIR-UOS
2. Health: Institute of Tropical Medicine (ITM)
3. Human Rights, Justice & Governance: *Avocats Sans Frontières* (ASF)
4. Entrepreneurship: Trias
5. Agriculture, incl. Agro-Forestry & Livestock: Trias
6. Water & Environment: World Wildlife Fund (WWF)

1.1.2. GATHERING INFORMATION

In the first phase of data collection, Trias elaborated formats in order to facilitate the data collection and each NGA provided information related to their own activities and the activity sector. Trias also collected global data and documents related to the political, social and economic situation of the country, context analyses elaborated by other international donors and by Ugandan civil society organisations (CSOs).

By May 1st the consultant, Miek Roegiers, started the elaboration of a first draft gathering raw inputs in order to identify information lacking, elaborate research questions, locate relevant documents and contact resource persons.

1.1.3. CONSULTATION OF PARTNERS AND STAKEHOLDERS

Several **meetings** took place in Brussels and in Kampala aiming to refine information, select important elements for the analysis, and reflect on strengths, weaknesses, risks and opportunities.

- March 20th '15: start of the exercise, methodology, time frame and division of tasks.
- April 29th '15: Pilot stakeholder meeting for the themes Entrepreneurship & Agriculture with representatives from business associations and farmers' organisations identifying relevant stakeholders for these sectors, the strengths and weaknesses of these stakeholders, and the risks and opportunities for Belgian NGAs working in these sectors.
- June 2nd '15: meeting in Kampala with the Belgian Embassy, BTC, representatives of NGAs and partners.
 - What are the main goals of the Belgian development actors for the coming years?
 - What is the pathway to these changes?
 - Which opportunities for synergy do we identify?
 - What complementarities exist between Belgian actors?
 - Which other actors can we identify (non-Belgian donors, INGOs, governmental institutions, networks, ...)?
 - How can we improve our support to the Ugandan CSOs & their institutions?

- July 6th '15: NGA meeting in Brussels identifying areas & models of future interventions (Chapter 8) and opportunities for synergy (Chapter 10)
- July 24th '15: Stakeholder meeting in Kampala where relevant actors from local civil society active in the themes discussed their points of view on the areas & models of future interventions and opportunities for synergy.

During the process key persons and institutions were **interviewed**, among them representatives of the Ugandan NGO Forum, human rights defenders, INGOs, representatives of the Belgian Embassy, and more.

Several versions of the report were elaborated and NGAs, their local representatives and partners had the opportunity to provide information, clarify their points of view and formulate suggestions.

Partners and relevant stakeholders have participated in the meetings, delivered additional information and were involved in the writing of the report at every stage of the process.

1.1.4. ELABORATION OF FINAL DRAFT

On August 3rd, NGAs were invited to comment on the draft with the explicit request to consult their partners in order to deliver final comments and suggestions.

The following people and institutions were actively involved in the elaboration of this document:

Prof Edmond Kagambe, Deputy Vice-Chancellor of Mountains of the Moon University (MMU)
 Prof Pamela Mbabazi, Deputy Vice-Chancellor of Mbarara University of Science and Technology
 Mr Joseph Olwenyi, Agency for Transformation
 Mr Edward Katende, Uganda Agribusiness Alliance
 Mr John Walugembe, Uganda Small-Scale Industries Association (USSIA)
 Mr Dickson Biryomumaisho, The Ugandan National Apiculture Development Organisation (TUNADO)
 Mr John Walugembe, Uganda Small-Scale Industries Association (USSIA)
 Mr Moses Bayo, Arua District Farmers Association (ARUDIFA)
 Mr Tom Ofoyuro, Zondo District Farmers Association (ZODFA)
 Dr Alex Onzima, Uganda Red Cross Society (URCS)
 Mrs Lucy Akelio, Project Coordinator Madefo
 Mr Simon Lomoe, Director Dodoth Agro-pastoral Development Organisation (DADO)
 Mrs Rosette Nteyafas, Bayimba Foundation
 Mr Tonnie Luyimbazi, M&E Officer Caritas Uganda
 Mr Fred Mwesige, Research & Education Network for Uganda (RENU)
 Fr Luciano Arinaitwe, Executive Secretary of Ugandan Catholic Education
 Mrs Maggie Nambi Akina, Mama Wa Africa
 Mrs Kaitiritimba Kitungi Robinah, Ugandan National Health Consumers Associations
 Mrs Doreen Wandera, Uganda Water and Sanitation NGO Network (UWASNET)

1.2. CONCRETE PROCESS FLOW

PHASE	Period	Activity
I. PREPARATION	1-11/2	Draft roadmap, internal task division, report template & approaches
II. NGA IDENTIFICATION	10-13/2	Checking & providing contact details & desired roles
III. INFO COLLECTION 1	9-18/2	Preparing for efficient information collection (developing formats + own completion within Trias)
	19/2-9/3	All NGAs provide information about past programmes/projects, current partnerships, intentions & available info to LEADS (based on format)
IV. CONSOLIDATION 1	11-16/3	Consolidation of information
	20-29/3	Validation by NGAs having provided information and feedback to LEAD
V. DEFINING ACTION PLAN	16-18/3	Summarise state of affairs & to do list + draft/suggestion task division
	18/3	Send state of affairs: communication with consolidated info from mapping phase, to do list & suggestion for action plan/task division to active NGAs
	26-30/3	Agree upon what, who, when, how a) Written feedback (20-29/3) b) Via a meeting with all NGAs, in Belgium (30/3)
	7-10/4	Trias drafts and sends meeting minutes with ppt used in meeting, final report template + draft 3.1-3.3, template for local partners to be consulted, list of (sub-)themes, task division (with sub-leads & follower NGAs) and info collection format no. 2 (for chapters 5, 8 & 9) to all.
VI. INFO COLLECTION 2	10/4-18/4	ALL NGAs provide inputs for the stakeholder analysis (chapters 5 & 6) & risk/opportunity assessment (9) + provide feedback & input for draft chapter 3
VII. CONSOLIDATION 2	20-24/4	Trias drafts chapters 2-9 (general parts + Trias subthemes) and sends draft as example to sub-lead NGAs together with some methodological guidelines
	25/4-8/5	Thematic sub-leads draft their parts: chapters: 5.x, 6.x, 8.x, 9.x (for their themes)
	29/4	First stakeholder meeting in Kampala for Agriculture & Entrepreneurship
	17-21/5	All NGAs give feedback on drafts to Trias & thematic sub leads
	22-26/5	Trias and sub-leads integrate feedback in their drafts
	20/5	Meeting with Embassy, BTC: introduction to CCA & preparation of Synergy Meeting (2/06)
VIII. IDENTIFICATION COOPERATION POTENTIAL	25-28/5	Trias to identify/highlight cooperation potential – based on info collected in previous phases - and send ideas/draft overview to actors involved (on 28/5)
	2/6	1-day synergy meeting in-country (NGAs, Embassy and BTC)
IX. DRAFT REPORT	11- 16/6	Integrate outputs of phase 8 into the report – thereby drafting final version
X. CONSULTATION	6/7	1-day synergy meeting in Belgium, reflecting upon draft (and thus: validating/enriching outputs from in-country synergy meeting)
	24/7	1-day consultation meeting with selected stakeholders in Kampala
	August	Second round of completion by NGAs, a selection of local partners & other relevant stakeholders
XI. FINALISATION	1- 16/9-	Draft final report, including feedback/inputs from consultation phase
	17/9-15/10	Finalising report and getting a “go” from NGAs involved

1.3. NGAs INVOLVED

	NGAs	Name of Representative	Address	Email
1	Trias	Sven Ten Napel	Wetstraat, 89 – 1040 Brussel	Sven.ten.napel@triasngo.be
2	Iles de Paix (IdP)	Olivier Genard	Rue du Marché, 37 – 4500 Huy	olivier@ilesdepaix.org
3	Protos	Dirk Glas	Flamingostraat 36 - 9000 Gent	dirk.glas@protos.ngo
4	Institute for Tropical Medicine (ITM)	Bart Criel	Nationalestraat 155 - 2000 Antwerpen	bcriel@itg.be
5	Vredeseilanden (VECO)	Joris Aertsens	Blijde Inkomststraat 50 - 3000 Leuven	joris.aertsens@vredeseilanden.be
6	Africalia	Bjorn Maes	Rue du Congrès, 13 - 1000 Brussel	BjornM@africalia.be
7	Avocats Sans Frontières (ASF)	Luc Meissner	Naamsestraat 72- 1000 Brussel	lmeissner@asf.be
8	BOS+ Tropen (BOS+)	Hilke Evenepoel	Geraardsbergsesteenweg 267 - 9090 Gontrode	Hilke.evenepoel@bosplus.be
9	Broederlijk Delen (BD)	Toon Vrelust	Huidevettersstraat 165- 1000 Brussel	Toon.Vrelust@broederlijkdelen.be
10	Caritas International	Breusers Mark	Rue de la Charité 43 -1210 Bruxelles	m.breusers@caritasint.be
11	KIYO	Magali Guyaut	Brognezstraat 46 -1070 Brussel	magali.guyaut@kiyo-ngo.be
12	Louvain Coopération au Développement (LCD)	Christian de Clippele	Avenue du Grand Cortil 15a – 1348 Louvain-la-Neuve	chdeclippele@louvaincooperation.org
13	Memisa Belgique	Elies Van Belle	Kerkstraat 63 - 1701 Dilbeek	Elies.Van.Belle@memisa.be
14	RCN Justice & Démocratie (RCN J&D)	Martien Schotsmans	Boulevard Adolphe Max, 13/17 - 1000 Bruxelles	martien.schotsmans@rcn-ong.be
15	Belgian Red Cross Flanders (BRCF)	Toon Wets	Motstraat 40 - 2800 Mechelen	Toon.Wets@rodekruis.be
16	World Wildlife Fund (WWF)	Jerome Laycock	Bd. Emile Jacqmain 90-1000 Bruxelles	Jerome.Laycock@wwf.be
17	Vétérinaires Sans Frontières (VSF)	Joep Van Mierlo	Paul Deschanellaan 36 - 1030 Schaarbeek	j.vanmierlo@vsf-belgium.org
18	Vlaamse Interuniversitaire Raad-Universitaire Ontwikkelingssamenwerking (VLIR-UOS)	Herman Diels	Bolwerksquare 1a -1050 Brussel	Herman.Diels@vliruos.be
19	VVOB	Jan Fransen	Handelsstraat 31 - 1000 Brussel	Jan.Fransen@vvob.be
20	Miel Maya Honing (MMH)	Elsa Demoulin	Rue de la Fagne 6 - 4920 HARZE	elsa.demoulin@maya.be
21	Médecins du Monde (MdM)	Stéphane Heymans	Kruidtuinstraat 75 - 1210 Brussel	stephane.heymans@medecinmonde.be
22	SOS-Kinderdorpen	Marie Wuestenberghs	Gachardstraat 88 -1050 Brussel	marie.wuestenberghs@sos-kinderdorpen.be

1.4.SOURCES USED

This subchapter aims to give an overview of the major sources that have been used to gather contextual information on Uganda for the drafting of this JCA. Throughout the document (in footnotes) or at the end (in annex) references are made to the sources used.

First of all, it is important to mention that NGAs and their local partners have given their input based on information available through their own programme and project documents but also their own context analyses, and tactical and strategic plans from Belgian and Ugandan NGAs.

Reference has been made to BTC and the Belgian Embassy by taking in account their Indicative Development Cooperation Programme of Belgium with Uganda, Financial Year (FY) 2012/2013 – 2015/2016, but also information retrieved from meetings held with them.

Finally, key documents from the Ugandan government's website and other bilateral and multilateral donors have been consulted. Amongst others, the CSO-EU Roadmap has been an important source as well as but also United Nations (UN) sources from different agencies (UN Commission on Human Rights, UN Commission on the Status of Women, UN Commission on the Children's Rights, UNICEF United Nations Development Programme (UNDP), World Health Organisation (WHO), United Nations Population Fund (UNFPA)) and sources from other multilateral organizations as the International Labor Organisation (ILO), World Bank, African Development Bank (AfDB), International Monetary Fund (IMF), etc.

2. PROJECTS & PROGRAMMES (OF THE PAST FIVE YEARS)

2.1.THEMATIC AND GEOGRAPHICAL OVERVIEW

DAC Codes	Description	NGA
110	EDUCATION	
111	Education, level unspecified	Africalia
11230	Basic life skills for youth and adults	BD
11330	Vocational training	Caritas, TRIAS
11420	Higher education	VLIR-UOS
16061	Culture and recreation	Africalia
120	HEALTH	
121	Health, general	BRCF, ITG, VSF-B, Protos
12110	Health policy and administrative management	ITG
12281	Health personnel development	ITG
12182	Medical research	ITG
12250	Infectious disease control	ITG
130	13081 Personnel development for population and reproductive health	ITG
150	HUMAN RIGHTS, GOVERNANCE AND JUSTICE	
151	Government and civil society, general	Africalia
15130	Legal and judicial development	ASF
15150	Democratic participation and civil society	ASF, Trias
15160	Human rights	ASF
15170	Women's equality	ASF
152	Conflict prevention and resolution, peace and security	VSF-B
15220	Civilian peace-building, conflict prevention and resolution	VSF-B
	ENTREPRENEURSHIP	
250	BUSINESS AND OTHER SERVICES	
25010	Business support services and institutions	VECO, Trias
240	BANKING AND FINANCIAL SERVICES	
24040	Informal/semi-formal financial intermediaries	VSF-B, Trias
32130	Small and medium-sized enterprises (SME) development	VSF-B, Trias, Veco
311	AGRICULTURE	Caritas, VECO, Trias
31110	Agricultural policy and administrative management	VSF-B, Veco
31120	Agricultural development	VSF-B, VECO, Trias, Caritas
31130	Agricultural land resources	BD, VSF-B, Veco, Trias
31140	Agricultural water resources	VSF-B,Veco, Protos
31150	Agricultural inputs	BD, Veco, Caritas
31161	Food crop production	BD, Veco, Caritas
31163	Livestock	BD, VSF-B, Caritas
31164	Agrarian reform	Veco
31165	Agricultural alternative development	Veco
31166	Agricultural extension	BD, Caritas, Veco, Trias
31181	Agricultural education/training	VSF-B, Caritas, Trias
31182	Agricultural research	VSF-B, VECO
31191	Agricultural services	BD, VSF-B, VECO, Trias
31192	Plant and post-harvest protection and pest control	Caritas, Veco
31193	Agricultural financial services	Veco, Trias
31194	Agricultural co-operatives	BD,Veco, Trias

	31195	Livestock/veterinary services	VSF-B
	25010	Business support services and institutions	VECO, Trias
	24040	Informal/semi-formal financial intermediaries	VSF-B, Trias
410		WATER & ENVIRONMENT	
	41010	Environmental policy and administrative management	Protos
	41081	Environmental education/ training	Protos, VSF-B, Trias
	43081	Multisector education/training	Protos
	14010	Water sector policy and administrative management	Protos
	14015	Water resources conservation (including data collection)	Protos, VSF-B
	14030	Basic drinking water supply and basic sanitation	Protos, VSF-B, BRCF
	14031	Basic drinking water supply	Protos, VSF-B, BRCF
	14032	Basic sanitation	Protos, VSF-B, BRCF
	14081	Education and training in water supply and sanitation	Protos, VSF-B, BRCF
700		HUMANITARIAN AID	
720		Emergency Response	
	72010	Material relief assistance and services	Caritas
	74010	Disaster prevention and preparedness	VSF-B, BRCF

REGION (zone)	Areas	NGA
NATIONAL	BD, VLIR-UOS, Africalia, BRCF, VECO, Trias, ITG,	
WESTERN	Ruwenzori region	BD
	Hoima	ASF, Trias
	Buliisa	ASF, Trias
	Kamwenge District, Kabarole and Kyenjojo, Mpagu River Basin	Protos
	Ntungamo, Bushenyi, Rukungiri	BRCF
	Masindi	Trias
	Mbarara	Trias, BRCF
NORTHERN	Lango sub-region	BD
	Karamoja	ASF
	Gulu	ASF, BCRF
	Kitgum	MMH
	Kaabong, Moroto	VSF-B
	Arua	Caritas, Trias
	Maracha	Caritas
	Koboko	Caritas
	Nebbi	Trias
	Zombo	Trias
EASTERN	Soroti	ASF
	Kween district	BRCF
	Bugiri, Luuka	BRCF
	Tororo, Kapchorwa, Butaleja, Bududa	VECO
	Bugiri and Pallisa districts	VECO

2.2.ACTIONS

See annex 2 for the full & detailed list of programmes.

Belgian NGAs were mainly funded by DGD. The total amount of DGD funding in the period 2014-2016 was around 16 million euros. Almost 50% (7 million euros) has been invested in the sectors of Agriculture, Entrepreneurship and Livestock. 25% (4 million) in the Education sector.

Most of the programmes were co-financed by own means collected by NGOs, other bilateral and multilateral donors and international foundations. Some efforts were made to obtain funding with local donors or corporate funds.

3. CURRENT SOCIO-POLITICAL, ECONOMIC & ENVIRONMENTAL SITUATION

3.1. POLITICAL CONTEXT

History

Since independence from the UK in 1962, Uganda has grouped together a wide range of ethnic groups with different political systems and cultures. The dictatorial regime of Idi Amin (1971-79) was responsible for the deaths of 300,000 opponents. Guerrilla war and human rights abuses under the 2nd presidency of Milton Obote (1980-85) claimed at least another 100,000 lives. The National Resistance Movement (NRM), led by Yoweri Museveni, took power in 1986. A civil war waged by the Lord's Resistance Army (LRA) in Northern Uganda left thousands dead and millions displaced, dampening economic activity and deepening poverty in the region. The LRA was pushed out of Uganda in 2005.

Following the promulgation of the 1995 constitution, President Museveni was elected to a first term in 1996. The constitutional amendments approved by a referendum in July 2005 introduced multi-partyism. In February 2011, President Museveni was re-elected to yet another five-year term. The next elections are scheduled to take place in February 2016.

Political governance

The political authorities, centralised in the national government, are headed by the president. Over 111 districts and Kampala City have limited administrative and political autonomy. Head of state since seizing power in January 1986 is President Yoweri Museveni. Head of government: President Museveni; Prime Minister: Dr. Ruhakana Rugunda (since September 2014). The Cabinet is appointed by the president from among elected legislators.

The unicameral National Assembly counts 375 seats; 238 members elected by popular vote, 112 women directly elected, 25 nominated by legally established special interest groups (army, disabled, youth, labour). Elections: last held on 18 February 2011, next elections planned for 2016. Election results in 2011: NRM 263 seats, opposition 112 seats.

Traditional Kingdoms were restored in 1993. Kingdoms have limited power, mostly executing customary law. The Buganda Kingdom in Central Uganda possesses historical and cultural power with eminent influence at all levels of governance in the country. Localised conflicts regularly occur within and between kingdoms.

Rule of Law

The legal system is based on the system of English common law and customary law. Law enforcement is weak. In 2013, the government was under high pressure due to corruption complaints by activists and international donors. Enactment of discriminatory legislation, including the Public Order Management Act (POMA), the Anti-Pornography Act (APA), the HIV/AIDS Prevention and Control Act, and the now nullified Anti-Homosexuality Act (AHA), has been seen to legitimise abuses in Uganda. These laws are regarded as compounding the shrinking space for the media, civil society organisations (CSOs), minority groups and political parties. The Non-Governmental Organisation Bill, 2015, if passed, will be an addition to the already existing repressive laws. The Non-Governmental Organisation Bill, 2015 heightens state control over NGOs working in Uganda by subjecting them to a stricter legal framework.

Security

In the past Uganda was subject to armed fighting among hostile ethnic groups, rebels, armed gangs, militias, and various government forces that extend across its borders.

Suicide bombings were carried out against crowds watching a screening of the World Cup match at two locations in Kampala, on 11 July 2010. Al-Shabaab, claimed responsibility for the blasts as retaliation for Ugandan support for the African Union Mission of Uganda. Since 2010, threats from Al Shabaab have resulted in intensified security measures in Uganda. Fundamentalist tendencies in the Muslim community have been

present since the 1980s. The Allied Democratic Front engaged in violent terrorist actions in the Ruwenzori Mountains before it was pushed to the Western side of the Ruwenzori Mountains in East Congo. Infrequent assassinations among the leadership of the Muslim community continue to the present day.

The continuous conflict in South Sudan is considered by Uganda as a threat to its security. Security Forces, however, have control over the country and ensure security across the whole territory.

Refugees

In 2014, Uganda counted 155,742 (Democratic Republic of Congo); 13,376 (Rwanda); 10,578 (Burundi) (2013); 137,844 (South Sudan); 18,534 (Somalia) refugees on its territory.

Internal Displaced Persons: up to 29,800 (displacement in northern Uganda because of fighting between government forces and the Lord's Resistance Army) As of 2011, most of the 1.8 million people displaced to IDP camps at the height of the conflict have returned home or resettled.¹

Human Rights

International HR observers mention the cumulative human rights impact of the Public Order Management Act (POMA), the Anti-Pornography Act (APA), and the now nullified Anti-Homosexuality Act (AHA). This legislation represents an increasing use of "rule by law" to intensify restrictions on free expression, association and assembly. There is increasing evidence of human rights violations especially violation of freedom of assembly and expression. The POMA creates a repressive sphere which is evident through backlash of the media and state actors, the clamp down on the 2011 walk to work campaign and the 2012 black Monday campaign that sought to rally Ugandans against state condonation of corruption as well as increasing reports of human rights violations in the extractives industry.

In the past five years, the Ugandan Human Rights Commission (UHRC) has received and registered the following human rights violations: torture, cruel, inhuman or degrading treatment or punishment; deprivation of the right to personal liberty; denial of child maintenance; deprivation of the right to property and deprivation of the right to life.

Women's Rights

In its 2010 report², the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) mentions important positive measures taken by the Government of Uganda since 2002. Despite the progress in legislation, a lack of knowledge of women's rights in official institutions as well as in broader society remains a concern. The committee is concerned that the persistence of patriarchal attitudes and deep-rooted stereotypes regarding the roles, responsibilities and identities of women and men in all spheres of life perpetuate discrimination against women and girls. These attitudes and stereotypes are reflected in women's disadvantageous and unequal status in many areas, including in education, public life, employment, health, decision-making, marriage and family relations, and the persistence of violence against women and harmful practices, including polygamy, early marriages, female genital mutilation and the bride price.

Children's Rights

The two decades of insurgency and armed hostilities in northern Uganda has had an extremely negative impact on the children of Uganda. Although some progress has been made by the State in the effort to bring domestic laws and the national action plan into compliance with the Convention on the Rights of the Child on the one hand, and on the other to set up a Human Rights Commission that has carried out remarkable work in the field of monitoring human rights violations, there is still a lack of protection and promotion of children's rights in Uganda. Furthermore, although Uganda has ratified a number of international conventions relating to child protection, enforcement of the numerous conventions and policies is very weak. Recent studies indicated violations of children's rights remain³.

¹ CIA (2013-4) The World Factbook, retrieved from <https://www.cia.gov/library/publications/the-world-factbook/geos/ug.html>

² United Nations (2010) Concluding observations of the Committee on the Elimination of Discrimination against Women, retrieved from <http://www2.ohchr.org/english/bodies/cedaw/docs/co/CEDAW-C-UGA-CO-7.pdf>

³ Batana et al. (2014) Situation Analysis of Child Poverty and Deprivation in Uganda, retrieved from http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2463210

In terms of **provision of basic services as health and education:**

55% of children 0-4 in Uganda live in poverty. This means they are deprived in two or more of the dimensions identified as vital to their lives. 24% of children 0-4 can be characterised as living in extreme poverty, experiencing extreme deprivation in two or more areas. 38% of children aged 6-17 live in poverty. Extreme poverty for this age group is 18%. Rates of malnutrition varied from 5 to 33% in 2011 depending on the indicator – stunting (height-for-age), underweight (weight-for-age) or wasting (weight-for-height). Extreme malnutrition rates vary from 2 to 14%. The utilization of health services by infants has improved over time, although child immunisation programmes are among the key child health interventions to be affected by inadequate health funding. (The share of the Ministry of Health budget allocated to immunisation programmes declined from 7.7% in 2006/7 to 3.6% by 2009/10). Infant and child mortality rates have dramatically improved in the last five years, but infant feeding practices and the maternal mortality rate remain a concern. A significant population of children in Uganda are currently suffering from HIV/AIDS and many others are HIV/AIDS orphans. The proportion of children aged 6-17 who have never attended school has remained more or less the same since 2000, at 15%.

In terms of **child protection:** Uganda has a large population of parentless children (12,7 % of children have lost at least one parent). There is currently no comprehensive child protection policy in Uganda, but the country has a number of laws that safeguard children's rights. A large number of children in Uganda continue to be victims of crime (child trafficking and exploitation, child sacrifice).

The cultural environment in Uganda does not promote **child participation** or support children to speak out about their opinions and needs.

3.2. ECONOMIC CONTEXT

Macroeconomic Situation

According to the IMF,⁴ the GDP amounted to 685 US\$ per capita in 2014. In FY 2013/2014, the economy grew by 5.2%, which is slightly less than the average of 6% over the past ten years. This is due to the global economic downturn that affected Ugandan exports and delays in the construction of the planned power centrals. For the next two fiscal years a growth of 6% is expected.

In 2014, average inflation was 5.5%, which is not very different from the medium-term expectations of 5% per year. In the private sector demand is growing thanks to easier access to credit, both for households and for entrepreneurs and traders. In 2014, the financial reserves came in line with the import requirements for 4 to 4.2 months.

⁴ IMF (2014) IMF Country Report 14/195 Uganda, retrieved from <http://www.imf.org/external/pubs/ft/scr/2014/cr14195.pdf>

General Economic Statistics⁵

	2010	2011	2012	2013	2014.
GDP (mio US\$)	17181	18212	21242	22926	26086
GDP par habitant (US\$)	514.0	527.7	595.9	622.6	685.8
Growth (% of GDP)	6.2	6.2	2.8	5.8	5.9
Inflation (%)	3.97	18.68	14.02	5.03	5.50
Trade Balance (mio US\$)	-2373	-2581	-2123	-2331	-2536
Trade Balance (% GDP)	-13.8	-14.2	-9.9	-10.2	-9.7
Bal. of payments (mio US\$)	-1850	-2240	-2009	-1960	-2702
Bal. of payments (%GDP)	-10.77	-12.30	-9.46	-8.55	-10.36
External Dept (%GDP)	23.0	32.9	31.5	34.1	34.8
Public Dept (mio US\$)	24.6	31.9	26.0	30.1	33.2
Budget Deficit (%GDP)	-6.67	-3.11	-3.47	-3.51	-4.78
Currency (UGX/US\$)	2178	2523	2503	2586	2600

Investment Climate

The “Doing Business” 2015⁶ ranking by the World Bank places Uganda 150 on 189, a drop of 18 places in one year. The Ugandan government promotes private initiative, not only in commercial activities but also for basic services such as education, health and social security (insurance for retirement). Although health and primary education scores improved for Uganda in the Global Competitiveness Index (GCI) 2014-15 Report, they still scored low on infrastructure and higher education and training. A lack of skilled labour thus remains an issue for the economic development of the country.⁷

For 5 years, Uganda has invested highly in transport and infrastructure (tarmac roads) and hydroelectric power plants and energy distribution. These investments are possible due to China’s commercial presence. Concessions of mineral extraction (copper, oil, etc) have mostly been awarded to Chinese and other foreign companies

Uganda expects a “booming” economic growth thanks to the discovery of significant quantities of oil around Lake Albert. Realistic expectations are not yet available .

An increase in public investment is likely to see the economy grow faster, at a rate of approximately 6.2% in FY14-FY15, and maintain this upward trajectory into the near future. The predominant source of growth will be increased economic activity in the construction sector.

Agriculture, which employs the bulk of the labour force (77% of Uganda’s population lives in rural areas), is unlikely to achieve high rates of growth due to demand and supply side constraints. Supply side constraints refer to land access, low soil fertility and soil degradation, dependency on rain-fed agriculture, low returns to farm labour and low quality of produce. Climate change is affecting production potential. Trade in agricultural inputs and produce is highly liberalised, with limited regulations and quality control. Direct public budget allocation to agricultural development is limited. Agriculture represents 14% of GDP and 85% of income from export. The main food crop is bananas, which accounted for 28% of the total cropped area in 2000, followed by cereals, root crops, pulses and oilseeds with 25%, 17%, 14% and 8% of the area, respectively. Despite the dominance of food crop production, only one-third is marketed. Cash crops, livestock, fish and forestry accounted for 4.5%, 16.5%, 4.0% and 2.6% of agricultural output in 1985, and 8.9%, 6.9%, 4.6% and 4.3% in 2000, respectively. Although Uganda is able to meet its domestic food needs, food products like wheat and rice are imported to cater for the urban population.

⁵ IMF (2014) IMF Country Report 14/195 Uganda, retrieved from <http://www.imf.org/external/pubs/ft/scr/2014/cr14195.pdf>

⁶ The World Bank (2014) Doing Business 2015: Going Beyond Efficiency, retrieved from <http://www.doingbusiness.org/~media/GIAWB/Doing%20Business/Documents/Annual-Reports/English/DB15-Full-Report.pdf>

⁷ AfDB, OECD, UNDP (2015) African Economic Outlook: Uganda Country Report, retrieved from http://www.africaneconomicoutlook.org/fileadmin/uploads/aeo/2015/CN_data/CN_Long_EN/Uganda_GB_2015.pdf

Uganda's exports are dominated by traditional cash crops such as coffee, cotton, tea and tobacco, with coffee being the principal export crop as a raw material. Uganda's pastoralist and smallholder livestock producers contribute a significant part of the agricultural GDP, but as it is part of the "grey economy" it is not easy to capture a precise figure (In Muhereza and Ossiya (2004) an estimate of 8.5% of total GDP is mentioned⁸). At the same time less than 1% is invested in this sector (as much goes for official development assistance (ODA) investments in the livestock sector).

Decent Work & Employment

The Ugandan National Household Survey⁹ stated that 81.5% of Ugandans are self-employed: 77.4% male (62% in agriculture) and 85.4% female (70% in agriculture). Only 15.5% have formal paid employment (22.6% male and 14.6% female). Other sectors of employment are trade (9%), manufacturing (5%), education (3%), transport, construction, hotel and restaurants.

Decent Work

The Ministry of Gender, Labour and Social Development (MoGLSD), the National Organisation of Trade Unions, the Central Organisation of Free Trade Unions, the Federation of Uganda Employers and the ILO have developed Uganda's Decent Work Country Programme (DWCP) 2013-17, which identifies three key priorities:

1. Improved labour administration and adherence to fundamental rights and labour standards
2. Promotion of youth employment
3. Improved social protection for formal and informal sector workers¹⁰

Employment Situation

Recent estimates indicate that the labour force rose to 11.5 million people in 2009/10 from 9.5 million people in 2005/06. This represents a labour force growth rate of 4.7% per annum, which is higher than the population growth rate of 3.2%. Uganda's official unemployment rate stands at 4.2% and youth unemployment stands at 4.7%,. (Uganda National Household Survey (UNHS) 2009/10). Unemployment is higher amongst women than men, 5.1% against 3.1% respectively (2009).

The scarcity of job opportunities has led to rural-urban migration, high competition in the labour market and the emergence of a bulging underemployed and unproductive work force of young men and women. To address the unemployment issue, government investments focus on strengthening a private-sector-led economy to spur job creation. Investment in infrastructure and higher education and vocational training will be needed to tackle the issue of youth unemployment.

Social Protection

In Uganda, the current anti-poverty interventions and interventions to reduce risk and vulnerability have commonly targeted and benefited the "active rural farmers" or the "formal workers" thus leaving out a large segment of the population. The impact of such an approach is that poor and vulnerable groups will be trapped into deeper poverty, which also jeopardises government efforts to realise the national development goals. Uganda has two social security schemes, namely the Public Pension Scheme managed by the Pensions Department of the Ministry of Public Service, and the Private Social Security System managed by the National Social Security Fund (NSSF). The social security framework only covers workers employed in the formal sector and are silent about the private, self-employed, and informal-sector workers, who account for the bulk of the labour force¹¹.

Child and Youth Labour

⁸ Muhereza, E.F. and S.A. Ossiya. (2004) Pastoralism in Uganda: People, Environment and Livestock: Challenges for the PEAP. Uganda National NGO Forum and Civil Society Pastoral Task Force

⁹ Uganda Bureau of Statistics (2010) Uganda National Household Survey Abridged Report, retrieved from <http://www.ubos.org/UNHS0910/unhs200910.pdf>

¹⁰ ILO (2012) Decent Work Country Programme 2013-2017 Uganda, retrieved from <http://www.ilo.org/public/english/bureau/program/dwcp/download/uganda.pdf>

¹¹ ILO (2012) Decent Work Country Programme 2013-2017 Uganda, retrieved from <http://www.ilo.org/public/english/bureau/program/dwcp/download/uganda.pdf>

In its report UCW (Understand Children at Work)¹², asks special attention for Child and Youth Labour in Uganda. Almost 1 in 4 children from 5 to 17 years are fully or partially at work, a situation which puts brings children in precarious positions due to a lack of education and appropriate protection.

Biodiversity and economy/social development

The role of biodiversity in contributing to Uganda's national sustainable development and poverty alleviation goals cannot be over-emphasised. Emerton *et al* (1999) estimates the gross economic output attributed to biological resources from fisheries, forestry, tourism, agriculture and energy sectors to be in excess of US\$ 546.6 million a year. Further work by Emerton and Muramira (1999) reveals that biodiversity support to economic output is indirectly worth at least US\$ 200 million a year. Accordingly, biodiversity degradation and loss would lead to an erosion of the economic production base and slowing economic growth. Biodiversity conservation therefore is one of the central primary growth sectors recognised by the National Development Plan (2010).

Uganda's touristic products are nature-based and centred on distinct geographic areas. Several of these are linked to national parks, wildlife reserves, forest reserves or specific attractions such as white water rafting at the source of the Nile.

3.3.SOCIAL CONTEXT

Human Development Index

Uganda's HDI¹³ value for 2013 is 0.484 which is in the low human development category, positioning the country at 164 out of 187. Between 1980 and 2013, Uganda's HDI value increased from 0.293 to 0.484, an increase of 65% or an average annual increase of about 1.53%.

The table below reviews Uganda's progress in each of the HDI indicators. Between 1980 and 2013, Uganda's life expectancy at birth increased by 9.7 years, mean years of schooling increased by 3.5 years and expected years of schooling increased by 6.8 years. Uganda's gross national income (GNI) per capita increased by about 60.1% between 1980 and 2013.

Uganda's HDI trends based on consistent time series data and new goalposts

	Life expectancy at birth	Expected years of schooling	Mean years of schooling	GNI per capita (2011 PPP\$)	HDI value
1980	49.5	4.0	1.9	0,834	0.293
2005	52.9	10.4	4.9	1,002	0.429
2010	57.3	10.8	5.4	1,268	0.472
2011	58.0	10.8	5.4	1,307	0.477
2012	58.7	10.8	5.4	1,301	0.480
2013	59.2	10.8	5.4	1,335	0.484

Uganda's development has thus been varied, with strong achievements in areas such as poverty reduction, and stagnation or reversals of progress in other areas including universal primary education and health, in particular HIV. Development progress across regions also varies, with the North and Northeast lagging behind the rest of the country.

With the introduction of Universal Primary Education (UPE) in 1997, primary school enrolments significantly increased from about 7 million in 1999/2000 to approximately 11 million in 2012/13. The net enrolment in primary education is 82.3% with completion rates at 67% (UNHS 2012/13). However, net enrolment in secondary education is significantly lower at 21.7% due to substantial dropout rates due to early marriage and

¹² http://www.ucw-project.org/Pages/country_reports.aspx?Country=216

¹³ UNDP (2014) Human Development Report 2014 Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience, retrieved from http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/UGA.pdf

adolescent pregnancies. The literacy rate of 15-24 year olds is 76.1%. In higher education, significant advancements have been made with 157,500 students enrolled in tertiary institutions (FY 2013/14). Similar growth in female student enrolment was also shown. However, gender disparity still remains a challenge in sciences and technology where females represent only 26% of enrolments.

Gender Inequality Index (GII)¹⁴

Uganda has a GII value of 0.529, ranking it 115 out of 149 countries in the 2013 index. In Uganda, women hold 35.0% of parliamentary seats, and 22.9 % of adult women have reached at least a secondary level of education compared to 33.5 % of their male counterparts. For every 100,000 live births, 360 women die from pregnancy related causes (WHO, UNICEF, UNFPA, WB, UN, 2014); and the adolescent (15-19 years old) birth rate is 122 births per 1,000 live births (WB, 2014). Female participation in the labour market is 75.9% compared to 79.3% for men

Uganda's **Gender Development Index (GDI)** value and its components are presented in the table below:

Life expectancy at birth		Expected years of schooling		Mean years of schooling		GNI per capita		HDI values		F-M ratio
Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	GDI value
60.4	58.0	10.6	10.9	4.3	6.4	1,167	1,502	0.456	0.509	0.896

Poverty and MDGs

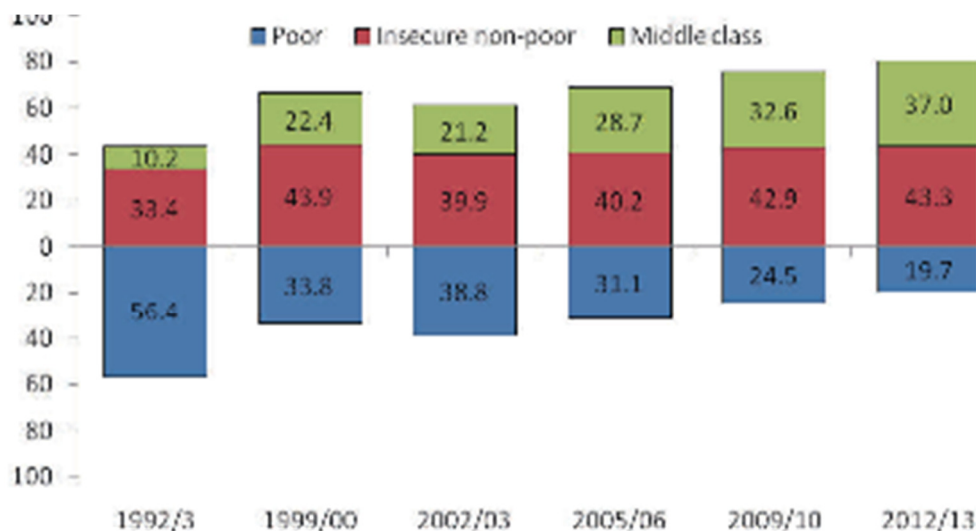
Absolute poverty in Uganda has decreased considerably in the past two decades. This decline in poverty at the national level is statistically significant and robust. Uganda has surpassed the first Millennium Development Goal (MDG) target of halving the proportion of people living in extreme poverty by 2015 by a substantial margin, and the country is comfortably on track to achieve the Vision 2040 target of reducing the poverty rate to 5% or less. Moreover, despite the population almost doubling (from 17.4 million in 1992/93 to 35.9 million in 2014)¹⁵, there were significantly fewer people living in absolute poverty in 2012/13 (6.7 million) than there were two decades ago (9.8 million).

In 2012/13, the number of insecure non-poor individuals (14.7 million) was 2.5 times higher than what it was in 1992/93 (5.8 million). Although this category is classified as non-poor, they are highly vulnerable, and the occurrence of a shock – such as a drought – can push them into poverty. Low income and low development disparity is evident in the northern part of the country with high levels of poverty, and vulnerability to shocks such as drought is more pronounced in the ASALs of Uganda primarily Karamoja sub-region. The middle class, are more resilient as they tend to have stable incomes and more assets, which helps to mitigate shocks and avoid sharp changes in consumption¹⁶. Official poverty figures overestimate interregional differences due to the use of a standard food basket.

¹⁴ The Gender Inequality Index (GII) reflects gender-based inequalities in three dimensions: reproductive health, empowerment, and economic activity.

¹⁵ Ugandan Bureau of Statistics (2014) National Population and Housing Census, retrieved from <http://www.ubos.org/onlinefiles/uploads/ubos/NPHC/NPHC%202014%20PROVISIONAL%20RESULTS%20REPORT.pdf>

¹⁶ Ministry of Finance, Planning and Economic Development (2014) Poverty Status Report 2014: Structural Change and Poverty Reduction in Uganda, retrieved from <http://www.ug.undp.org/content/dam/uganda/docs/UNDPUG2014%20-%20POVERTY%20STATUS%20REPORT%202014.compressed.pdf>



Source: UNHS various years, IHS 1992/3.

Rural and urban areas

Although the majority of Ugandans live in rural areas, the urban population is growing faster. In 1992/93, about 90% of Ugandans lived in rural areas; while in 2012/2013 this had fallen to 77%. Over the last three years from 2009/10 to 2012/13, the urban population increased by 3.1 million from 4.6 million to 7.7 million. Urbanisation presents both opportunities and challenges for poverty reduction.

Population Growth

The National Population and Housing Census of 2014¹⁷ revealed a total population of 34.9 million, an increase of 10.7 million from the 24.2 million given by the 2002 census.

This rapid growth will put pressure on to manage Environment, Health and Education issues in a high-quality way.¹⁸

The labour market will also feel the pressure of the population growth. The majority of the unemployed are young people.

3.4. ENVIRONMENTAL CONTEXT

Uganda is a landlocked country with an area of 236,580 square kilometres with significant natural resources including forests, grassland savannahs, woodlands, glacial mountains and an abundance of lakes wetlands and rivers.

Uganda's Natural Resources

Land

Uganda has a total land area of 241,548 km² of which about 15% is covered by water. Land lies between 1000-2500 metres above sea level. A considerable proportion of Ugandan soils are highly weathered with 65% of inherent soil productivity rated high to fair. There are high variations in soil properties across the different regions. Soil fertility is declining due to nutrient mining and little replenishment of nutrients. Challenges facing the soil resource are land degradation (e.g. erosion in hilly areas, deforestation), poor land management

¹⁷ Ugandan Bureau of Statistics (2014) National Population and Housing Census, retrieved from http://unstats.un.org/unsd/demographic/sources/census/2010_PHC/Uganda/UGA-2014-11.pdf

¹⁸ UNDP-UNEP Poverty Environment Initiative (n.d.) Policy Brief: Demographic Change and its Impact on Ecosystems and Human Welfare, retrieved from http://www.unpei.org/sites/default/files/e_library_documents/Uganda-Policy-brief-population.pdf

practices, land fragmentation because of population pressure, and low investment in sustainable land management practices.^{19,20}

Forests

Most Ugandans are completely reliant on natural resources to survive, including forest which plays a significant role in national development through its contribution to ecological balance, energy and industrial activities. These include timber products, ecotourism, arts & crafts, bee products, herbal medicine and rattan-cane. Ecotourism, which is based on forest biodiversity, is becoming a market niche for Uganda. The timber harvested and moved by licensed pit-sawyers increased from 51,000m³ to 90,000m³ between FY 1997/08 and FY 2004/05 (National Forestry Authority (NFA) Records, 2006). It is estimated that Uganda loses about 6,000 hectares of forests every 30 days. (National Environment Management Authority (NEMA) 2009). 28 districts have already lost their entire forest ecosystem while another 19 districts have forest cover below 1%. As forests give way to agriculture the soil is exposed to erosion and loses its fertility. Where cattle are introduced, grazing also affects soil quality, opening the way for invasive species. There is a clear difference between the protection efficiency of agencies as Ugandan Wildlife Authority who are in charge of National Parks and NFA who are in charge of forest reserves, where the latter clearly shows itself to be incapable of stopping the massive encroachment. Reforestation has mainly focussed on pine and eucalyptus plantations with large impact on water resources and biodiversity

Freshwater

Uganda has abundant freshwater resources that provide numerous opportunities to support faster socio-economic transformation. The water resources cover over a third of Uganda's surface area with large active storage capacity in lakes Victoria, Albert, Kyoga, George, and Edward. Uganda has a vast network of rivers that connect to these various lakes. The River Nile is the longest river in Africa. Uganda also has ground water renewable resources estimated at 29 km³ per year. However, less than one third of this water resource is internal so Uganda depends on maintaining good relationships with her neighbours to secure supply. The country also has extensive wetland areas covering 10.9% of the total land surface, which has a marked effect on Uganda's hydrology. But wetland encroaching and pollution is reducing this resource. The current legal framework is protecting all wetlands in the country which results in the non-possibility to allow for controlled usage of them (for example, irrigated agriculture which, in the context of climate change, is a relevant aspect) and to indeed protect those with high environmental value.

As of June 2014, the population with access to safe water in urban areas was 72.8%. The rural population with access to safe water has remained at 64% for the last two years, which is mainly attributed to inadequate funding to the district local governments that are responsible for water and for funds for the provision of sanitation services in particular. National household latrine coverage has improved from 71% to 74.8% while hand washing with soap after latrine usage has improved from 29% to 32.8%. However, it should be noted that there are big differences between different regions within Uganda.²¹

Minerals

Uganda is endowed with a wide variety of minerals²². Mineral exploration, mining and processing has occurred since the colonial times. In the 1960s, mining was ranked among Uganda's top economic activities and foreign exchange earners, contributing one third of total exports and up to 7% of GDP. Due to political and economic instability in the 1970s the mining potential declined and the trend persisted in the 1980s and 1990s. Mining is therefore now an underdeveloped sector.

¹⁹ M. Bekunda, E. Nkonya, D. Mugendi & J. Msaky (2002) Soil Fertility Status, Management, and Research in East Africa. *East African Journal of Rural Development*

²⁰ O. Semalulu & K. Kaizzi, (n.d.), Resource in Uganda, and the needs and priorities for its sustainable management. Unpublished presentation NARO-Kawanda.

²¹ Ministry of Water and Environment (2015, May 29) Progress on implementation of The National Resistance Movement Manifesto, 2011-2016. *Daily Monitor*

²² Copper, cobalt, diamonds, gold, oil, kaolin, limestone, marble, phosphates, uranium, glass silica wolfram, nickel, tin, titanium, natural gas, iron ore, lead, granite, soapstone, asbestos, and the platinum group minerals like palladium, and platinum-palladium.

Since 2008, substantial oil reserves have been discovered. In Uganda over 80% of the petroleum exploration and development sites overlap with unique and globally significant biodiversity and protected areas. This overlap of huge petroleum reserves and the incredible biodiversity in this region of Uganda presents the major challenge of ensuring the co-existence of the two without undermining the integrity of fragile ecosystems and the livelihoods of over 7 million Ugandans. There is understandable concern that development of petroleum and mineral reserves could have negative social and environmental impacts on this globally significant biodiversity area and as a result on the nature-based tourism industry, which is the second highest foreign exchange earner in Uganda.

Climate

Uganda is vulnerable to the effects of climate change and has a low adaptive capacity because of its poverty levels. In the last two decades, the frequency and intensity of droughts has been increasing. The droughts are more severe in the Eastern and Northern regions. Rainfall has become erratic and reduced in amount, negatively influencing rain-fed agriculture. Drought has reduced access to water from boreholes and shallow wells in rural areas; with the distance women move to get water increasing. Extreme torrential rains resulted into floods (e.g. Teso region in 2007) and led to loss of property and destruction of farmlands. Traditionally cold places like Kabale and the Ruwenzori started reporting a rise in temperature, leading to an increase in diseases like malaria and changed conditions for crops (e.g. for Arabica, pests prevalence). Climate poses serious threat to food security and social economic development.²³²⁴

Biodiversity Significance

Because of its unique bio-geographical location, seven of the eighteen (39%)²⁵ of the plant kingdoms in Africa, exist in Uganda and the biological diversity rates are some of the highest on the continent (Davenport and Matthews, 1995). More than half of all African bird species and 10% of bird species globally are represented and with 345 mammal species Uganda is second in Africa only to the DRC. Uganda is home to a number of endemic, threatened and endangered species, including the mountain gorilla. The most important region for biodiversity in Uganda is the Albertine Graben. Protected areas consist of 10 national parks, 12 wildlife reserves and 10 wildlife sanctuaries, 5 Community Wildlife Areas, 506 forest reserves and 12 Ramsar sites.

(See also analysis and information in the thematic analysis on the Water & Environment.)

²³ Department of Disaster Management, Office of the Prime Minister (2012) The 2010-2011 Integrated Rainfall Variability Impacts, Needs Assessment and Drought Risk Management Strategy, retrieved from http://gfdrr.org/sites/gfdrr/files/UGANDA_PDNA_Report_2012.pdf

²⁴ Kabarole Research and Resource Center (2012) Small Holder Farmers' Knowledge And Adaptation To Climate Change In The Rwenzori Region, retrieved from <http://www.krcuganda.org/wp-content/uploads/2012/08/Climate-Change-Rpt-20120614-170815.pdf>

²⁵ This proportion is the highest in mainland African countries.

4. DESCRIPTION OF THE CIVIL SOCIETY & PUBLIC AUTHORITIES AND INSTITUTIONS

4.1. LOCAL CIVIL SOCIETY

Numerical Overview

Uganda's civil society is wide and diverse and has expanded rapidly in a relatively short time. The number of registered NGOs, as required by the NGO Registration Act (2006), has increased substantially. Registered NGOs in Uganda:

Year	1986	2000	2013
Number	160	3 500	10 511

The number of active CSOs, however, is not known; the NGO Board's (Ministry of Internal Affairs) lack of human and financial resources and capacity makes it unable to fulfil its remit for any purpose other than registering applicants. Observers estimate that, irrespective of the number of CSOs actually active, less than 5% of the country's CSOs are efficient and effective organisations. A recent mapping survey by USAID's Governance, Accountability and Participation Programme (GAPP) of the 25 districts in which the programme works, found that two per cent of CSOs registered with the sample of district authorities were active.²⁶

Geographic and sectorial distribution of CSOs

Comprehensive and accurate information on CSOs' geographic and sectorial distribution is unavailable. The (GAPP) undertook a mapping survey in October 2013 of non-state actors (NSAs) in the 25 districts in which the programme is operational. The table below shows the numbers of the different types of NSAs in the 25 districts.

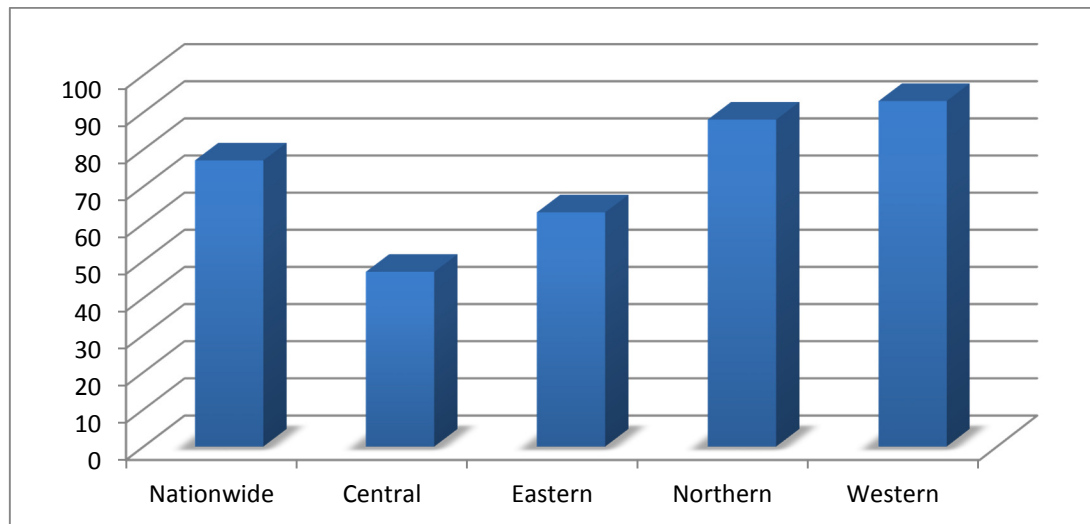
	Number	Per cent
Non-Governmental Organization	207	16.4
Faith-based Organization	42	3.3
Trade Union/Association	34	2.7
Professional Association	6	0.5
Community-Based Organization	783	62.2
Private Sector Association	138	11
Civil Society Network	10	0.8
Loose Coalition of NGOs/Association	3	0.2
Other	41	3.3
Total	1 264	100.4

The EU Mapping Study²⁷ analysed the limited available data to develop the information contained in the figures below. CSOs are working throughout the country.

Geographic Distribution of CSOs from Mapping Study [2014]

²⁶ EU Delegation Kampala (2014) Republic of Uganda – EU Country Roadmap for Engagement with Civil Society 2014-2017

²⁷ Idem



Ugandan National NGO Forum

The organisation aims to provide a platform and leadership for CSOs working on behalf of the poor. As a result, Government formally registered UNNGOF in May 2000. With time, UNNGOF has created a neutral ground where national NGOs constructively interacted with INGOs. The UNNGOF is active in the fields of citizen mobilisation, civil society strengthening and advocacy.

Thematic Networks of NGOs

Several national and regional networks have been created and cover most of the sectoral and thematic concerns of civil society. Many of them are partners (funded or not) of the Belgian development actors, such as UNFFE (Farmers Association), UCA (cooperatives), UCRNN (children's rights), UWASNET (water sector), FENU/UGAPRIVI (education sector), FHRI (human rights), and many others.

The NGO Quality Assurance Certification Mechanism (QuAM)

QuAM is a self-regulation initiative developed by the Development Network of Indigenous Voluntary Associations (DENIVA) and the UNNGOF in 2006. It sets principles and standards of behaviour for responsible practice, to protect the credibility and integrity of certified NGOs and their networks in Uganda.

Funding of CSOs

Fundraising for CSOs in Uganda is a major challenge. Primarily, INGOs and bilateral donors fund the NGO sector in Uganda. Grant income is the life blood of many Ugandan NGOs, representing over 86% of their total revenues. However, there are large differences in size and funding across NGOs, with a limited number of NGOs attracting most of the funding. The funding sources of an average NGO differ considerably from those of the sector as a whole. While a few NGOs found at national and district levels are able to diversify their funding sources in the form of business income, membership fees or subscriptions, and have more than three donors at any one time, being therefore generally considered financially stable, the majority of NGOs are dependent on one or two donors. Faith-based CSOs are an exception; they can rely in many cases on financial support from their members.

With regards to programme formulation and all other aspects of project cycle management, there is mixed results among CSOs. Many of the more successful local CSOs benefit from partnering INGOs receiving both financial and capacity inputs.

Service delivery by churches

All churches have governance structures that reach out to the grass roots communities in all corners of the country. Many churches have institutions specialised in providing social services (focusing mainly on rural populations): Caritas Uganda has an office in each of the 19 Catholic dioceses²⁸, ADRA Uganda is run by the

²⁸ Caritas Uganda website: <http://caritasuganda.org.ug/>

Seventh Day Adventist Church²⁹, Islam has the National Muslim Women Dev't Council, COU-PDR for the Anglican Church³⁰. All these institutions are members of (and receive support from) a worldwide network of church-based NGOs. The churches are also by far the largest private service providers in education, health and media³¹.

Higher education institutions³²

The number of higher education institutions in virtually every category has increased since the late 1980s. In 1987, there was one university institution only – Makerere University, one of the oldest and most prestigious universities in Africa. By 2013, the number of universities (some of them without provisional licences) had grown to 35, of which 5 were public (Makerere, Mbarara, Kyambogo, Gulu and Busitema) and one affiliated institution, Makerere University Business School. The rest are privately owned. In addition, there were 120 “Other Tertiary Institutions” offering a variety of certificates and diploma programmes. A 6th public university, Muni University, was established in 2014 in the West Nile Region (north-western Uganda).

Clearly, the north of the country is far behind the rest of the country in terms of institutional distribution by region, which means that compared to other regions in the country the people from this region have less access to higher education and the economic multiplier benefits of institutions of higher learning.

Relations with Public Authorities and Government

The relation between NGOs and the Public Authorities are regulated by the current Non-Governmental Organisations Registration Act Cap 113 (as amended). The Non-Governmental Organisations Bill 2015 (NGO Bill) is a draft bill proposed by the Government of Uganda. As required by legislative procedures, the bill was published in the Uganda Gazette on April 10th 2015 and is to be introduced to the members of Parliament for the first reading. Once this has been done the bill will follow the process for discussion and consideration before it finally becomes an Act.

The bill has the following objectives:

- To make provision for a single legal regime of registration with the board of NGOs issuing permits and certificates of incorporation;
- To make the Board of NGOs (Governmental institution where NGOs register and that oversees the NGO sector) leaner for purposes of quick decision-making, monitoring and regulation of Non-Governmental Organisations;
- To establish regional offices of the Board, District NGO Monitoring Committee (DNMC) and the Sub-County NGO Monitoring Committee (SNMC); and
- To make provision for the dissolution of NGOs.

According to the bill, it seeks to provide a conducive and enabling environment for the NGO sector. The bill is also intended to strengthen and promote the capacity of NGOs and their mutual partnership with Government. The bill seeks to provide a conducive environment for NGOs to operate; strengthen and promote the capacity of NGOs; provide for corporate status of the National Board of NGOs and strengthen its capacity to register, regulate and monitor NGOs; to establish regional officers of the NGO Board, and NGO Monitoring Committees at district and sub-county levels; establish a fund for NGOs; and provide for special obligations of NGOs. Whereas some of these objectives like establishment of the NGO fund are positive, there are a number of provisions which have raised eyebrows with regards to breaching fundamental freedoms, conflicting international instruments as well as hindering democratic governance. The bill is also problematic as regards its effect on civic organisations dealing with socially sensitive issues like LGBTI rights, sex workers rights, and access to safe abortion, among others.

²⁹ ADRA Uganda website: <http://www.adrauganda.org/>

³⁰ Church of Uganda Planning, Development and Rehabilitation webpage: <http://churchofuganda.org/about/departments/planning-and-development>

³¹ 49 % of all secondary schools, 45 % of all hospitals and 31 % of radio stations are run by or institutionally linked to a church or faith.

³² The vademecum provides two broad categories of actors: “civil society” and “decentralized authorities and public institutions”. As higher education institutes are autonomous organizations with a public interest, and cannot be considered as purely governmental institutions, they are categorized as civil society here.

Analysis carried out by NGOs concluded that the State has a duty to protect its citizens and develop laws and policies that when applied create a secure environment for enjoyment of rights, free exercise of labour and skills and promotion of economic growth. However, the provisions of the draft 2015 NGO Bill are clearly in contravention of numerous international and regional provisions and normative standards. For a very long time, NGOs not just in Uganda but across the globe have maintained the clear mandate of acting as government watchdogs to promote better protection of human rights and delivery of services. For Uganda, the NGO sector has contributed immensely to creating an environment of government accountability, transparency and compliance with international and regional human rights obligations. A lot of gains have been made in this area – this draft bill threatens all that is good in checking government impunity and recklessness. A huge burden is placed on NGOs in terms of compliance, vague and ambitious provisions mean that NGOs will be subjected to impromptu searches and seizures, the personal culpability of officers threatens their personal liberty and dignity and the stringent (and what would become) burdensome requirements for foreign employees threatens exchanges of skills and capacities for Ugandan employees. Aligning the content of the draft 2015 NGO Bill to Uganda's already existing plethora of international and regional commitments, evident in ratified instruments, should be a priority and not an option. This bill does present a threat to the NGO sector in Uganda.

4.2. PUBLIC AUTHORITIES

The **central government** is led by the President, Yoweri Museveni. He appoints the members of the Cabinet (ministers). The President has broad rights to initiative and can allocate parts of the budget to these initiatives. The government counts approximately 30 ministers; each minister is assisted by one or more state minister. Each minister is responsible for an administration (ministry) headed by a permanent secretary who leads the different departments and sectoral authorities under his/her competency.

Beside of the President, the Prime Minister, the Minister of Finance, the Minister of Defence, the Minister of Internal Affairs and the Minister of Foreign Affairs have a major influence on all decisions taken by the government. Other ministers' initiatives might depend on approval from the President or the above mentioned ministers.

The **judiciary** is charged with the responsibility of overseeing justice in the country. The Constitution spells out the mandate of the judiciary: "Judicial power is derived from the people and shall be exercised by the Courts established under this Constitution in the name of the people and in conformity with the law and with the values, norms and aspirations of the people."³³

The **decentralised governance** is dispersed over 118 districts and the City Council of Kampala. At district level, the District Council is the political body and debates budgets, decisions and bylaws. Although political focus on the centralised authorities is strong, districts councils can enact bylaws to improve service delivery at district level.

The district administration counts various departments such as education, health, environment and planning.

In recent times, the power of the elected Local Councils has weakened and the **Resident District Commissioners** (RDC) have gained more political power. RDCs are appointed by the President. The role of RDC is captured in the constitution and in the Local Government and the National Security Act. The RDC Chairs District Security Meetings and coordinates the different security actors. He/she monitors, inspects and supervises the implementation of central government programmes. National and regional roads constructed by Ugandan National Road Authority, Secondary schools and other post primary training institutions, regional referral hospitals, NAADs and advises the relevant authorities accordingly. The RDC represents the President and Government in the district and carries out any other functions as may be assigned by the President³⁴.

Funding of the Government

In order to finance budget priorities, the Ugandan Government set a target of increasing domestic resource mobilisation efforts by 0.5% of GDP in the most recent budget proposals. Despite the recent efforts, Uganda's

³³ Government of Uganda (n.d.) Judiciary webpage, retrieved from <http://gov.ug/content/judiciary>

³⁴ Office of the President website: <http://www.gov.ug/facts/office-president>

average tax-to-GDP ratio remains stagnant and is the lowest in the East African region at 11.7%. This compares poorly with other sub-Saharan countries, which average tax-to-GDP ratios of around 18-25%. The continued existence of a low tax-to-GDP ratio remains a critical issue for Uganda's development. The main cause of this low revenue effort is the large informal sector that constitutes 43% of GDP, the narrow tax base coupled with the investor tax exemptions regime and internal weaknesses in tax administration.³⁵

The main donors of Uganda are USAID, DFID and the World Bank. There is little data on investments and donations from other third countries like China, North Korea, and others.

Resource Envelope for FY 2012/13- 2013/14 (Ushs billions) ³⁶		
	Approved Budget 2012/13	Budget estimates 2013/14
Domestic Revenues	7,467.50	8,843.40
Budget Support	749.40	49.60
Project Support	1,992.80	2,332.60
Domestic Financing	988.60	779.80
Total Available Resources incl. Projects	11,198.30	12,005.40
GoU Resource Available (Excl Projects)	9,205.50	9,672.80
o/w External Debt Repayments	-250.40	-300.00
o/w Domestic Debt Repayments	-9.70	-9.70
Net GoU resources available (Excl. Debt Repayments)	8,945.40	9,363.10
Domestic Arrears	35.00	0.00
Net Resources Excl. Dom. Arrears	8,910.40	9,363.10
Interest payments	839.30	908.50
o/w Domestic	712.80	785.10
o/w External	126.40	123.40
GoU Resources net of interest, debt and arrears	8,071.20	8,454.60
Memo items:		
Domestic revenues-% of Budget	66.70%	73.70%
Donor aid-% of Budget	24.50%	19.80%
Fiscal Deficit excl. grants -% of GDP	-6.40%	-4.60%
Domestic borrowing -% of Budget	8.80%	6.50%

Source: MFPED, NBFP 2013

³⁵ Hon Maria Kiwanuka, Minister of Finance, Planning and Economic Development during the presentation of the Budget Strategy for FY 2015/16 on December 5th, 2014

³⁶ Civil Society Budget Advocacy Group (2013) Citizen's Budget: The Civil Society Alternative Budget Proposals FY 2013/14 – FY 2017/18, retrieved from http://www.csbag.org/docs/Citizens_Budget_FY2013_14.pdf

5. ANALYSIS OF THE CIVIL SOCIETY & THE PUBLIC AUTHORITIES

General Analysis

Uganda has suffered from long violent internal conflicts, unequal development opportunities (regional, gender, minorities, disabled persons and age) and poverty. The **Government of Uganda** is well organised in terms of security, the legal framework is growing fast and it promotes the development of infrastructure, exploitation of natural resources, internal and international markets, and foreign investments. This vision is reflected in "Uganda Vision 2040"³⁷.

Less support is foreseen for the service delivery to the population. The Ministries of Health, Education, Gender, Agriculture, Environment and Antiquities, Labour, etc. are suffering from a lack of staff and budgetary means. Following the NGO Bill, NGOs will be restricted to service delivery in order to complement the shortfalls of the state's responsibilities.

Common weaknesses in Public Services and Institutions are:

- Lack of good human resource management
- Poor quality of public services
- Inadequate safe environment (gender-based violence in households, communities and school environment)
- Inadequate budgetary resources to meet current and emerging priorities
- Lack of transparency in financial management and susceptibility to corruption
- Political interventions at all levels
- Lack of law enforcement
- Weak implementation of policy documents which leads to arbitrariness in decision-making, monitoring and evaluation
- Lack of clear vision and legislation on human rights, including women's and children's rights, land rights, family law, labour rights and social security
- Weak vision on protection, conservation and restoration of the natural environment and resources
- Centralised governance and weak development of local authorities.
- The recent creation of new districts (as of April 2015, there are 118 Districts) with weak institutional capacities create both logistical and administrative problems affecting performance at all levels of service delivery, supervisory and monitoring.
- The situation allows the executive room to create numerous non-viable entities as district units which makes planning for development complicated
- Local governments have heavy administrative expenditures

Despite the aforementioned challenges, the Ugandan government has important **strengths and opportunities**:

- An improving tax system that provides growing internal income
- Security and peace are restored in the country
- Freedom of press and speech is respected
- Relevant service delivery
- Support to finance business development
- Strong participation in the East African Community
- Open and stable dialogue with the Donor Community.

Civil Society is playing an important role in communities, in service delivery, research and advocacy. As described in Chapter 4, NGOs and CSOs are a fast growing player in development issues, and are well organised in a broad variety of networks. Press and cultural associations reach high standards. Churches deliver permanent services in all sectors of social development.

In general CSOs have following **strengths**

- Most of the CBOs and CSOs have good insights into local cultural and social development policies
- Networking is strong and coordinating bodies are mandated to speak on behalf of their constituency

³⁷ Ugandan National Planning Authority (2013) Uganda Vision 2040, retrieved from <http://npa.ug/wp-content/themes/npatheme/documents/vision2040.pdf>

- CBOs and CSOs are excellent advocates for their respective theme or concern and have a voice in the establishment and development of national policies

Common **weaknesses** of CBOs and CSOs are:

- Weak internal governance
- Political pressure and interference is high
- Organisations too individualised, lack of leverage
- Dependency on external funding
- Failure to attract, motivate and maintain highly skilled staff (high staff turnover) due to donor dependency and failure to generate adequate internal funds

5.1. EDUCATION

5.1.1. CIVIL SOCIETY

The Primary School Age population (6-12 years) is 8.2 million (23.5%). In primary education, enrolments increased from about 3 million students in 1998 to 8.4 million in 2013, achieving gender parity. The Primary Net Enrolment Ratio (NER) is 95.5% (95.1% m; 95.9% f).

The primary survival rate and the high repetition rate are worrying: the percentage of pupils starting grade one who reach the last grade of primary school: 2008 - 37.8%; 2009 - 31.8%; and 2010 - 24.8%.

The poor infrastructure especially in rural areas leads to large groups in dilapidated classrooms (+100 is not unusual) and inadequate sanitation (poor latrines with very high stance ratios, no facilities adapted for girls leading to dropout).

Despite Universal Secondary Education, only 37% of children make it to lower secondary and only 12% complete the secondary cycle.

20% of females and 13% of males over age six have never had any formal education. Given the low budget increase for secondary education, quality has clearly decreased. The major concern in the country is on teacher quantity and quality.

Public and private higher education institutes³⁸

Developing countries such as Uganda are often trapped in a vicious cycle, where economic development fails to provide sufficient incentives for their young people to pursue higher education, and without enough skilled people, these economies will not be able to move up to a higher development level. Developing nations have a better chance of catching up with more advanced economies when they have:

- A stock of labour with the necessary skills (through performing higher education)
- The ability to develop new technologies themselves or to adopt and use foreign technology
- Extension of research for development relevance (e.g. linking research to public policy)³⁹

Common strengths of this type/group of organisations

- Presence of an old, well-established public university in Kampala (Makerere University) with a strong positive reputation and a track record of history and expertise in education and community work

³⁸ As higher education institutes are autonomous organizations with a public interest, and cannot be considered as purely governmental institutions, they are categorized as civil society here.

³⁹ - Brodén, V.G. (2012). Aiding research capacity for development: tensions and dilemmas. *International Journal of Contemporary Sociology*, (49), 1.

- Brodén, V.G. (2015) Aiding Science. An analysis of Swedish research aid policy 1973 – 2008-. *Development Dissertation Brief. Expertgruppen för Biståndsanalys (EBA)*

- World Bank. (2007). The Road Not Travelled Education Reform in the Middle East and North Africa. *MENA Development Report*, Washington, D.C., World Bank.

- Cornell University, INSEAD, and WIPO (2014): The Global Innovation Index 2014: The Human Factor In innovation, Fontainebleau, Ithaca, and Geneva.

- Romer, P. M. (1990). Endogenous Technological Change. *Journal of Political Economy* 98

- Widespread education institutions
- Decentralised management ensuring grass roots representation

Common weaknesses of this type/group of organisations

- Weak research base in most universities (academics function as teachers, not so much as researchers)
- Lack of incentives which is a bottleneck to an efficient innovation system
- Low funding for research for staff and graduate students
- Disconnect between the higher education system and the labour market
- Uneven research skills or lack thereof (few staff hold a PhD)
- Absence of link between research and practice
- Lack of peer and external reviewer mechanisms to ensure quality and relevance of academic research
- Ugandan universities (except Makerere University) are not used to cooperating systematically with each other, although all are engaged in regional or international cooperation
- Inadequate infrastructure and inadequate ICT skills
- Poor maintenance culture
- Uncertain financial management capacity at some of the universities
- Poor student welfare and support
- Inadequate staff development and poor staff motivation and welfare
- New universities, especially, are overwhelmed by rising student numbers
- Mushrooming of private universities with poor quality standards.

Ideas considered to promote the circumstances of their strengthening

International academic cooperation is a driver for the strengthening of Ugandan universities. They can be strengthened through different approaches:

- Individual capacity building: individuals (academics, members of civil society, government, private sector) strengthened through scholarships: short term, master, PhD, etc.).
- Theme-based departmental capacity building: learning, technical support, curricula development, equipment, etc. This strengthens the research and/or teaching capacity and contributes to diverse development challenges of the partner country. This impact can occur in multiple sectors⁴⁰.
- Institutional capacity building: This impact can occur in multiple sectors
- Multi-actor capacity building: Different higher education institutions (in one or more countries) strengthened through one initiative: e.g. support to ICT systems in a range of institutions (crosscutting) to improve research and education capacities; supporting a network or platform of higher education institutions to stimulate exchange and innovation; etc. This multi-actor capacity development contributes to diverse development challenges of the partner country and can thus impact multiple sectors

Cultural organisations/networks

As the cultural environment and practices play an important role in private and public life, the cultural organisations and networks want to strengthen local cultural operators' production, dissemination and distribution capacity of cultural goods and services aimed at a culturally disadvantaged public. They are supposed to create more self-esteem, tolerance, solidarity and peace. They promote freedom of expression and democratic debate

Common strengths of this type/group of organisations

- Most of the listed organisations⁴¹ have good insights into local cultural and social development policies
- They have access to a local network of pertinent cultural operators sensitive to development issues
- They are active with programmes countrywide, not only Kampala

Common weaknesses of this type/group of organisations

- Uganda has 65 'tribes', so it is not always evident to find common ground in cultural development issues or the national cultural agenda

⁴⁰ For example, priority sectors and themes identified in the VLIR-UOS Country strategy Uganda, retrieved from <http://www.vliruos.be/en/countries/LandDetail?cl=3890>

⁴¹ Bayimba Cultural Foundation, BPU/Tabu Flo/Batalo East, the poetry platforms, the Cross-Cultural Foundation of Uganda, Femrite, Maisha Film Lab, Many Human Rights Film Festival, 32°C East, and the Music School of Kampala.

Ideas considered to promote the circumstances of their strengthening

- Most centres are based in Kampala and should have more access to decentralised communities.

5.1.2. PUBLIC AUTHORITIES

Management and Administration of Education

The overall responsibility for development in the education sector lies with the Ministry of Education and Sports (MoES). This Ministry is charged with Universal Primary Education (UPE), Universal Post Primary Education and Training (UPPET) as well as sports and promoting public and private education systems⁴².

Higher education

There was no overall legal framework pertaining to the entire higher education sector until 2001, when the Ugandan Government passed the Universities and Other Tertiary Institutions Act. The Act's goal is to establish a system of governing institutions of higher education so that same or similar courses offered by different institutions of higher education are made equal across the system—while respecting each institution's autonomy and academic freedom.

The Act also established a National Council of Higher Education (NCHE) for quality assurance at all tertiary institutions. The functions of the council include (a) advising the Minister of Education and Sports, (b) establishing an accreditation system, (c) investigating complaints, (d) evaluating national manpower needs, (e) ensuring minimum standards of education, (f) setting national admissions standards, (g) ensuring that HE institutions have adequate physical structures, (h) publishing information about HE institutions, and (i) determining equivalence of academic and professional degrees and credits between institutions.

Business, Technical and Vocational Education and Training (BTJET)

The MoES has the main responsibility for the implementation and monitoring of the BTJET Strategic Plan 2011-2020 within its current procedures for planning, budgeting and annual reviews. Other ministries and stakeholder are involved and assume responsibility for selected strategies, notably the Ministry of Agriculture, Animal Industries and Fisheries (MAAIF).

The Strategic Plan, however, goes beyond the previous mandate of the MoES. The broadened mandate of the BTJET sector, and the implied need for broader partnerships, is reflected in the strategy to establish a new unified body for skills development in Uganda. After its establishment, the new body would become the owner and main implementer of this Strategic Plan. To reflect the new enlarged vision of the BTJET system from the outset, a BTJET Reform Task Force has been formed to oversee the implementation of the Strategic Plan until the new body and its governing structure is established. The life span of the Task Force and its Secretariat is until the unified skills development body is formally established^{43, 44}.

The Ministry of Education and Sports (MoES) is responsible for the implementation and monitoring of the BTJET Strategic Plan 2011-2020. The strategy envisages broader partnerships with other ministries like the Ministry of Agriculture, Animal Industries and Fisheries (MAAIF) and the private sector.

An analysis by MoES revealed that the BTJET system in its present form does not produce the appropriate skilled workforce that Uganda needs to increase incomes and employment to compete in the East African and international markets. Less than 40% of the courses offered by BTJET institutions are relevant. One of the major gaps identified is the insufficiency of training in programmes like agriculture and the informal sector in terms of both enrolment and appropriateness of content and training methodologies. Furthermore, Uganda's BTJET institutions are underfunded, understaffed and poorly equipped. This has a bearing on the quality of skills offered thus affecting the public image of the institutions⁴⁵.

⁴² Government of Uganda (n.d.) Ministry of Education and Sports, retrieved from <http://www.gov.ug/ministry/ministry-education-and-sports> on 23 June 2015.

⁴³ Ministry of Education and Sports (2011) Skilling Uganda BTJET Strategic Plan 2011-2020, retrieved from http://planipolis.iiep.unesco.org/upload/Uganda/Uganda_BTJET_Strategic_Plan_Final%20Draft_8July2011.pdf

⁴⁴ Idem

⁴⁵ Council for African Policy (2013) Uganda's Education Policy Review: a focus on the state of skills development in TESO region, retrieved from <http://cap-u.org/downloads/CAP%20EPR%20Report.pdf>

In the BTJET Strategic Plan, Uganda's TVET mission is defined as being to ensure that individuals and enterprises acquire the skills they need to raise productivity and income. The main objectives of the mission are as follows:

- Make TVET relevant to productivity development and economic growth
- Increase the quality of skills provision
- Increase equitable access to skills development
- Improve the efficiency in TVET management and organisation; and
- Increase internal efficiency and resources available for TVET

A particular issue for BTJET in Uganda is that no programmes are available for TVET teachers and training and that the current capacity for teacher training is not sufficient to cater for the huge demand for in-service training to meet the planned upgrading in the BTJET system⁴⁶.

Another issue is that **female enrolment still constitutes only 25%** of the total enrolment in the formal BTJET system, concentrated on a few female-dominated occupations. The training environment in many institutions is often **not suitable for girls**. Sexual harassment is reported to be prevalent⁴⁷.

Ministry of Education and Sports (MoES)

Strengths

- Commitment to a system of growth and quality enhancement from primary to post-primary education and beyond
- Strong attention to greater equity and improving service delivery in difficult areas
- Responds to the need to improve sector governance, identified as a binding constraint in the National Development Plan, through a range of initiatives that set standards, improve accountability and performance monitoring

Weaknesses

- Weak institutional alignment, coordination and accountability practices
- Weak civic participation
- Inadequate standards

Ideas considered to promote the circumstances of their strengthening

- A commitment to adopt a "business approach" to increase the participation of the private sector, academia and civil society to improve service delivery
- Place new and strengthen existing regulatory agencies
- Introduce institutional performance contracts at all levels
- Enhance the Ministry of Public Services to improve management of human resources in the public sector
- Increase the share of female instructors in the BTJET system;
- Institution-specific gender-affirmative policies;
- Strengthening capacities of instructors/tutors training institutions
- Increase the practice of contract hiring for senior public servants

Local Education Authorities: sub-counties; districts

Common strengths of this type/group of organisations

- Ability to mobilise communities

Common weaknesses of this type/group of organisations

- Assignments of technical officers often politically-based (favouritism) leading to low interest
- Lack of performance-based evaluations of officers in charge

Ideas considered to promote the circumstances of their strengthening

- Improvement and enforcement of the existing legal framework for decentralisation

⁴⁶ UNESCO-UNEVOC International Centre for Technical and Vocational Education and Training (2014) World TVET Database Uganda, retrieved from http://www.unevoc.unesco.org/wtdb/worldtvvetdatabase_uga_en.pdf

⁴⁷ Ministry of Education and Sports (2011) Skilling Uganda BTJET Strategic Plan 2011-2020, retrieved from [http://planipolis.iiep.unesco.org/upload/Uganda/Uganda BTJET Strategic Plan Final%20Draft 8July2011.pdf](http://planipolis.iiep.unesco.org/upload/Uganda/Uganda%20BTJET%20Strategic%20Plan%20Final%20Draft%208July2011.pdf)

Ministry of Gender, Labour and Social Development^{48,49}**Strengths**

- It promotes cultural industries as a source of income for the poor and encourages the use of indigenous know-how.
- The ministry emphasises decentralisation: local authorities should formulate their own cultural policy, albeit based on the national guidelines. Of Uganda's districts, 13 have their own culture office. In other districts, community development officers are responsible for the local cultural policy.
- The government of Uganda also believe that the commercial sector can play a part in the area of culture. Not only in selling books, videos and cds made in the country, but also in organising cultural activities in communities and establishing art funds.

Weaknesses

- The responsibility for cultural development risks getting lost among the other more pressing responsibilities of this Ministry of Gender, Labour and Social Development.

Ideas considered to promote the circumstances of their strengthening

- Uganda boasts a National Cultural Policy document, published in 2006, but needs a substantial national budget dedicated to it in order to achieve its goals.

UNCC (Uganda National Culture Centre)**Strengths**

- UNCC operates from the National Theatre venue, originally established following an Act of Parliament in 1956 with a mandate to promote, protect and popularise culture in Uganda. It is a legitimate institution that can act as a go-between with government and civil society

Weaknesses

- UNCC poses de facto as a kind of National Arts Council and is therefore considered an "arm's length" government institution, so its position as a "potential ally" to the civil society is not evidently clear with regards to the government's position on certain issues of national identity and sexual orientation.
- UNCC, despite apparent good will on the part of its current management to serve the creative performing arts sector to the best of its abilities, has limited resources to run activities in its own right, let alone significantly support local organisations and their initiatives. At the very least, the venue they run is made available for cultural events in partnership with local organisations.
- The responsibility for Culture is now divided under MiGLSD and MoTWH

Ideas considered to promote the circumstances of their strengthening

- Uganda boasts a National Cultural Policy document, published in 2006, but needs a substantial national budget dedicated to it in order to achieve its goals.
- Uganda needs a real Ministry of Culture.

5.2. HEALTH

Life expectancy at birth in Uganda stands at 57 years for both sexes. Some indicators have shown improvements in the recent past. Infant mortality rate dropped from 76 deaths per 100 live births in 2006 to 54 deaths per 1000 live births in 2011 while mother mortality rate decreased from 435 per 100 000 live births in 2006 to 320 deaths per 100 000 live births in 2010. HIV prevalence has slightly increased from 6.4% in 2004/05 to 7.3% in 2011. 88% of the population lives in rural areas. 48.5% of the population is male while 49% of the population is under the age of 15 years and 18.5% is under 5 years. Total fertility rate in Uganda was estimated at 5.97 (CIA, 2014), one of the five highest in the world. This situation has important consequences for the health of people (especially women and children) in Uganda and on the effectiveness of the health services and policies.

⁴⁸ The literary and book world fall under the responsibility of the Ministry of Education and Sports, which compiled a policy plan for that sector in 1997. Encouraging publications in the national languages, making books accessible and constructing a network of libraries are the main elements of that plan. (Source: <http://www.powerofculture.nl/en/policy/uganda.html>)

⁴⁹ A special department in the Ministry of Trade, Tourism and Industry bears responsibility for Uganda's museums and monuments.

The burden of disease remains predominantly communicable diseases although there is also a growing burden of non-communicable diseases (NCDs) including mental health disorders. Maternal and perinatal conditions also contribute to the high mortality. Neglected tropical diseases remain a big problem in the country affecting mainly rural poor communities. Furthermore, there are wide disparities in health status across the country, closely linked to underlying socio-economic, gender and geographical disparities. Uganda is hosting an increasing number of refugees from neighbouring countries' conflicts and is under threat of polio importation. Uganda has recently experienced outbreaks of viral haemorrhagic fevers (e.g. Marburg and Ebola), Hepatitis E, cholera and plague, as well as other emergencies. Efforts to prevent these infections are being scaled up in the country, including increasing capacities for the implementation of the International Health Regulations.

The Ministry of Health (MoH) operates within the National Health Policy (NHP). The NHP is largely informed by the National Development Plan (NDP), which prioritises the implementation of Uganda National Minimum Health Care Package. Uganda has a NDP 2010/11-2014/15, National Health Policy II 2010-2020 and a Health Sector Strategic and Investment Plan (HSSIP) 2010/11-2014/15 to guide the strategic focus for the health sector. The process of developing the subsequent NDP and HSSIP is underway. The overall development goal of the HSSIP is "the attainment of a good standard of health by all people in Uganda, in order to promote a healthy and productive life". The programme goal is "reduced morbidity and mortality from the major causes of ill health and premature death, and reduced disparities therein".

Operationalisation of different policies that are effective for the health system could be favoured by appropriate legislation. However, this is hindered because of slow enactment and enforcement of legislations. The total health expenditure as percentage of the GDP was 8% in 2012, short of the 15% requirement set forth in the Abuja Declaration of 2001. External resources spent on health as a percentage of total health expenditure is high, accounting for 29%, while private and out-of-pocket expenditures was 76% and 49% respectively. Limited financial resources and high dependency on foreign aid remains a challenge for Uganda's health sector. Other challenges in the health sector include poor prioritisation and neglect of critical health sectors in resource allocation resulting into drugs being persistently out of stock in health facilities.

According to the USAID community mapping report, the majority of Ugandan citizens are passive, meaning they are not empowered enough to demand better services and policy change due to limited knowledge of their rights and responsibilities with regards to health and social services. This affects access to services as well as putting to task the GoU to deliver services appropriately.

Furthermore, alignment with sector priorities and efficiency in resource allocation and utilisation, especially of donor funds, need to be improved. Following a recent recruitment exercise, the overall staffing levels at Health Centres IV and III has improved from 57% in 2012 to approximately 70% in 2013. Gaps in human resources for health, in numbers, skill mix and distribution, continue to pose a challenge for effective service delivery. Capacity in planning, management and human resource development remains weak especially at the decentralised levels, exacerbated by the high number of districts. Despite improvements in the availability of medicines and other essential health supplies, challenges remain in achieving harmonised procurement and supply chain management. Monitoring and evaluation need to be strengthened, especially the collection of good quality data, and its analysis and use at all levels. Although improving health is a multi-sectoral effort, structures to foster coordination and collaboration with health-related sectors remain inadequate.

The collaboration with development partners is governed by the Sector Wide Approach (SWAp) since 2000. With the launching of the HSSIP 2010/11-2014/15, the Memorandum of Understanding guiding the cooperation between government and partners transitioned into the International Health Partnership (IHP+) Uganda Country Compact signed by Government of Uganda and the development partners⁵⁰, private not-for-profit and civil society supporting health. The delivery of health services is by both the public and private sectors. The government owns 2,242 health centres and 59 hospitals compared to 613 health facilities and 46 hospitals by private not-for-profit, and 269 health centres and 8 hospitals by the private health providers. The

⁵⁰ The development partners include the African Development Bank, Belgian Development Cooperation, DANIDA, DfID, the EU, FAO, French Cooperation, GTZ, Irish Aid, Italian Development Cooperation, JICA, Netherlands Development Cooperation, NORAD, SIDA, CIDA/DFATD, UNDP, UNICEF, UNFPA, UNHCR, USAID, the World Bank and WHO.

range of health services delivered varies with the level of care going from village health teams to national referral hospitals ⁵¹.

According to the National Health Accounts for FY 2009/10, public funds accounted for 15% of Total Health Expenditure, private funds 49% and the international NGOs and donors 36%. Uganda receives funds from Global Initiatives such as the GFATM and GAVI funds for humanitarian assistance through the Consolidated Appeal Process and other mechanisms.

Uganda signed up to the Rome and Paris Declarations to improve the effectiveness of development assistance and has provided baseline indicators to enable monitoring of progress. At the sector level, the SWAp processes and the IHP+ have greatly improved harmonisation and alignment of sector priorities. Within the international humanitarian community, the Inter Agency Standing Committee is the primary mechanism for inter-agency coordination, policy development and decision-making on humanitarian assistance. The United Nations, the Common Country Assessment and the UNDAF present a concerted effort to harmonise the UN's programme of work and align to national programmes.

5.2.1. CIVIL SOCIETY

Organisations of Beneficiaries

Common strengths of this type/group of organisations.

Civil Society plays an important role in Uganda in supplementing the GoU's efforts in health service delivery and the support ranges from the provision of clinical services to community mobilisation under the following **strong** points:

- Set up of working groups to discuss and share experiences and innovative ideas as well as conducting joint research studies that promote health service delivery. Key working groups include Maternal and Child Health (MCH), Family Planning, Adolescents' Health, etc
- Many CSOs have come together to work as a consortium to harness different skills and technologies for improved service delivery and reach a wider community. Examples include the Immunisation Consortium, Malaria Consortium, etc.
- Bigger voice to engage government (MoH) on key health issues
- Promote technological advancements in health

Common weaknesses of this type/group of organisations

- Groups may have conflicting theories and ideologies that may not work at all
- Delays in decision making
- Differences in resource allocation

Ideas considered promoting the circumstances of their strengthening

- Advocacy
- Capacity enhancement

Knowledge institutions (e.g. universities, faculties) (see also 5.1.1.)

Common strengths of this type/group of organisations

- Well represented in the whole country
- Makerere University respected and holds significant prestige

Common weaknesses of this type/group of organisations

- Declining academic quality (including Makerere)
- Research topics not based on people's health needs, but rather driven by funders or academic interest
- Weak implementation of research results
- Trend towards individual/collective lucrative "coping strategies" (even corruption) of civil servants and academia

Ideas considered to promote the circumstances of their strengthening

- Stop the brain drain
- Improve the cooperation amongst donors/funders
- Better distribution of "research profits"

⁵¹ http://www.who.int/countryfocus/cooperation_strategy/ccsbrief_uga_en.pdf

Professional associations**Common strengths of this type/group of organisations**

- Professional independent representation

Common weaknesses of this type/group of organisations

- Lack of prestige and recognition

Ideas considered to promote the circumstances of their strengthening

- Willingness to change its image

Volunteers from the Village Health Teams and the Uganda Red Cross Society (URCS)**Common strengths of this type/group of organisations**

- Recognised as auxiliary to the government
- Nationwide organised volunteers
- Sustainable drivers of change in local communities
- Community-based structure
- Selected by community and therefore community respects them

Common weaknesses of this type/group of organisations

- Lack of competences

Ideas considered to promote the circumstances of their strengthening

- Capacity strengthening

5.2.2. PUBLIC AUTHORITIES

Ministry of Health**Strengths**

- In charge of the implementation of the NHP through the national HSSIP
- Recognised by international donors as the major national health sector stakeholder
- Ministry well-connected with actors/stakeholders

Weaknesses

- Difficulty in coordinating donors and thus funding

Ideas considered to promote the circumstances of their strengthening

- High dependency on external aid for health services provision

5.3. HUMAN RIGHTS, GOVERNANCE AND JUSTICE

The legal sector in Uganda comprises of various institutions concerned with the provision of legal services, the administration of justice and the enforcement of legal instruments or orders. The main institutions as established by the Uganda Constitution of 1995 include the Ministry of Justice and Constitutional Affairs, the Judiciary, the Parliament, the Uganda Police Force, the Uganda Law Reform Commission, the Uganda Human Rights Commission (UHRC). The Judiciary is the independent organ of Government entrusted to administer justice through the Courts of Judicature that include the Supreme Court, the Court of Appeal, the High Court and other courts or tribunals established by Parliament. Today, some of the issues that are of primary interest to rule of law stakeholders in the country include, but are not limited to, international criminal justice, the criminalisation of torture, domestic violence, child trafficking, violation of civil liberties and the conditions of detention.

Despite some of the achievements highlighted above in the Uganda justice sector, the civil liberties of many Ugandans continue to be violated by the Government through its security organs. However, significant achievements in the protection of civil liberties have been registered in the recent past, including a 2010 Constitutional Petition that led to the outlawing of the offence of sedition from the Penal Code Act of Uganda. All five judges of the Constitutional Court agreed that the existence of sedition in the Penal Code was unconstitutional as it infringed on the freedom of speech and expression of Ugandans. However, in the aftermath of the 2011 elections, the rights of freedom of expression and peaceful assembly have been violated repeatedly by security forces. The gross ongoing human rights abuses prompted the members of the Uganda

Law Society to present a petition to the Chief Justice condemning the shootings, loss of life, injury to persons and loss of property as well as the inhuman and degrading treatment of Ugandans who took part in the Walk to Work Campaign (2012). The lawyers also pledged to provide free legal services to the hundreds of people arrested in the course of these protests.

It is a widely recognised fact that the conditions of detention in Uganda are deplorable and this can be attributed to the absence of sound policy framework to reduce congestion in prisons.

5.3.1. CIVIL SOCIETY

Human rights organisations, women's organisations, child rights organisations, etc.

Common strengths of this type/group of organisations

- Solid knowledge of the field reality
- Charismatic leaders
- Good visibility (domestic and international level)
- Good project management capacities (administrative and financial)
- Sufficiently educated and trained

Common weaknesses of this type/group of organisations

- Organisations too individualized, lack of leverage
- Internal governance

Ideas considered to promote the circumstances of their strengthening

- Improve legal framework
- Participation in the EAC structures is an opportunity for their strengthening

Lawyer's organisation

Common strengths of this type/group of organisations

- Solid knowledge of the field reality
- Charismatic leaders
- Good visibility (domestic and international level)
- Good project management capacities (administrative and financial)
- Sufficiently educated and trained
- Good national coverage

Common weaknesses of this type/group of organisations

- Under political pressure
- Internal governance

Ideas considered to promote the circumstances of their strengthening

- Improve Legal Framework
- Participation in the EAC structures is an opportunity for their strengthening

5.3.2. PUBLIC AUTHORITIES

Ministry of Justice and Constitutional Affairs/Justice secretariat

Strengths

- Public policies developed/road maps ongoing
- Strong interlocutor
- Well structured
- Good coverage of the territory

Weaknesses

- Lack of financial means and technical resources
- Lack of political will
- Corruption
- Failing internal communication mechanisms (from national to local levels)
- Support from donors is decreasing

Ideas considered to promote the circumstances of their strengthening

- Improve legal framework

University/research centre**Common strengths of this type/group of organisations**

- Strong interlocutor
- Well structured
- Good research capacities (well educated staff)
- Good reputation nationally and internationally

Common weaknesses of this type/group of organisations

- Good centres are only concentrated in Kampala
- Level gaps between the universities (not at the same level)
- Corruption

Ideas considered to promote the circumstances of their strengthening

- Political shrinkage of political and civil rights
- Willingness of the research centres to work on capacity building, technical reinforcement

5.4. ENTREPRENEURSHIP

Although SMEs are the undisputed economic backbone of most developing countries as they accelerate economic growth, generate employment and alleviate poverty, among other benefits, they often experience several constraints and challenges in their operations. They often face fierce local and international competition, lack general skills in management, marketing and financial planning, and face limited access to information on market opportunities and sources of competitive technology. These constraints substantially limit the productive capacity and efficiency of SMEs in Uganda, preventing them from being competitive especially within the context of globalisation. Thus, there is not only a need for Uganda to come up with a comprehensive and decisive national SME policy that facilitates the sustainable growth and development of SMEs which will substantially contribute to national development, but to also a need to strengthen the various actors that are engaged in the SME sector in Uganda.

5.4.1. CIVIL SOCIETY

SMEs**Common strengths of this type/group of organisations**

- They are easy to form; have low capital requirement; are flexible; offer quick jobs to the unemployed; are mobile; are labour intensive; and they need skills to operate
- Dominance of the informal sector
- Conduits for income distribution
- Major suppliers & markets for big enterprises
- Major contributors to national GDP
- Great innovators and inventors

Common weaknesses of this type/group of organisations

- Most SME owners have basic education, but lack basic business skills
- Limited access to finance
- Few strong organised interest groups/member-based organisations for SSEs
- Limited leverage on central government/ministries
- Inadequate availability of appropriate technologies
- Inconsistent product quality due to limited access to quality assurance and product certification services
- Limited availability of infrastructural facilities for SSE promotion e.g. clusters, industrial parks, common facility centres, training centres etc
- Limited access to business development services
- Constraints in packaging/labelling, branding and marketing
- Poorly coordinated policy framework and environment
- Limited separation of founding members and the organisational agenda

Ideas considered to promote the circumstances of their strengthening

- Many policies that regulate the SME sector but priority is that the indicators, such as Ease of doing business: ranking 150/189; starting a business: 163/189⁵², have to improve
- Improve coordination & leverage of service providers to SMEs
- Create a one-stop centre for all small business needs
- Easier and smoother processes to access finance
- Improve regulatory environment for SSEs
- More quality apprenticeships and vocational schools to enhance competence and enterprise-based skilling for MSMEs (although a good policy is ready 'Skilling Uganda')
- Improve regulatory environment for SSEs
- Support the development of local technologies appropriate to the needs of SSEs
- Develop the capacity of MSME associations to support and address MSME needs

CBOs and/or BDS

Common strengths of this type/group of organisations

- Have capacities and resources to support SSEs

Common weaknesses of this type/group of organisations

- Lack of communication and coordination amongst CBOs/BDS
- Most NGOs don't consider entrepreneurship as a priority
- Training programmes for SSEs don't have follow up or foresee coaching
- Most training programmes by CBOs are not linked to industry/MSMEs and most are not recognised by the Directorate of Industrial Training (DIT)
- Most are concentrated in urban areas (especially private BDS providers) and are considered expensive by most SSEs
- Limited regulation of BDS providers which results in poor quality services-in some instances

Ideas considered to promote the circumstances of their strengthening

- Government should support these actors in their mandate
- There may be a need for regulation in the BDS market provision to ensure quality
- Improve enabling environment
- Pay more attention to/offer more support for and recognition of the informal sector
- Bigger companies should perceive the informal sector as potential suppliers
- BDS providers should be supported to provide services that meet the needs of the MSME sector
- Link BDS interventions by CBOs/BDS providers to government efforts to create jobs or certify trainees
- Capacity building in governance and community dynamics

Private companies

Common strengths of this type/group of organisations

- Create new markets for small producers
- Some of them are major 'tax-contributors' to the central government

Common weaknesses of this type/group of organisations

- Delays in payments to SMES
- Not always very transparent (due to lack of regulations?)
- Sometimes part of patronage system

Ideas considered to promote the circumstances of their strengthening

- Improve enabling regulatory environment
- More well-trained and experienced professionals (with a private background)
- Improve organised representation (in terms of defending their common interests)
- Emphasis on agro-processing would create more employment e.g. instead of importing fruit juice, maize flour, second-hand clothes

Knowledge institutions

Common strengths of this type/group of organisations

- Have funds
- Can deliver good research

⁵² World Bank (2015) Doing Business Rankings, retrieved from <http://www.doingbusiness.org/rankings>

- Well represented in Uganda

Common weaknesses of this type/group of organisations

- Little research on entrepreneurship is done by local organisations, leaving it to the World Bank, etc
- Offer theoretical education programmes, rather than practical ones
- Results of research are not relevant for the development of entrepreneurship and its needs
- Little attention to the SSE sector

Ideas considered to promote the circumstances of their strengthening

- Improve regulatory body
- Introduce quality standards
- More control on market
- Stop political interference, like recently by the Executive (social studies to be removed from university curricula)
- More funding for universities and agri-research institutes
- Agri-research institutes have to fundraise via competitive grants
- Retention of quality staff

The Ugandan Manufacturers Association

Common strengths of this type/group of organisations

- Strengthen private markets
- Are platforms where knowledge can be shared
- Play a role as advocate for SME
- Receive funding from government and donors
- Promote best practices
- Create opportunities for business development

Common weaknesses of this type/group of organisations

- Suffer from government interference
- Membership of large-scale manufacturers is too dominant compared to SME's
- Do not always reflect the needs of SMEs

Ideas considered to promote the circumstances of their strengthening

- Need support from government

Private Sector Foundation

Common strengths of this type/group of organisations

- Supportive body for the private sector
- Member-based organisation, advocating for their members

Common weaknesses of this type/group of organisations

- Government's implementation partner for several projects and programmes (too strong links with GoU)
- Mainly focusing on medium and large enterprises

Ideas considered to promote the circumstances of their strengthening

- Need support from government to support these actors in their mandate
- Improve enabling environment
- More attention/support for and recognition of the informal sector
- Bigger companies have to perceive informal sector as potential suppliers

5.4.2. PUBLIC AUTHORITIES

Ministry of Trade, Industries and Cooperatives

Strengths

- National mandate
- Recognised by international donors as national sector stakeholder

Weaknesses

- Little reach beyond Kampala, though the Ministry is strengthening certain District Commercial Offices under the District Commercial Services Support (DICOSS) project

- Inadequate skills and understanding of the business, business environment and entrepreneurship among the staff

Ideas considered to promote the circumstances of their strengthening

- Improve budgetary allocation
- Clarify mandates with other ministries (like Ministry of Finance)

Local District Government

Common strengths of this type/group of organizations

- Close to the constituency
- 'Older' districts: clear infrastructure
- Direct elections of district council members and Local Council 5 (LCV =political head of district)

Common weaknesses of this type/group of organisations

- Very weak accountability towards constituency
- Governance issues: elected versus staff (civil servants)
- Coordination and harmonisation

Ideas considered to promote the circumstances of their strengthening

- Strong and well elaborated Local Government Act of 1995; but poorly implemented
- Improve income of taxes
- Create own means for investment and reduce dependency on donor funds
- More harmonised interventions of donors, INGOs
- Funding of development programmes is not entrenched in the policy; this means that development programmes are budgeted for by the central government

5.5.AGRICULTURE

Agriculture has been and continues to be the most important sector in Uganda's economy in terms of food and nutrition security, employment, income, raw materials for industry and exports to regional and international markets. Agriculture has the potential to sustain its historical reputation as the primary driver of economic growth and poverty reduction. Therefore, agriculture has to be given the highest degree of attention in national development planning. Despite the importance of agriculture in the economy, the sector's performance in recent years – in terms of production, productivity, and food and nutrition security – has been mixed. For the sector to have a sustained positive impact on economic growth, poverty reduction and food security, the growth rate of the agricultural sector must be higher than the national population growth, Agriculture in Uganda faces several challenges at the different stages of the commodity value chain. These include: i) low production and productivity; ii) low value addition to agricultural produce; iii) lack of sustainable or reliable market access; iv) failure to maintain a consistent policy regime and functional institutions; v) insufficiently skilled agricultural labour force; vi) high human disease burdens; and vii) inadequate attention to the sustainability of natural resources⁵³.

Pastoralism is the economic mainstay and way of life for most communities in the arid lands of northern Uganda. Even in areas with diversified livelihoods, up to 98% of the people own livestock. Pastoralism in northern Uganda is under threat due to recurrent climate-induced emergencies (droughts and floods). Livestock constitutes an important part of the agricultural GDP in Uganda, though the national budget for investment in it is grossly insufficient: sometimes even below 1%. Many people are being forced to abandon pastoralism, resulting in many becoming 'pastoralist dropouts' (or 'pastoralists in transition'). Herd mobility is central to pastoralism as mobility allows for opportunistic use of natural resources that are highly variable both spatially and temporally. Unfortunately mobility in many pastoral areas of Uganda is curtailed by settlements, administrative boundaries, competing forms of land use and climate change/variability. With the increasing frequency and severity of the droughts, pastoralists' land can no longer sustain them and people have been forced to migrate, either completely dropping out of the pastoralist lifestyle and system and moving into urban centres to seek casual work, or depending on support from relatives or seeking emergency food aid.

⁵³ Ministry of Agriculture, Animal Industry and Fisheries (2013) National Agriculture Policy, retrieved from <http://www.agriculture.go.ug/userfiles/National%20Agriculture%20Policy%20booklet%20A5%20option-web%20version.pdf>

5.5.1. CIVIL SOCIETY

Farmers' Associations (FAs)

Common strengths of this type/group of organisations

- Member-based
- Strong network (extensive landscape of FAs)
- Strongly embedded in rural areas, at the district and national levels
- Integrated service delivery to its members
- Mandate to lobby & advocate for its members

Common weaknesses of this type/group of organisations

- Donor-dependency and not market oriented
- Governance structure with often weak management boards and staff 'domination'
- Few are commodity-based; many of them are 'general' and focus on (too) many commodities and on lobbying and advocacy
- Weak financial base with few strong business enterprises mainly due to the collapse of the key commodity prices during the '80 and liberalisation. (Also due to 'troubled' history of coffee and cotton cooperatives)
- Not always representing all grass roots farming groups/focused around strong individuals
- Few are able to offer the services required by the members including extension services, access to inputs, agri-finance, marketing and market information
- Inadequate access to working and investment capital for the business-oriented cooperatives/groups as they are viewed as risky clients by formal financial institutions

Ideas considered to promote the circumstances of their strengthening

- Improve educational level of most of their members and promote the election of qualified Board members
- Improve involvement and ownership of women and youth
- Improve level of entrepreneurship (and targeting) as most members are subsistence farmers with little or no capacity to develop profitable businesses
- Land ownership issue should be resolved: increasing number of conflicts (lack of secure property rights inhibit sustainable food production and reinforce social exclusion and poverty)
- Improve extension services
- Create better understanding of the many policies with regard to agro-development
- Better implementation of (good) policies
- Better coordination of the marketing systems and value chains

Financial institutions (SACCOs)

Common strengths of this type/group of organisations

- Member-based
- Providing access to finance in rural areas

Common weaknesses of this type/group of organisations

- Weak internal controls and accountability
- Governance structure with often weak Boards and staff 'domination'
- Poor (mis-)understanding and implementation of the SACCO "savings first" concept as the focus is on government and external (donor) grants
- Inadequate skills (too much focus on accounting) among the majority of the staff in business development, lacking special technical competence in agriculture loan appraisals etc
- Insufficient oversight (or oversight body) by national regulating body (Bank of Uganda)
- Insufficient funds especially at the beginning of the season as many farmers are requesting credit at almost the same time.
- Inadequate risk mitigation measures against adverse weather conditions
- High rate of financial illiteracy amongst the members leading to loan diversion and eventual high level of default

Ideas considered to promote the circumstances of their strengthening

- Avoid SACCOs being used as a 'political vehicle': free loans and grants

- Stronger involvement and ownership of women and youth (inclusivity)
- Land ownership issue: conflicts, but also limited access for women and youth
- Risk mitigation against default is a major challenge as the mainstream financial and insurance service providers perceive agriculture as risky

Private companies in the agri-food sector

Common strengths of this type/group of organisations

- Provide important value-addition including processing in the value chain
- Provide off-farm employment
- Provide market (offtakers) for produce of members' FAs
- Provide collection, distribution and marketing functions in the agri-value chains

Common weaknesses of this type/group of organisations

- Many are still micro, informal and poorly capitalised.
- The number of small and medium enterprises is very low (the 'middle' is missing)
- Few medium-sized or bigger private companies (like Mukwano)
- Most have owner-managers with weak technical and business skills
- They lack consistent markets
- They lack high quality business management service providers

Ideas considered to promote the circumstances of their strengthening

- Improve regulatory environment from government
- Enforcement of contracts along the agri-value chains
- Organise trading hubs to act as first link to supply raw materials to these companies

Knowledge institutions (e.g. universities, agricultural research institutes)

Common strengths of this type/group of organisations

- Well represented in Uganda
- Decentralised system of agriculture. Research institutes (national; zonal)

Common weaknesses of this type/group of organisations

- Research topics not based on farmers' needs, but 'funder' or academia-driven
- Too much on-station research
- Weak dissemination of research results/insufficient integration in extension services

Ideas considered to promote the circumstances of their strengthening

- Better funding for universities and agri-research institutes
- Easier access to grants for agri-research institutes
- Retention of quality staff

Community-based organisations (CBOs)

Common strengths of this type/group of organisations

- Well represented in Uganda
- Normally have good knowledge and understanding of local contexts
- Good community mobilisation skills

Common weaknesses of this type of organisations

- Often donor dependent
- Weak organisational structure
- High staff turnover
- Poor governance within the organisations and boards
- Poor regulation by government

Ideas considered to promote the circumstances of their strengthening

- Better coordination of funding in order to avoid competition between the CBOs, NGOs and INGOs for the same funding sources
- Improve level of expertise

Ministry of Agriculture, Animal Industry & Fisheries (MAAIF)**Strengths**

- National mandate
- Recognised by international donors as national sector stakeholder

Weaknesses

- Low profiling
- Limited capacities: In 2014 the role of NAADS (National Agricultural Advisory Services) was transferred to the army: hand-outs of farmer inputs have continued, but grass roots agricultural extension services are no longer provided
- Limited reach beyond national level and poor implementation capacity of the policies and strategies (beyond Kampala) at the grass roots level
- Low staffing in agricultural sector especially the extension departments in local governments
- Limited political will to invest in the development of the sector

Ideas considered to promote the circumstances of their strengthening

- Strengthen NAADS (National Agriculture Advisory Services)
- Improve the share of national budget
- Close coordination and collaboration with private actors in the agricultural sector to generate synergies.

Local District Government (LDG)**Strengths**

- Close to the constituency
- 'Older' districts have clear infrastructure
- Direct elections of district council members and LCV (=political head of district)

Weaknesses

- Very weak accountability towards constituency
- Governance issues: elected versus staff (civil servants)
- Coordination and harmonisation

Ideas considered to promote the circumstances of their strengthening

- Better implementation of the Local Government Act of 1995
- Improve income from taxes
- Stringent and limited resource flow from national to district level (most of it are running costs, like salaries)
- Harmonise interventions of donors, INGOs
- Policy framework should emphasise local economic development

Donors**Common strengths of this type/group of organisations**

- Commitment to engage
- Attempt to harmonise interventions (through donor working groups)

Common weaknesses of this type/group of organisations

- Politically-driven (home-country) agenda. Often pre-planned with token participation of beneficiaries
- Ineffective interventions often caused by short term projects aimed at dealing with long term problems
- Focus of support changed unexpectedly or too frequently

Ideas considered to promote the circumstances of their strengthening

- Political and economic agendas of the governing party/parties in the home/donor country change, often very frequently, affecting donor policy
- Changing political environment in the recipient countries often changes the donor conditions and the flow of funds as well as areas of focus.

5.6. WATER & ENVIRONMENT.

There is a SWAp for the Water and Environment sector and the coordination at national level (through the Joint Sector Reviews and the annual performance reports) delivers valuable input into the sector. Mainly driven by a high level of donor interest, this approach has been continuous and performant over the last years. The roll out and impact of the plans at decentralised levels are in many cases inadequate for different reasons.

The role CSOs and cultural and faith-based institutions can play through advocacy, mobilisation and dialogue with communities is crucial. These institutions will contribute to holding the different players accountable with regard to environmental issues and participate in getting the voices of the poor and disadvantaged into the design, monitoring and implementation of programmes in environment and natural resources (ENR) management. Civil society plays a pivotal role in mobilising societies and communities to articulate demands and concerns over the use, management and access to natural resources at local, sub-regional and national levels in addition to facilitating the development of management skills among ENR-dependent communities. They therefore supplement the efforts of the public sector and help in ensuring that the concerns of the underprivileged are incorporated into the national development process⁵⁴.

The Network for Civil Society Organisations in the Environment and Natural Resources sector (ENR-CSO) is a loose coalition of CSOs engaged in policy, lobbying and advocacy work for good governance and better service delivery in the ENR sector in Uganda. It is a membership network composed of mainly local NGOs and CBOs with a few INGOs.

Increasingly donors such as Danida, Norad and Sida, and INGOs such as WWF are building capacity and strengthening national CBOs, CSOs and coalitions to engage with government in the ENR sector

Disaster Risk Management:

More frequent extreme weather events, such as the drought in the Horn of Africa in 2010/11, volatility in food prices and markets, and predictions of increased resource scarcity have renewed and intensified the aid sector's focus on the importance of helping communities to strengthen their 'resilience' and enhance the capacities of vulnerable populations to respond to future shocks while responding to their humanitarian needs. The current debate on resilience highlights the need for more integration between humanitarian and development actors to achieve greater impact, (the "Linking Relief, Rehabilitation and Development" LRRD).

The reach and efficacy of government in supporting the most vulnerable communities is weak irrespective of climate change and there are systemic problems with governance, public sector functionality and the efficacy of aid which must be negotiated and learnt from as part of efforts to prepare Uganda for the challenges of climate change.

For most of the disasters experienced, the government's response has tended towards the provision of emergency services with little being done on LRRD. The end result has been recurrence of the disasters e.g. Kasese floods, Bududa landslides and Karamoja droughts.

The following **recommendations** will therefore be pertinent in Uganda for preparedness, mitigation and adaptation:

- Support is required to ensure that the disaster response in Uganda moves beyond emergency response to LRRD while increasing community resilience
- Targeted research and advocacy on the systemic problems and solutions to the 'implementation gap' facing countries Disasters Risk Reduction in the country
- Effort is needed to unlock the current dilemmas within funding debates and to reconcile the disconnection between adaptation financing expectations within government and donor communities.
- Implementation of national guidelines on mitigation of disasters e.g. implementation land use of mountain slopes, livestock disease control, and protection of forestland, water bodies and swamps in the face of climate change.

⁵⁴ The National Environment Management Policy Draft For Uganda 2014).

5.6.1. CIVIL SOCIETY

Network for Civil Society Organisations in the Environment and Natural Resources sector (ENR-CSO).

Common strengths of this type/group of organisations

- Good local field knowledge
- Good local technical knowledge

Common strengths of this type/group of organisations

- Advocacy, mobilisation and dialogue with communities
- Contribute to holding the different players accountable with regard to environmental issues
- Participate in getting the voices of the poor and disadvantaged into the design, monitoring and implementation of programmes in ENR management.
- Pivotal role in mobilising societies and communities to articulate demands and concerns over the use, management and access to natural resources at local, sub-regional and national levels
- Facilitating the development of management skills among ENR dependent communities.
- They therefore supplement the efforts of the public sector and help in ensuring that the concerns of the underprivileged are incorporated into the national development process.
- Effectively promote good governance, effective management and sustainable utilisation of Uganda's natural resources
- Forming CSO coalitions to improve engagement with private sector oil companies
- Gaining more experience in advocacy and capacity for more impact.

Common weaknesses of this type of organizations

- Weak organisational structure
- Poor accountability
- Having to deal with emerging issues/threats e.g. climate change, oil & gas
- Poor internal governance
- Limited expertise, belonging to just one or two people – big problem if one leaves

Ideas considered to promote the circumstances of their strengthening

- Better relations with INGOs for funds and capacity building
- Strengthen organisational and governance structures
- Research into new challenges on a theme e, g. technical, financial, legal
- Recruitment of better staff – a lot of competition for all resources

Water Platform (UWASNET)

Common strengths of this type/group of organisations

- Good representation of civil society
- Good relations with government

Common weaknesses of this type/group of organisations

- Weak capacity to align members

Ideas considered to promote the circumstances of their strengthening

- Better coordinate the high number and diversity of organisations.
- The high interest of government and development partners to approach NGO sector in a more integrated way

5.6.2. PUBLIC AUTHORITIES

The government of Uganda has a strong structure which supports the Environment Sector led by the Ministry of Water and Environment (MWE). The National Forest Authority (NFA) and the National Environmental Management Authority (NEMA) and the National Water and Sewage Corporation fall under MWE as well as the Climate Change Department (CCD) The CCD is a small under-resourced department within the Ministry while climate change is an increasing threat to people and nature as well as the agriculture industry and thereby the economy. The government should consider addressing this issue

The Ministry of Tourism, Wildlife and Antiquities, which the Uganda Wildlife Authority (UWA) falls under, is an important Ministry for Water & Environment. UWA is responsible for all wildlife and protected areas where

most of Uganda's biodiversity resides. Tourism is very closely linked to the environment, as it is largely nature – based tourism, and brings in a substantial contribution to Uganda's economy.

The Ministry of Energy and Mineral Development (MEMD) and its policies could have a strong bearing on the Environment and as a result CSOs work closely with MEMD and private sector oil exploration companies related to oil & gas developments. Other development organisations such as GiZ and the UN Foundation and INGOs such as WWF work together with the Ministry on energy policy and access in general and particularly on Sustainable Energy Access for All (SE4All) as well as finding renewable and clean energy solutions.

Ministry of Water and Environment

Strengths

- National mandate; national partners for INGOs
- Recognized by international donors as national sector stakeholder
- Big potential

Weaknesses

- Small under-resourced departments within the Ministry e.g. Climate Change Department (CCD) -
- The Ministry of Tourism, Wildlife and Antiquities has many responsibilities, but minimal budget
- Low profiling
- Limited capacities

Ideas considered to promote the circumstances of their strengthening

- Improve legal framework
- Political shrinkage of the political and civil rights
- Higher share of national budget
- Improve financial transparency on income coming from tourism, and allocate income to the protection of the environment

Local Authorities: sub-counties; districts

Common strengths of this type/group of organisations

- Showing active interest in integrated water resources management
- Willing to collaborate with NGOs through policy framework

Common weaknesses of this type/group of organisations

- Assignments of technical officers often politically-based (favouritism) leading to low interest
- Lack of performance-based evaluation of officers in charge
- Limited resources at district and sub county level (main focus on water hardware)

Ideas considered to promote the circumstances of their strengthening

- Existing legal framework for decentralisation
- High pressure on water resources, growing understanding that resource management is the key issue in water provision, natural resource management and development as a whole

Donors

Common strengths of this type/group of organisations

- Donors have the funds therefore have leverage if they threaten to withdraw funding
- Usually have trade and other relationships with the recipient
- Donors know that governments, INGOs and CBOs depend on their support
- Donors dictate the pace

Common weaknesses of this type/group of organisations

- Policy can change quickly in the event of a change of home government after an election
- Funding policy may quickly change because of events in country; change of laws, corruption levels, political instability, terrorism etc.
- Rigidity

Ideas considered to promote the circumstances of their strengthening

- Some donors (e.g. Danida) not keen to fund GoU but favour funding CSOs/NGOs rather than public authorities

6. RELEVANT ACTORS IN DEVELOPMENT

6.1. EDUCATION

6.1.1. CIVIL SOCIETY

Sub-types	Theme/goals	Target groups
Public and private higher education institutes and research centres ⁵⁵⁵⁶	Higher education institutes and research centres are potential drivers of change in society. The main themes for cooperation (in research, education and extension) are: <ul style="list-style-type: none"> - health; - food security; - environment; - gender; - natural resources management; - social service delivery; - post-conflict recovery; - community engagement 	University staff; Students; Local communities; Policy makers
Inter-University Council for East-Africa (IUCEA)	Facilitate networking among universities in East Africa and with universities outside the region; Provide a forum for discussion on a wide range of academic and other matters relating to higher education in East Africa; Facilitate maintenance of internationally comparable education standards in East Africa so as to promote the region's competitiveness in higher education.	Academic society in East Africa
Research and Education Network for Uganda (RENU)	Setting-up ICT-enabled collaboration among Ugandan researchers and the higher education community by linking them to their peers and colleagues nationally within Uganda, regionally within Africa and internationally to the global research and education (R&E) communities.	Researchers; Higher education community
Parent Teacher Associations/Teachers' Unions	Ensure that parents have a voice in the school community, its administration, and in the decision making process.	Teachers and parents of the students
International and multilateral donors active in education	Cooperation between NGAs and other donors improves effectiveness and efficiency.	Beneficiaries
NGOs active in the education sector	Advocacy on the importance of education.	Education decision-makers
RUFORUM (Regional Universities Forum for Capacity Building in Agriculture) (= INGO) ⁵⁷	To strengthen the capacities of universities to foster innovations responsive to demands of small-holder farmers through the training of high quality researchers, the output of impact-oriented research	Universities; Small-holder farmers; Researchers;

⁵⁵ As higher education institutes are autonomous organisations with a public interest, and cannot be considered as purely governmental institutions, they are categorized as civil society here.

⁵⁶ Higher education institutes can also be important development actors in other sectors. Through Education, Research and Extension, higher education institutes can have an impact on different sectors (e.g. through research in soil management (agriculture); education in occupational therapy (health))

⁵⁷ RUFORUM is a consortium of 46 African universities operating within 22 countries spanning the African continent and is coordinated by a secretariat hosted at Makerere University in Kampala

	and the maintenance of collaborative working relations among researchers, farmers, national agricultural research institutions and governments.	ational agricultural research institutions; vernments
Cultural organisations & networks/training institutes, art schools	Private initiatives, weakly supported by the state, but which play an essential role in the professionalisation of the sector and the deployment of the cultural sector.	Ugandan population; Ugandan teachers and students; Cultural decision-makers
Artists	Artists play an important role in the democratic debate and maintenance of freedom of expression.	Uganda population; Public authorities

6.1.2. PUBLIC AUTHORITIES AND INSTITUTIONS

Sub-types	Theme/goals	Target groups
Ministry of Education and Sports	To provide for, support, guide, coordinate, regulate and promote quality education and sports to all persons in Uganda for national integration, and individual and national development. Responsible for programme implementation and monitoring of the TVET system.	Ugandan population
Local education authorities/Resident District Commissioners (RDCs)	Planning, implementation and management of education resources.	Ugandan teachers and students
Institutions for pre- and in-service BTJET instructors/tutor training	Training of BTJET instructors/tutors.	BTJET instructors/tutors
National Council for Higher Education (NCHE)	NCHE is the regulator of higher education in Uganda. Its mission is to set standards and regulations to ensure that all public and private tertiary education institutions in Uganda create, sustain and provide relevant and quality higher education for all qualified Ugandans and to meet the local, national and global higher education challenges of the future.	Higher education institutions
Ministry of Gender, Labour and Social Development	This Ministry is responsible for defining and managing cultural policy.	Cultural organisations & networks; training institute; art schools; artists; etc.
UNCC (Uganda National Culture Centre)	Institution which is a kind of go-between for government and civil society	Ugandan population; artists; etc.

6.1.3. OTHER LOCAL/INTERNATIONAL DONORS

Sub-types	Theme/goals	Target groups
Embassies & UN Agencies (Unicef, Unesco, a.o.)	Development cooperation in the sector of education.	GoU; Civil society in Uganda
African Development Bank (AfDB)	Strengthening and expanding the research base of the public universities within science and technology, and improving the infrastructure (connectivity, laboratories, libraries etc); To encourage universities to optimally share resources; Stimulation of the responsiveness to the needs of industry and the acquisition of practical skills, in order to	Public universities

	<p>increase the employability and entrepreneurship ability of university graduates;</p> <p>To support research platforms and linkages, and related capacity building.</p>	
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6.2. HEALTH

6.2.1. CIVIL SOCIETY

Sub-types	Themes/goals	Target groups
Beneficiaries; Uganda National Health Consumers Office; Medical bureaux of the various private non-for-profit organisations (Catholic, Protestant and Muslim); Community-based health Insurance organisations	Health policy and development health systems Social health protection	Ugandan households; Health professionals; Civil society leaders
Knowledge centres (Makerere University College of Health Sciences; Uganda Martyrs University)	Health Policy; Health Systems Management; Communicable and non-communicable diseases control and management; High level training: PhD and post-doc	Researchers; Lecturers; Senior personnel
Uganda Red Cross Society (URCS)	Aid to the government in blood donor recruitment, first aid services and training; Support maternal and child health services; Hardware and software support in (health) emergencies (cholera) and 'silent' (health) disasters (malaria, HIV/AIDS, diarrhoea,)	General population, schools; boda boda drivers; vulnerable groups; (pregnant mothers, Orphans and Vulnerable Children, Persons Living with HIV, etc)
Uganda Public Health Specialists Association	Health practice, professionalism, ethics	Health professionals
Reproductive Health Uganda (RHU)	Family planning	General public
Straight Talk Foundation (STF)	Family planning; Adolescent health	Adolescents; General public
Uganda Health Consumers Organization	Advocates for good health service delivery; Support MCH	General public
AIDS Support Organisation (TASO)	Service delivery to HIV/AIDS patients; Education, sensitisation and advocacy	HIV/AIDS patients
Marie Stopes Uganda	Family planning and reproductive health services across 15 centres; Sensitisation and education on reproductive health	General public; Girls and women
Mildmay Uganda	General health care; Specialised health care for people living with HIV	General public; People living with HIV/AIDS
National Forum of people living with HIV/AIDS; Uganda Network of Young	Health information and advocacy	People living with HIV/AIDS; Youths living with HIV/AIDS

People Living with HIV/Aids		
Uganda Women's Effort to Safe Orphans (UWESO)	Educational support; Socio-economic empowerment	Orphans and vulnerable children
Malaria and Childhood Illness NGOs secretariat (MACIS)	Malaria and maternal health care	Children; Mothers; General public
National Platform for Road Safety	Advocacy; Joint planning and coordination	Policy makers; General public
St John's Ambulance	First Aid Courses & Services; Ambulance services	General public; Companies
Injury Control Centre	Research and Advocacy; Implementation of Injury Management Programmes; Education	General public; Health professionals

6.2.2. PUBLIC AUTHORITIES

Sub-types	Themes/goals	Target groups
Ministry of Health	Policy and management; High level training: professional work-based Fellowship (post-Master), PhDs and post-docs	Health professionals
Local health authorities	Development of district health systems	Ugandan local health systems managers

6.3. HUMAN RIGHTS, GOVERNANCE & JUSTICE

6.3.1. CIVIL SOCIETY

Sub-types	Themes/goals	Target groups
Legal Aid Providers <i>Examples: Association for Human Rights, Centre for Legal Aid, Centre for Public Interest Litigation, Community Justice and Anti Corruption Forum, Foundation for Human Rights Initiative, etc.</i>	Legal aid; justice	Human rights organisations & platforms
Women & children's rights organisations <i>Examples: FIDA Uganda, Uganda Women's Network, Uganda Child Rights NGO Network, etc.</i>	Vulnerabilities; discrimination; education; health	Human rights organisations & platforms
Human rights defending organisations <i>Examples: Network Uganda (HURINET-U), etc.</i>	Alert international opinion; implementation of national protection framework; realisation of public freedoms	Legislative powers; local authorities; international stakeholders
Bar associations <i>Examples: Uganda Law Society,</i>	Protection of their members; independence; fair trial/justice; good governance	Lawyers; Citizens

Unions <i>Examples: National Association of Trade Unions, Centre for Trade Unions, Uganda Mines, Metal and Allied Workers' Union</i>	Protection of their members; labour rights	Policy makers; CEOs; WorkersWorkers
Media; Media organisations <i>Examples: Human Rights Network for Journalists, Uganda Radio Network</i>	Protection of their members; freedom of the press	Policy makers; Media owners; Journalists
Refugee organisations <i>Examples: Refugee Law Project, Inter Aid Uganda</i>		
Business & human rights organisations <i>Examples: Advocates For Natural Resources Governance and Development, Good Governance Preserves Natural Resources: ANARDE, etc.</i>	Land; extractive industries/sector	Communities affected by extractive industry
Refugee organisations <i>Examples: United Nations High Commission for Refugees, Human Rights Watch, etc</i>	Full realisation of international standards	
Human rights organisations <i>Examples: Office of the High Commissioner for Human Rights, Human Rights Watch, etc.</i>	Full realisation of international standards	

6.3.2. PUBLIC AUTHORITIES

Sub-types	Theme/goals	Target groups
Ministry of Justice and Constitutional Affairs	To ensure that Uganda as a country upholds the rule of law, good governance, and takes charge of the legal due process for all citizens and residents	Ugandan population
Justice, law and order sector	To improve the safety of the person, security of property, observance of human rights and access to justice for accelerating growth, employment and prosperity.	Ugandan population
Ministry of Gender, Labour and Social Development	To protect and promote the rights of the vulnerable population, to address gender inequalities, labour and employment as well as community mobilisation and empowerment.	Uganda population, focusing on the most vulnerable (youth, women, workers...)
The High Court of Uganda	To administer justice through resolving disputes between individuals, and between the State and individuals.	Uganda population

Uganda Human Rights Commission	To protect and promote fundamental human rights and freedoms in Uganda for sustainable development.	Uganda population
Makerere University School of Law	To impart quality legal knowledge and skills within an inter-disciplinary framework inspired by legal scholarship, outreach and a commitment to justice for all, and produce graduates well equipped to deal with new and emerging legal problems that will serve their clients and the community with integrity and excellence.	Students; researchers

6.3.3. INTERNATIONAL/OTHER DONORS

Sub-types	Theme/goals	Target groups
International NGOs OHCHR, Open Society, ABA-ROLI	Create network working in the area of human rights protection in Uganda	Local CSOs; Uganda population; Affected women, youth and children
International donors <i>Examples: Democratic Governance Facility, European Union</i>	Support human rights organisation plans and activities	INGOs; Local NGOs

6.4. ENTREPRENEURSHIP

6.4.1. CIVIL SOCIETY

Sub-types	Theme/goals	Target groups
SMEs <i>Examples: Tunado, Ussia</i>	To organise and advocate for favourable policies; To provide adequate integrated services; To transform SSEs into profit-making and sustainable enterprises	SSE
Microfinance institutions <i>Examples: SACCOs</i>	To provide adequate financial services	Various, including family farmers and SSEs
International NGOs <i>Example: We Effect, Agriterra, Oxfam International, Trias</i>	Synergy and complementarities of engagements/interventions	Local partners and their constituency
Network organisations: <i>Examples: Agricord, PELUM, AgriProFocus</i>	To cater for interest of NGOs in Uganda; A network that offers a central place (online and offline) where organisations, professionals, and agri-businesses can meet, do business and share resources and knowledge; A network working in the area of participatory ecological land use management	National and international organisations; Professionals; MSSE; Agro-business organisations
Private BDS service providers Local service providing NGOs	Value chain development	SSE
Knowledge Institutes <i>Examples: universities</i>	Micro finance; Financial Management; Human rights Management; Institutional capacity building of SMMEs	MFI partners and their clients; Agro-enterprises; NGOs;

		Public authorities; Stakeholders in agriculture
Banks <i>Examples: DFCU</i>	Financial services	MFI partners and their clients

6.4.2. PUBLIC AUTHORITIES

Sub-types	Themes/goals	Target groups
Ministry of Finance; Ministry of Cooperatives and Trade	Promoting market and value chain development	SSE
Local District Government	Provision of agriculture extension	SSE
Public service delivery organisations – production department	Provision of research services and source of new technologies; Promoting sustainable economic activities	SSE
Makerere University,	Research	SSE

6.4.3. PRIVATE SECTOR

Sub-types	Theme/goals	Target groups
Private companies	Marketing products on the local, regional or export market; Service providers; Deliver qualitative inputs	SSE

6.5. AGRICULTURE

6.5.1. CIVIL SOCIETY

Sub-types	Theme/goals	Target groups
Farmers' organisations (member-based): DFA, UNFFE	To organise and advocate for favourable policies; to provide adequate integrated services; to transform farmers into prosperous communities	Family farmers
Microfinance institutions <i>Examples: SACCOs</i>	To provide adequate financial services	Various, including family farmers and SSE's
International NGOs <i>Examples: Agriterra</i>	Synergy and complementarities of engagements/interventions	Local partners and their constituency
Network organisations: <i>Examples: Agricord</i>	To cater for interest of NGOs in Uganda; A network that offers a central place (online and offline) where organisations, professionals, and agri-businesses can meet, do business and share resources and knowledge; A network working in the area of participatory ecological land use management	National and international organisations; Professionals; Agro-business organisations
Oil companies <i>Examples: Total, Tullow Oil</i>	Corporate social responsibility	Communities in Albertine Region (oil region)
Local service providing NGOs	Food security and value chain development; Provision of training, extension services and other types of support to farmers (in the fields of agronomy, post-harvest handling, pest	Farmer's' groups

	management, processing, group dynamics, land tenure...)	
Knowledge institutes <i>Examples: Mountain of the Moons University, CURAD, Agency For Transformation</i>	Micro;finance Agro-business; Agro-policies; Public research	MFI partners and their clients; Agro-enterprises; NGOs; Public authorities; Stakeholders in agriculture
Banks <i>Examples: DFCU</i>	Financial services	MFI partners and their clients

6.5.2. PUBLIC AUTHORITIES

Sub-type	Themes/goals	Target groups
MAAIF	Promoting sustainable economic activities	Small Scale Farmers, FA
Ministry of Finance; Ministry of Cooperative and Trade	Promoting market and value chain development	Small Scale Farmers, FA
Local district government	Provision of agriculture extension	Small Scale Farmers, FA
Public service delivery organisations – production department	Provision of research services and source of new technologies; Promoting sustainable economic activities	Small Scale Farmers, FA
Makerere University, National Agricultural Research Organization (NARO), Africa Rice,	Research	FA

6.5.3. PRIVATE SECTOR

Sub-type	Theme/goals	Target groups
Private companies in the agrifood sector	Marketing agrifood products on the local, regional or export market; Service providers; Deliver qualitative inputs;	Consumers

6.5.4. INTERNATIONAL/OTHER DONORS

Sub-type	Theme/goals	Target groups
International NGOs <i>Examples: Oxfam; Brot fur die Welt; Ford Foundation; Swedish Society for Nature Conservation (SSNC)</i>	Create network working in the area of participatory ecological land use management; To cater for interest of NGOs in Uganda	
International donors	Support national development plans for agriculture	

6.6. WATER & ENVIRONMENT

6.6.1. CIVIL SOCIETY FOR ENVIRONMENT

Sub-type	Theme/goals	Target groups
CSO, CBO, MBO <i>Examples: Forest User Groups; Water User Groups; Coalitions of CSOs; Environmental Alert; Mubuku River Water User Groups; CSCO – Civil Society Coalition on Oil & Gas; Communities around Bwindi NP</i>	Supporting access to clean energy alternatives to biomass for cooking and lighting save money, providing healthier environments especially for women and girls and reducing pressure on forests and reduce the need to collect firewood; Facilitating tree nursery establishment and tree planting for fuel wood & restoration of river banks; Encourage sustainable management of resources for improved livelihoods to communities who are adjacent to water sources, Protected Areas (PAs) & forests; Encourage participation on issues like Collaborative Forest Management and on sloping land management and training in new techniques and skills to reduce landslides and vulnerability; Advocate for rights to benefit from wildlife tourism and not having their rights abused by government officials or oil companies as well as empowering them to understand and demand for their rights	The poor and disadvantaged; Women and girls; Youth; Those who live near to PAs/Forest Reserves; Communities who use wood/charcoal for cooking and Kerosene lamps for light; Communities living on steep sloping land; Communities who live near water courses; Those not able to understand or demand their rights
International NGOs <i>Example: WWF</i>	INGOs work closely with CSOs/CBOs/user groups to build their capacities, strengthen their organisation and provide grants to deliver conservation activities on the ground; INGOs also support CSO Coalitions to carry out advocacy related to the sustainable management of natural resources and the conservation of biodiversity	Local partners and their constituencies
Network organisations:	To cater for interest of NGOs in Uganda; Networks offer a central place (online and offline) where organisations, professionals, the private sector can meet, do business and share resources. Knowledge and good practice; A network working in the area of participatory ecological land use management	National and international organisations; Professionals; Agro-business organisations

6.6.2. CIVIL SOCIETY FOR WATER

Sub-types	Theme/goals	Target groups
Local NGOs: <i>Examples: JESE, KRC</i>	Coordination and execution of on-site activities; Building the capacity of local management structures and authorities; Social mobilisation, ...	Water users; Local management structures and local authorities
Water user management structures (local): <i>Examples: Mpanga Management Organisation Mubuku Water Users Groups</i>	Sustainable management of water resources	Water users
Beach management units	Management of landing sites	Fishing villages

Primary and secondary schools	Hygiene and sanitation in schools	Children and their parents
Village health teams	Promotion and follow up of hygiene and sanitation in villages	Village population
Sectoral network organisations (national) <i>Examples: UWASNET</i>	Brings all actors in Uganda who have been active in the water sector together	All water actors in Uganda
International Organisations <i>Examples: Broederlijk Delen, VSF, VLIR</i>	Synergy and complimentary of engagements/interventions	Local partners and their constituency
Knowledge institutions (local, regional and national): <i>Examples: Mountains of the Moon University</i>	Water management	Water management structures

6.6.3. PUBLIC AUTHORITIES FOR ENVIRONMENT

Sub-types	Themes/goals	Target groups
Ministry of Water and Environment; Ministry of Tourism Wildlife and Antiquities	Management, protection and control of water sources and flow and other natural resources such as wetlands, forests and biodiversity; Climate change awareness, adaptation and mitigation; Management protection and control of tourism resources, National Parks and wildlife	SSF; FA; Water users; Forest resource users; Urban and rural population including private sector users; Manufacturing processing industry
Local Government; Public service delivery organisations –production department	Delivery of local services and control as devolved from national government; Dealing with local industrial, manufacturing and processing impacts; Monitoring of local development projects	SSF; FA; Water users; Forest resource users; Urban and rural population including private sector users; Manufacturing processing industry

6.6.4. PUBLIC AUTHORITIES FOR WATER

Sub-types	Theme/goals	Target groups
Local authorities (local); Districts and sub-counties	Planning, implementation and management of water resources	Population
Directorates (local and national) <i>Examples: Ministry Water and Environment, Directorate of Water Resources Management</i>	Definition of policy, monitoring of water resources, backstopping of local authorities; development of pilots	Districts; Sub-counties; Population
Ministry of Health	Institutional capacity building and backstopping on health and sanitation aspects	Communities; Village Health Teams

6.6.5. PRIVATE SECTOR FOR ENVIRONMENT

Sub-sectors	Potential role in development processes
Oil & gas <i>Examples: Tullow, Total and CNOOC</i>	The oil & gas companies operating in Uganda are involved in exploration and preparation for future production, which could have a huge potential impact on the economy and a potential negative impact on the local environment and communities. WWF as well as CSOs and Coalitions, NGOs and CBOs in advocacy as well as monitoring and building in international safeguards and best practices
Mining and mineral exploitation	Private sector mining companies are likely to increase investment in production in the future in line with Uganda's Vision 2040
Renewable /Clean Energy <i>egg Barefoot Power and BBox</i>	The private sector has a very important role to play in the renewable energy in the Champion District Initiative in Kasese District. They are involved in supply of solar technology in a broad partnership involving national government, local government, INGOs, CSOs, CBOs ,SACCOs
Tronder Power	Private sector companies engaged in hydroelectric generation are also heavily invested and this is likely to increase as power demand increases Similar to the oil industry, WWF is working with CSOs and Coalitions, NGOs and CBOs in monitoring and building in international safeguards and best practices to hydro infrastructure development and operating processes to minimise damage and disturbance to biodiversity, natural resources and social impacts.

6.6.6. DONORS FOR WATER

Sub-types	Current & expected focus (areas for support)
Multilateral donors	Environment & development
EU	Renewable energy, NRM, forestry, climate change
World Bank	Forestry, NRM, climate change, energy, renewable
AfDB	Water resources management, climate change, NRM
UN	NRM, climate change, water resource anagement, renewable energy, human rights
Bilateral Donors	
Norway/NORAD	Support to the oil developments and supporting CSO capacity building, oil for development, water resources, NRM, energy policy and renewable energy
Sweden/SIDA	CSO capacity building, NRM, renewable energy
Denmark/ DANIDA	CSO capacity building, forestry, NRM, renewable/clean energy solutions, gender, livelihoods and human rights based approaches

6.6.7. PRIVATE SECTOR FOR WATER

Sub-types	Theme/goals	Target groups
Consultancy firms and constructors	Construction of infrastructure and studies	Funders of construction work
Provision of equipment and machinery	Construction and installation of infrastructure	Private companies

7. LOCAL PARTNERS FOR BELGIAN NON-STATE ACTORS

7.1. EDUCATION

Actor type	Current partners of...	Potential future partners of...
Local NGOs	Caritas, ITG	Caritas, ITG, VLIR-UOS, IdP
International NGOs	ITG	ITG, VLIR-UOS
Public and private higher education institutes	VLIR-UOS, ITG	VLIR-UOS, ITG
Research centres	VLIR-UOS, ITG	VLIR-UOS, ITG
Research and education networks (national and international)	VLIR-UOS, ITG	VLIR-UOS, ITG
Institutions for pre- and in-service BTJET instructors and tutors training		VVOB
Hospitals	ITG	ITG
Technical Schools	Caritas	Caritas, IdP
Cultural operators and networks		Africalia
Embassies		VLIR-UOS, Caritas, ITG, VVOB,
Ministry of Education		VLIR-UOS, Caritas, ITG, VVOB,
Regulatory bodies		VLIR-UOS, Caritas, ITG, VVOB,
Local authorities		VLIR-UOS, Caritas, ITG, VVOB, IdP
Professional associations	ITG	ITG
Donors		VLIR-UOS, Caritas, ITG, VVOB, Africalia

7.2. HEALTH

Actor type	Current partners of...	Potential future partners of...
Knowledge Centres	ITM	ITM, BRCF, ASF, WWF, Protos, VSF
Uganda National Health Consumers Association	ITM	ITM, BRCF, ASF, WWF, Protos, VSF
Uganda Public Health Specialists Association	ITM	ITM, BRCF, MdM BE
Uganda Red Cross Society	ITM	ITM, BRCF, ASF, WWF, Protos, VSF, MdM BE
Local and International CSO		MdM BE
Ministry of Health	ITM	ITM, BRCF, ASF, WWF, Protos, VSF, MdM BE
Local authorities		MdM BE
Public hospitals		MdM BE

7.3. HUMAN RIGHTS, GOVERNANCE & JUSTICE

Actor type	Current partners of...	Potential future partners of...
Human rights organisations	ASF	ASF, ITM, WWF, VLIR-UOS, BRCF, BD, RCN J&D
Law societies	ASF	ASF, RCN J&D

National and local authorities (Ministry of Justice, etc.)	ASF	ASF, IdP, RCN J&D
(Other) Universities/research centres;	ASF	ASF, RCN J&D

7.4. ENTREPRENEURSHIP

Actor type	Current partners of...	Potential future partners of...
Civil society	Trias, VsF-B, LD, Veco, Protos	Trias, VsF-B, LD, Veco, Protos
Local NGOs	Trias, VsF-B, LD, Veco, Protos	Trias, VsF-B, LD, Veco, Protos
INGOs	Trias, VsF-B, LD, Veco, Protos	Trias, VsF-B, LD, Veco, Protos
MSSE organisations	Trias, VsF-B, LD, Veco	Trias, VsF-B, LD, Veco
Public authorities	Trias, VsF-B, LD, Veco	Trias, VsF-B, LD, Veco
Ministry of Trade, Industries and Cooperatives	Trias, VsF-B, LD, Veco	Trias, VsF-B, LD, Veco
Local district governments	Trias, VsF-B, LD, Veco	Trias, VsF-B, LD, Veco
Private sector		
Cooperatives and their associations	Trias, VsF-B, LD, Veco	Trias, VsF-B, LD, Veco
Banks & financial services	Trias, VsF-B, LD, Veco	Trias, VsF-B, LD, Veco
Donors	Trias, VsF-B, LD, Veco	Trias, VsF-B, LD, Veco
Knowledge centres	Trias, VsF-B, LD, Veco	Trias, VsF-B, LD, Veco
Service delivery organisations	Trias, VsF-B, LD, Veco	Trias, VsF-B, LD, Veco

7.5. AGRICULTURE

Actor type	Current partners of...	Potential future partners of...
Civil society	<i>Vsf-B, Veco, Caritas, BD, Trias</i>	<i>Vsf-B, Veco, Caritas, BD, IdP, LD, Trias</i>
Local NGOs	<i>Trias Vsf-B, Veco, Caritas, BD,</i>	<i>Trias Vsf-B, Veco, Caritas, BD, IdP, LD</i>
INGOs	<i>Trias Vsf-B, Veco, Caritas, BD,</i>	<i>Trias Vsf-B, Veco, Caritas, BD, LD</i>
Farmer organisations	<i>Trias Vsf-B, Veco, Caritas, BD,</i>	<i>Trias Vsf-B, Veco, Caritas, BD, LD, IdP</i>
Ministry of Agriculture, Animal Husbandry & Fisheries (MAAIF)	<i>Trias Vsf-B, Veco, Caritas, BD, LD</i>	<i>Trias Vsf-B, Veco, Caritas, BD, LD</i>
Local district government	<i>Trias Vsf-B, Veco, Caritas, BD,</i>	<i>Trias Vsf-B, Veco, Caritas, BD, IdP, LD</i>
Ministry of Trade, Industries and Cooperatives	<i>Trias Vsf-B, Veco, Caritas, BD,</i>	<i>Trias Vsf-B, Veco, Caritas, BD, LD</i>
Private Sector		
Banks & financial services	<i>Trias Vsf-B, Veco, Caritas, BD,</i>	<i>Trias Vsf-B, Veco, Caritas, BD, LD</i>
Agro-business enterprises	<i>Trias</i>	<i>Trias</i>

	<i>Vsf-B, Veco, Caritas, BD,</i>	<i>Vsf-B, Veco, Caritas, BD,</i>
Knowledge Centres	<i>Trias Vsf-B, Veco, Caritas, BD,</i>	<i>Trias Vsf-B, Veco, Caritas, BD,</i>
Donors	<i>Trias Vsf-B, Veco, Caritas, BD,</i>	<i>Trias Vsf-B, Veco, Caritas, BD,</i>
Service Delivery Organisations	<i>Trias Vsf-B, Veco, Caritas, BD,</i>	<i>Trias Vsf-B, Veco, Caritas, BD,</i>

7.6. WATER & ENVIRONMENT

Actor type	Current partners of...	Potential future partners of...
Civil society		
<i>Local NGOs</i>	<i>Protos, BRC F, BD</i>	<i>Protos, BRC F, BD IdP, ASF</i>
<i>INGOs</i>	<i>Protos, BRC F, BD</i>	<i>Protos, BRC F, BD, ASF</i>
Public Authorities		<i>Protos, BRC F, BD, ASF</i>
<i>Ministry Water and Environment</i>	<i>Protos, BRC F</i>	<i>Protos, BRC F WWF</i>
<i>Directorate of Water Resources Management</i>	<i>Protos, BRC F</i>	<i>Protos, BRC F</i>
<i>Ministry of Tourism, Wildlife and Antiquities</i>		<i>WWF</i>
<i>Local district governments (sub-counties and districts)</i>	<i>Protos, BRC F</i>	<i>Protos, BRC F, IdP, ASF</i>
Mixed (Public Authorities and Civil society)		
<i>River Basin Management Organisations</i>	<i>Protos</i>	<i>Protos, WWF, IdP</i>
Private sector		
<i>Local entrepreneurs</i>	<i>Protos, BRC F</i>	<i>Protos, BRC F</i>
<i>Banks & financial services</i>		<i>WWF</i>
Donors	<i>Protos, BRCF, WWF</i>	<i>Protos, BRCF, WWF, ASF</i>
Knowledge Centres	<i>Protos</i>	<i>Protos, BRCF, WWF</i>

8. AREAS OF FUTURE INTERVENTION

Each of the partners intending to work on one or more of the mentioned themes in the future has varying modes of intervention. There are also commonalities within the modes and approaches of intervention of the various partners. Below, we present the main goals of the NGAs involved – and the potential interventions they put forward to achieve these goals.

8.1. EDUCATION

8.1.1. AREAS OF INTERVENTION

NGA	Future areas of intervention
VLIR-UOS	Higher education - and through education, an impact on the following sectors identified in the VLIR-UOS country strategy for Uganda: Environment; Health; Food security;

	Governance in the areas of NRM, social service delivery and post-conflict recovery
ITG	Universal health coverage; Equitable health policies; Infectious disease control; Health systems
Africalia	Production, dissemination and distribution capacity of cultural goods and services
VVOB	Technical and Vocational Education and Training (TVET)
Caritas	Decentralised vocational training in remote rural areas
IdP	Primary and post-primary education in rural areas Decentralised vocational training in remote rural areas
BRC F	First aid and road safety education for targeted groups of vulnerable people
Protos	Sensitisation and training on hygiene and sanitation in formal education in rural areas

8.1.2. MODELS OF INTERVENTION

Common, long term goal: Strengthened Higher Education institutions, Vocational and Technical institutions, rural schools and cultural organisations in order to enable these to contribute to tackling national development challenges in different areas of intervention (see 8.1.1.)

Sub-goals and related interventions:

Sub-goals	Potential interventions
Education, research and outreach of Higher Education institutions is improved	Capacity building on <i>individual</i> level by awarding scholarships; Capacity building on <i>departmental</i> and <i>institutional</i> level by funding cooperation projects between universities and university colleges in Flanders and in Uganda
Vocational & Technical institutions are stronger and more accessible	Strengthening capacities of instructor/tutors training institutions; Promote a holistic approach in learning & skilling. Promote a competence-based training; School leadership strengthening; Strengthening the role of business community and employers in TVET; Partial subsidisation of TVET training (for vulnerable categories like school drop-outs); Assisting TVET institutions to decentralize their offer to rural areas
Primary and post-primary rural schools are strengthened	Working with local authorities, communities and Ministry of Education to develop models of primary and post-primary rural schools offering worthy conditions of education (in terms of adequate infrastructure and equipment, nutrition and sanitation, commitment by teachers)
Cultural organisations are strengthened	<i>Institutional strengthening</i> – by identifying some arts groups that are at take-off stage and assisting them in developing institutional capacity; <i>Training</i> – by conducting arts management trainings for potential arts managers in the sector and assisting other potential institutions with technical skills; <i>Advocacy</i> – by building a functional and structured network for cultural and arts practitioners, organising an annual forum for sector practitioners to discuss and making sure some of these members establish committees that advocate for policy improvements with government; <i>Improve basic values</i> – address gender related aspects in management and productions; <i>Decentralisation</i> – by increasing the accessibility of the arts to wider audiences outside the main urban centre (Kampala City) with a focus on modern dance, poetry and storytelling

Session on preventive health and hygiene and sanitation practices	Training (TOT) using the Child-to-Child approach with the aim of developing Health & Sanitation groups within the school environment.
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8.2.HEALTH

8.2.1. AREAS OF INTERVENTION

NGA	Future areas of intervention
ITM	Capacity building of Ugandan partners (university researchers, Ministry of Health and District Health officials, professionals at NGOs, private not-for-profit sector) on quality of research and evidence-into-policy making to improve quality of health services; Contribute to research and training in the field of health systems and disease control.
BRC Flanders	Capacity strengthening of laymen and women, i.e. the Ugandan (Red Cross) community volunteers, rooted in the communities where the services are needed; Capacity building of the Ugandan Red Cross by providing resources (human and material), delivering expertise, and reinforcing evidence-based approaches where possible.
Protos	Prevention of waterborne related diseases: setting up campaigns on hygiene promotion and sanitation in schools, villages, landing sites, using approaches such as PHAST, Child-2-Child, CLTS, ...
Médecins du Monde	Contribute to capacity building of Ugandan partners (Ministry of Health and District Health officials, professionals of NGOs) through training, providing resources (human and material) in the area of Sexual and Reproductive Healthcare and prevention of HIV/AIDS

8.2.2. MODELS OF INTERVENTION

Common, long-term goal: Contribute to enhanced capacity in the health sector in order to improve service delivery to the Ugandan people; meaning capacity building at central as well as at the peripheral levels of the system, and both at institutional as well as individual level.

Sub-goals and related interventions:

Sub-goals	Potential interventions
(Right to) access (to) health care has improved	Promote female equality in health issues
Quality of health service delivery has improved	Capacity strengthening activities in health related topics
Health data and health research is available to enable proper health planning	Guidance and mentoring for capacity strengthening activities such as PhDs, fellowships, action research, exchange, work-based/on-the-job trainings, e-learning, in any topic related to health systems management, health policy, first aid (Red Cross), communicable and non-communicable diseases. Joint situation analysis with local partners
Good practices of synergies in the health sector are set up	Collaboration and partnership with planning bodies (MoH), health facilities delivering services (health districts), academia (universities) and CSOs (e.g. PNFP-sector, health consumer organisations, professional associations, volunteers...).
Blood supply is adequate to cover the demand	Guidance and mentoring for capacity strengthening activities in the area of blood transfusion

Lives are saved due to an operational emergency response system	First aid training to groups supported by other Belgian NGAs; Coordination with BTC on emergency response system and the link between the non-medical (lay) trained first aider and the medical trained staff in health centers
Increased resilience among the general public to handle emergency situations	Advocacy with the Ministry of Education on the inclusion of first aid in the curriculum and/or with the Ministry of Internal Affairs on first aid knowledge as a condition to acquire a driving permit

8.3.HUMAN RIGHTS, GOVERNANCE & JUSTICE

8.3.1. AREAS OF INTERVENTION

NGA	Future areas of intervention
ASF	Government and civil society, general; Anti-corruption organisations and institutions; Legal and judicial development; Democratic participation and civil society; Media and free flow of information; Human rights; Women's equality organisations and institutions; Conflict prevention and resolution, peace and security; Security system management and reform; Civilian peace-building, conflict prevention and resolution; Defence of the human rights defenders; Promoting the International and transitional justice processes in the country; Address the pre-trial detention issues in Uganda; Business & human rights - promote accountability of duty bearers in the field of extractive industry

8.3.2. MODELS OF INTERVENTION

Common, long-term goal: Engage the NGOs, institutions and other actors to address issues of HR while implementing their activity

Sub Goal

1. Support CSOs (women's associations, associations of lawyers, associations of child rights protection, associations of disabled people, associations of LGBT, etc.) to advocate for HR legal framework

Sub-goals	Potential interventions from the NGAs involved
Civil society competencies are strengthened	Management and institutional capacity building and trainings
Civil society legal framework is in accordance with human rights and international standards	Advocacy; monitoring of the human rights framework; awareness raising, dissemination of the bills
Transitional justice legal framework is in accordance with the international standards	Capacity building, support advocacy initiatives
Protection of vulnerable people due to the extractive and timber industry has increased	Support public interest litigation, mobilisation of regional legal frameworks
Established legal institutions are functioning in line with human rights and international standards	Technical assistance and capacity building

Institutional reforms	Technical assistance to national authorities
National legal policies guarantee the protection and the rights of discriminated people (disabilities, ethnic minorities, sexual minorities...)	Advocacy; technical assistance; capacity building
National legal policies integrate the protection and the rights of women and children	Advocacy; technical assistance; capacity building
Legal framework on GBV is fully operational	Technical assistance to ministers and local authorities

2. People have access to legal tools related to HR policy formulation to create HR awareness in communities (sex harassment, bullying, sanitary service, child rights...).

Sub-goals	Potential interventions from the NGAs involved
Legal framework in line with human rights and international standards	Development of guidelines and technical assistance provided to national authorities; Developing HR training manuals
Universities and research centres are recognised as consultative experts by the governing bodies	Engage universities as experts
Victims of massive/systemic human rights violation (ex. land grabbing, extractive sector, etc.) have access to reparations to support the development of their region/territory	Development and implementation of strategic litigations/public interest litigation cases; mediation and negotiation; advocacy for reparation guidelines which are in line with international standards
The Convention on the Rights of the Child is available and applied in the local and national institutions	Development of guidelines and technical assistance provided to national authorities; developing HR training manuals
Implement its National Strategic Plan of Interventions for Orphans and Other Vulnerable Children	Effective support programmes for children in vulnerable families, such as those affected by HIV/AIDS, single-parent families and families suffering from poverty; Effective support to extended families which care for children of parents who have died of AIDS and for child-headed families; and The promotion of and support for family-type forms of alternative care for children deprived of parental care, in order to reduce the resort to residential care.

3. Access to legal services

Sub-goals	Potential interventions from the NGAs involved
Legal proceedings follow the principle of fair trial	Legal representation; Training of judicial stakeholders
Judicial institutions are fully functional and not discriminatory	Support legal aid policy
Individuals belonging to vulnerable situations demand and participate without discrimination in justice mechanisms	Awareness raising; Outreach; Capacity building
Individuals are proactive to make the law effective	Outreach; Sensitisation; Legal education
The transitional justice legal framework is fully operational	Local outreach; Community based participation
Legal profession is fully equipped and skilled	Capacity building of judicial stakeholders Documentation provision

Legal mechanisms accessible to survivors	Outreach Local leaders capacity building
People victims of land grabbing due to timber and extractive industry are legally protected and empowered	Legal empowerment
Pre-trial detainees have access to legal aid; the illegal detention rate is reduced to zero	Legal aid in detention centres; Legal awareness on the detention legal framework to: detainees, prison officers, members of the judiciary, politics, etc; Actions towards the systematic use of judicial review of detention: training, capacity reinforcement, advocacy
Private sector actors (with a focus on the natural resources sector) respect the fundamental rights of the communities affected by their activities and their right to sustainable development (Legal empowerment)	Training, capacity reinforcement of: communities, private and public sectors; Alternative dispute resolution; Legal aid; Litigation; Advocacy;

4. Civil peace

Sub-goals	Potential Interventions from the NGAs involved
Sensitivity for civil peace in regions with a high insecurity risk	Civil peace mainstreaming in programme cycle
Promoting peace and solidarity	Business for peace, gardens for peace, mediation

8.4. ENTREPRENEURSHIP

8.4.1. AREAS OF INTERVENTION

NGA	Future areas of intervention
VSF	Improved and sustainable livestock productivity and consumption systems; Improved value chain addition and access to market for livestock products and sub-products; Diversified livelihoods and improved access to food (for instance through Village Saving and Lending Associations (VSLAs)); Advocacy on pastoral issues and human rights
LD	Strengthen communities by proactive participation; Capacity building of member-based organisations of FFs and SSEs Facilitation of integrated services to ensure better participation in markets, especially for poor people, women and young people
VECO	Improving the institutional environment (government and private sector policies, regulations...) for smallholder farmer organisations to support their members; Proactive participation of women and youth in their own member-based organisations or in democratic open and mixed MBOs, acting towards a more inclusive society
Trias	Proactive participation of women and youth in their own member-based organisations or in democratic open and mixed MBOs, acting towards a more inclusive society Capacity building of member-based organisations of FFs and SSEs Facilitation of integrated services to ensure better participation in markets, especially for poor people, women and young people Facilitation of coordination, dialogue and collaboration of member-based organisations with other actors towards a more inclusive global society
Caritas	Diversifying livelihoods in remote rural areas through non-agricultural income

8.4.2. MODELS OF INTERVENTION

Common, long-term goal: More sustainable livelihood of populations through increased non-agricultural entrepreneurship

Sub goals and related interventions:

Sub-goals	Potential interventions
Diversify and increase income through strengthening populations in non-agricultural entrepreneurship;	Support MBOs in diversifying and increasing income of their members through development of alternative non-agricultural entrepreneurial activities Partial subsidization of TVET-training and provision of start-up kits Support TVET-institutions to decentralise their vocational skills training on sub-county level Support MBOs in increasing their own income through set up of MBO-business wings Increase access to rural finance through strengthening of MF-MBOs and facilitating linkages between MF and non MF MBOs
Strengthening of MBOs within entrepreneurship;	Strengthening the proactive participation of women and youth in their MBOs Strengthening MBOs in improved service delivery to their members Strengthening MBOs and their networks in lobby and advocacy Linking MBOs with other MBOs; organisations in Uganda and internationally (e.g. South-South and North-South exchanges)

8.5.AGRICULTURE

8.5.1. AREAS OF INTERVENTION

NGA	Future areas of intervention
BD	Sustainable family farming inspired by agro-ecology strengthening small holder farmers' marketing associations and cooperatives; Sustainable management of natural resources (water, land,); Farmer-based lobbying and advocacy
MMH	Capacity building of MBOs of beekeepers; Training of beekeepers to help them to increase their income
WWF	Capacity building of MBOs; support MBOs and CSOs; Sustainable agriculture and environmental protection; Restoration (reforestation and enrichment) of forest resources; Restoration of wetlands and sustainable use of wetlands; Payment for Ecosystem Services; Advocacy on natural resources e.g. extractive industries - oil & gas and mineral production as well as unsustainable use of biomass from natural forests
VSF	Improved and sustainable livestock productivity and consumption systems; Improved value chain addition and access to market for livestock products and sub-products; Diversified livelihoods and improved access to food (for instance through Village Saving and Lending Associations (VSLAs)); Advocacy on pastoral issues and human rights
Caritas	Diversifying livelihoods in rural areas through increased marketable food production and increased non-agricultural income
LD	Strengthen communities by proactive participation; Capacity building of MBOs of FFs and SSEs; Facilitation of integrated services to ensure better participation in markets, especially of poor people, women and young people

VECO	Strengthen small farmer organisations in order to increase farmers income by a market-oriented approach; Contributing objective: improving the institutional environment (government and private sector policies, regulations...) for smallholder farmer organisations to support their members
IdP	Improving food and nutritional security as monetary incomes for farmers households through: Family farming inspired by agro-ecology and/or oriented to the market; Diversification of production; Capacity building of farmers MBOs; Strengthening access to storage infrastructures; Strengthening participation of family famers in markets;
Trias	Proactive participation of women and youth in their own MBOs or in democratic open and mixed MBOs, acting towards a more inclusive society; Capacity building of MBOs of FFs and SSEs; Facilitation of integrated services to ensure better participation in markets, especially for poor people, women and young people; Facilitation of coordination, dialogue and collaboration of MBOs with other actors towards a more inclusive global society;
BOS+	Field programmes of conservation and sustainable management of forest resources with proactive participation of women, youth and poor people within MBOs; Capacity building of MBOs /(agro-) forestry producers organisations; Facilitation of integrated services to ensure better participation in markets of (agro-) forestry related products; Facilitation of coordination, dialogue and collaboration of (agro-) forestry related MBOs with other actors towards a more inclusive global society;
BOS+	Proactive participation of women, youth and poor people in MBOs (focusing on conservation and sustainable management of forest resources); Capacity building of MBOs of family producers of (agro-) forestry systems; Facilitation of integrated services to ensure better participation in markets of (agro-) forestry related products; Facilitation of coordination, dialogue and collaboration of (agro-) forestry related MBOs with other actors towards a more inclusive global society
Protos	Introducing new farming methods in model areas within the scope of integrated water resource management IWRM activities to test and develop cases of improved soil and land management.

8.5.2. MODELS OF INTERVENTION

Common, long term goal: Sustainable livelihood of FFs through food security and marketing

Sub goals and related interventions:

Subgoals	Potential interventions
Increase production in agriculture (includes livestock and agro-forestry systems)	Support increased and more diversified production of existing crops through innovation (crops/crop varieties and agricultural techniques) and high quality community-based extension services; Agriculture value chain development; Agro-ecological approach to sustainability (with specific attention for agro forestry); Disaster risk management and reduction (also climate change adaptation and mitigation); Strengthening of MBOs –cooperatives etc; Improved access to agriculture inputs; Promote agricultural mechanisation (through the use of oxen ploughing); Improved of livestock breeds; Increase access to rural finance through strengthening of MF-MBOs and facilitated linkage's

Increase and diversify rural income	Entrepreneurship training in farm activities; Diversification of income sources; Strengthening of MBOs –cooperatives etc; Increase access to rural finance through strengthening of MBOs and facilitating linkages; Support the combination of livestock and crop farming through: material support (e.g.: introduction of improved breeds), training and community-based livestock services; Facilitate vocational skills trainings to rural communities through local partners
Strengthening of farmer organisations (includes (agro-) forestry) on local, regional and national level	Strengthening in proactive participation of women and youth in their farmer organizations Strengthening farmer organisations in improved service delivery to their members Strengthening farmer organisations and their networks in lobby and advocacy Linking farmer organisations with each other and with other organisations in Uganda and internationally (South-South and North-South exchanges)

8.6. WATER & ENVIRONMENT

8.6.1. AREAS OF INTERVENTION

NGA	Future areas of intervention
PROTOS	Access to drinking water; Hygiene and sanitation Natural resources management (water, soil); Water sector and water management; Improved water management in a climate change context
VECO	Sustainable land use; Sustainable use of water resources and around irrigation; Sustainable use of crop protection products including pesticides and fungicides among others; Environmental-based certifications e.g. rainforest, organic etc
WWF	Wetland restoration and management; Climate resilience of local communities; Wildlife crime (trade in ivory, elephant poaching); Mountain gorillas habitats; Certification of forests; Forestation, reforestation and forest restoration; Protection of strategic ecosystems and their ecosystem services (water, biodiversity, carbon, erosion buffering); Freshwater management and conservation
BRCF	Sanitation and access to water; Basic hygiene, waste management
IDP	Access to drinking water and to hygiene and sanitation; Access to water for agricultural activities
VSF-B	Access to drinking water; Access to water for production; Governance of water sources; Natural resources management
Trias	Sustainable land use management; Sustainable use of water resources in and around irrigation areas; Mitigating climate change

BOS+	Integrated and participatory land use planning; Mitigate and adapt to climate change; Protection of strategic ecosystems and their ecosystem services (water, biodiversity, carbon, erosion buffering); Sustainable management and use of forest resources; Forestation, reforestation and forest restoration; Sustainable agriculture systems in buffer zones of fragile forest/nature areas (agro-forestry, agro-ecology)
BD	Natural resources management (water, soil) with inclusion of the concerned population; Mitigate and adapt to climate change; Access to water for production; Sustainable land use ; Sustainable agriculture systems; Access to sustainable and renewable energy resources
ASF	Protection of people affected by extractive and timber industry; Governance of natural resources; Legal reforms on environmental issues;

8.6.2. MODELS OF INTERVENTION

Common, long term goal: Reducing the impact of our local partners and beneficiaries on environmental degradation and climate change; increase their resilience to climate change and conserve the strategic ecosystems in Uganda through a more sustainable use of land, water, and forests by the socio-economic actors and communities we support.

Sub-goals and interventions

Sub-goals	Potential interventions
Forest expansion and restoration, reduction of deforestation and forest degradation & preservation of the most valuable ecosystems in Uganda	
Improved awareness of civil society about the importance of ecosystems, land planning and problems & increased willingness of civil society and authorities to improve their <u>land planning and to protect its ecosystems</u>	Enhance integrated and participatory land planning
	Facilitate access to awareness raising and environmental education programs/campaigns to civil society via NGO and scholar systems
	Capacity building on technical, administrative, financial, legal, institutional issues to MBOs, grass roots associations, academic institutions about forest management
	Awareness building about the role of forests/other ecosystems in climate change
	Awareness rising on rights of local communities and capacity building on land grabbing issues. Access to legal services
Good ecosystem governance (BOS+)	Strengthen MBOs/producer associations (of forest products) in institutional (leadership,) and advocacy issues
	Facilitate access for relevant actors willing to promote good ecosystem governance to the different levels and relevant authorities
	Promote female equality in ecosystem management
	Continue to support the National Forest Authority to achieve National Standards and Certification of Forests in Uganda
Increased willingness of civil society to involve themselves in working on sustainable economic activities	Enhance the sustainable non timber forest product market to increase alternative sources of revenue
	Enhance the sustainable timber market to increase alternative sources of revenue
	Promote social ecotourism

Promoting sustainable use of their productive physical environment (land, water resources,) by entrepreneurs and communities	
Improved awareness of economic actors about the importance of their physical environment & increased willingness to contribute to the preservation and improvement of it	Awareness raising and capacity building of MBOs and communities related to sustainable agricultural/entrepreneurial practices (agro-forestry, silvicultural systems)
	Building local capacities (e.g. maliasili initiatives) and partnerships with Carbon Tanzania, East African Wildlife Society, Lion Guardians, Nature Conservancy
	Getting to know social enterprises with environmental objectives (as BioCarbon Partners) and leveraging interventions to social enterprises such as that of (BioCarbon Partners) ⁵⁸
	Active inclusion and capacity building of young farmers and SSEs in the tourism industry (to help them to see the economic benefits of eco/environmental tourism and to train them to implement it)
	Support in planning and management
	Legal empowerment
Increased mobility and access to pasture and water, aspects of holistic rangeland management, advocacy on pastoralists issues, integrated watershed management	Sustainable land use in livestock rearing areas by integrating and increasing awareness of holistic rangeland management practices; Support towards reciprocal grazing agreements in pastoral communities; Reforestation support to communities and institutions; Promotion efficient use of fuel wood products and promotion of renewable energy alternatives e.g. biogas; Improvement of access to water for agricultural activities
Improved access to drinking water and sanitation facilities	
Improvement of basic hygiene and access to drinking water and to hygiene and sanitation; improved Governance of water sources	Institutional strengthening of the water sector and capacity building of all water management stakeholders e.g. by developing and diffusing innovative water management practices; Increased sanitation coverage and use through hardware interventions in schools and in public places; Hardware interventions (water gravity flow system, boreholes, spring protection)
Improved management of available water resources	
Increased mobility and access to pasture and water, aspects of holistic rangeland management, advocacy on pastoralists issues, integrated watershed management	Peace building for increased mobility and access to pasture and water; Advocacy on pastoralists issues
Institutional set up of integrated water resource management (IWRM)based catchment management programs and integrated plans	Developing a new Freshwater Programme in partnership with the Directorate of Water Resources Management to build on previous experience piloting IWRM and catchment management.
	Water Stewardship with the private sector
	Advocacy based on right to water for different water users, including local communities and ecosystem functions
	Awareness raising and capacity building o the linkages between improved water management and Cclimate change resilience
	Develop new partnerships to support the Nile Basin Initiative and the Lake Victoria Commission.

⁵⁸ BCP is a start-up social enterprise that works to develop forest carbon projects based on the principles of REDD+ (Reduced Emissions from Deforestation and Forest Degradation) in order to generate social benefits and incentives for conservation in high-biodiversity landscapes.

Improved resilience to climate change in target areas	Learning and capacity building of NGA's & local partners on climate change mitigation and adaptation
Improved resilience to climate change in target areas	Building more resilience on climate change issues at the level of households and local governments
Improved animal welfare	
Elimination of illegal wildlife trade in ivory and reduction of elephant poaching	Develop new Wildlife Crime initiatives with TRAFFIC to eliminate Illegal Wildlife Trade in ivory through Entebbe Airport and other border crossings in Uganda and reduce elephant poaching
Increased awareness about the importance of mountain gorillas for the national and local economy	

9. RISK AND OPPORTUNITY ASSESSMENT

9.1. EDUCATION

9.1.1. VOCATIONAL TRAINING AND ENTREPRENEURSHIP

Risks	Opportunities
<p>Uganda has a large number of young vocational institutions, which have been created to be self-reliant (exclusively relying on a combination of school fees and governmental support). Some donors support the emergence of parallel low-cost structures (run by NGOs, associations, etc.), which depend almost exclusively on donor funding. There is a risk of newly created/heavily subsidised initiatives putting pressure on existing self-reliant institutions and therefore negatively affecting the durability of Uganda's existing vocational education system</p> <p>Lasting political commitment to TVET is uncertain</p> <p>The Ugandan government is currently implementing the TVET Act, which was enacted in 2008 to address the skills insufficiency problem and tackle youth unemployment. However, at the moment there is scepticism among some sections of the populace as to the success of this undertaking given the governments' failure to provide the necessary resources and implement earlier VET policies⁵⁹.</p>	<p>Since the late 1990s Uganda has developed a strong vocational, technical and agricultural education sector. Courses are relatively expensive (compared to the average Ugandan income), but institutions are self-reliant and well organised. Vocational, technical and agricultural training are the subject of a well-established collaboration between private (mostly Anglican and Catholic church) and government actors.</p> <p>Possibilities to generate domestic resources for TVET: In Uganda, following recent oil discoveries, the government's total budget is set to almost double by 2016. This could lead to a doubling of the education budget ... and possibly TVET⁶⁰</p> <p>Progress made in terms of reaching universal primary education (UPE) stimulates demand for post-primary education, including TVET⁶¹</p>
<p>Political commitment is not translated into a financial commitment</p> <p>The Ugandan government's priority in the education sector continues to be directed towards the primary education programme⁶².</p>	<p>Policies are in place to guide the TVET sector</p> <p>With high youth unemployment, large numbers of young people leaving school early without the required skills for their integration into the labour market and a desire for greater socio-economic development, there is a policy shift in the country towards VET and skills development⁶³.</p>
<p>TVET infrastructure lacks investment.</p> <p>Most of the technical institutions have old structures that, in some instances, have gone a long time without</p>	<p>Interest for vocational training is very high with refugees and rural youth.</p>

⁵⁹ Tukundane et al. (2015) Building vocational skills for marginalised youth in Uganda: A SWOT analysis of four training programmes, retrieved from http://www.researchgate.net/profile/Alexander_Minnaert/publication/267034794_Building_vocational_skills_for_marginalised_youth_in_Uganda_A_SWOT_analysis_of_four_training_programmes/links/54e5fa9f0cf277664ff1cf3d.pdf

⁶⁰ UNESCO (2013) Education for All Global Monitoring Report Policy Paper 08, retrieved from <http://en.unesco.org/gem-report/sites/gem-report/files/220443E.pdf>

⁶¹ Ministry of Finance, Planning and Economic Development (2013) Millennium Development Goals Report for Uganda 2013, retrieved from <http://www.ug.undp.org/content/dam/uganda/docs/UNDPUG-2013MDGProgress%20Report-Oct%202013.pdf>

⁶² Kingombe, C (2012) Lessons for Developing Countries from Experience with Technical and Vocational Education and Training (Working Paper), retrieved from <http://www.theigc.org/project/comprehensive-reform-plan-for-technical-and-vocational-education-and-training/#outputs>

⁶³ Tukundane et al. (2015) Building vocational skills for marginalised youth in Uganda: A SWOT analysis of four training programmes, retrieved from http://www.researchgate.net/profile/Alexander_Minnaert/publication/267034794_Building_vocational_skills_for_marginalised_youth_in_Uganda_A_SWOT_analysis_of_four_training_programmes/links/54e5fa9f0cf277664ff1cf3d.pdf

'repairs' ⁶⁴ . This is a risk for organisations such as VVOB that invest mostly at the "soft" end of TVET capacity development and quality improvement	
Ugandan economies picking up steam, but (self-) employment opportunities for TVET graduates remain uncertain. In 2013, Uganda saw the consolidation of macroeconomic stability and a gradual recovery of economic activity. Growth prospects, however, continue to be hampered by a relatively unfavourable investment climate for the private sector, as well as by capacity constraints in public sector investment and management ⁶⁵ .	
Funding challenges with ad hoc support from foreign donors and development institutions	Bayimba Cultural Foundation, for one, clearly has legitimate access to a network of relevant civil society actors in the arts and has access to local governance institutions too. Its director is closely involved with the Arterial Network and hosts the local chapter; this is a growing network of CSOs involved in the arts and creative industries.
Political context, focusing heavily on 'heritage' and 'local cultural diversity' but with very limited local funding from relevant ministries for these themes	UNCC operates from the National Theatre venue, originally established following an Act of Parliament in 1956. It is a legitimate institution that can act as a go-between for government and civil society.
Particularly recent policy outcomes that seem to menace certain sexual identity choices (homosexuality)	

9.1.2. HIGHER EDUCATION⁶⁶⁶⁷

Risks	Opportunities
Massive and rapid growth of the sector in response to demand for access risks undermining research priorities	High social demand for quality education
Inadequate coordination by national education agencies	Active involvement of the private sector in cooperate social responsibility
Limited funding from government for Higher Education	The EAC provides linking and learning possibilities
Undue political interference in the sector	High demand for Ugandan education from neighbouring countries
Competition between universities	Constitutional provision guaranteeing the right of association and existence of CSO
Weak governance: generalised corruption, lack of transparency in planning and management	Education Sector Strategic Plan supports quality education
Brain drain of qualified personnel	

⁶⁴ Benson, O (2011) The Factors Influencing the Negative Attitude towards Technical Vocational Education and Training in the Post-Colonial Uganda, retrieved from

https://www.academia.edu/7320335/factors_influencing_attitude_towards_TVET_in_uganda

⁶⁵ AfDB, OECD, UNDP (2015) African Economic Outlook: Uganda Country Report, retrieved from

http://www.africaneconomicoutlook.org/fileadmin/uploads/aeo/2015/CN_data/CN_Long_EN/Uganda_GB_2015.pdf

⁶⁶ Makerere University (2011) College of Education and External Studies (CEES) Strategic Plan 2011/12-2018/19, [retrieved from the following hyperlink.](#)

⁶⁷ Education Program Uganda (2014) Thematic Country Plan 2011-2015 Uganda Education, retrieved from <http://www.lec-uganda.org/sites/default/files/publications/Uganda%20Education%20program%20Plan%202012-2015.pdf>

9.2. HEALTH

Risks	Opportunities
Instability in the region (of the Great Lakes)	Skilled human resources at MOH and academic level
Incapacity (domestically) to handle corruption	Increasingly vocal civil society
Crisis at MOH level does not get solved	Economic growth
Political instability of the country after President Museveni era	Strong diaspora that can be tapped
Social	
Cultural or psychological barriers to give first aid in case of an emergency	Thousands of (Red Cross) volunteers are committed to helping to improve the health situation in their local communities with special attention to vulnerable groups
Financial	
	Hygiene promotion is the most cost-efficient intervention for high-burden diseases in low and middle income countries ⁶⁸ with a cost of only 5\$ per avoided DALY ⁶⁹ .

9.3. HUMAN RIGHTS, GOVERNMENT & JUSTICE

Risks	Opportunities
Electoral periods make the civil society fragile and the global situation of human rights is deteriorating	Existence of thematic policies (especially in the justice system) to make reforms.
State weaknesses that take a while to be corrected	Strong legal framework
Political pressure on civil society and international community	Good leverage of women
Shrinkage of public liberty and political space	Regional integration and international tools (EAC, East Africa Court of Justice...)
Discrimination against minorities (ethnic, gender, disabled people...)	
Donors leaving the country	

9.4. ENTREPRENEURSHIP

Risks	Opportunities
The 2016 national elections turned out to be turbulent so far, resulting in insurgency and political insecurity	Substantial interest and (donor) support to SSE sector
Due to a high culture of male dominance – highly patriarchal societies, barriers faced by women (e.g. access	Numerous government programmes and private sector interventions that support small businesses (their organisations), especially

⁶⁸ Laxminarayan R. et al. (2006) Advancement of global health: key messages from the disease control priorities project. *The Lancet*, 367, pp. 1193-208.

⁶⁹ DALYs (Disability-Adjusted Life Years) for a disease or health condition are calculated as the sum of the Years of Life Lost (YLL) due to premature mortality in the population and the Years Lost due to Disability (YLD) for people living with the health condition or its consequences. Definition from WHO online:

http://www.who.int/healthinfo/global_burden_disease/metrics_daly/en/

to and control of resources) cannot be adequately addressed	when they are related to agriculture (production and agri-processing).
Limited support is given to entrepreneurs only	More women employed in informal sector than men; except for transportation
Support is often uncoordinated and depending on programmes designed by the specific support organisations	SSE valuable contributor to economic growth and development: 'localizing value creation through SSE'
Uganda is one of the countries with highest entrepreneurs start-up, but high 'infant mortality' (issue of sustainability)	High local, national and regional demand for quality produce (this favours SSEs in agri-business)
Poor people in general and women in particular, lack information about their legal rights and access to mechanisms to enforce them	Many MFIs and SACCOs that provide financial services to SSEs

9.5. AGRICULTURE

Risks	Opportunities
The 2016 national elections turned out to be turbulent so far, resulting in insurgency and political insecurity	Well-elaborated policies that provide opportunities for improved interventions
Due to a high culture of male dominance – highly patriarchal societies, barriers faced by women (e.g. access to and control of resources) cannot be adequately addressed	The sector of agriculture has received a lot of attention in recent years (also from the donor and charity community)
Because youth are interested in short term gains and quick money, it is difficult to get them engaged in agriculture	Increased attention for public-private partnership
High market volatility and market distortions which affect the selected enterprises sales, prices and cash flows, negatively impacting on their productivity	The Sustainable Development Goals (post-2015 agenda) where agriculture also features
Climate change: changes in rainfall patterns with significant poor rainfall performance, prolonged and frequent droughts, drying/reducing amount of water in rivers and swamps, occurrence of floods, increase in crop and animal disease incidences, declining soil fertility, and in low yields. Regional differences within the country in terms of 1. Strength and representativeness of farmer associations; 2. Definition of agriculture and degree of professionalization of farming. Successful policies in one region can be counterproductive in another. The Government's only extension service (NAADS) has been suppressed and has been replaced by the army. NAADS programmes were often poorly implemented, but at least their staffs were agronomists. In the current context, it is the military command that decides on the type/quality of farming supplies to be distributed and the supplies distributed in 2015 were often inadequate	Agro policies provide opportunities for transformation from subsistence to business farming
Lack of secure property rights in land will inhibit sustainable food production, hinder good governance and reinforce social exclusion and poverty	Growing interest from SACCOs, MFIs and banks to provide financial services in the agricultural sector
More pressure on land through land fragmentation and further environmental degradation	High local, national and regional demand for quality produce

9.6. WATER & ENVIRONMENT

9.6.1. ENVIRONMENT

Risks	Opportunities
The 2016 national elections have resulted in insurgency and political insecurity so far	Well-elaborated policies that provide opportunities for improved interventions
Due to a culture of male dominance patriarchal societies, barriers faced by women (e.g., to access meetings and control resources) cannot be adequately addressed	Developing policies and strategies to mainstream Gender and Rights-based approaches throughout projects and programmes
Time spent in engaging with the private sector does not lead to positive results	Private sector engagement can lead to new partnerships, potential change and reduced impact but it will be hard work and needs perseverance and the right partners. Private sector investment is set to grow in Uganda
	Selected Sustainable Development Goals in Uganda (post-2015 agenda)
Lack of facility for loans to allow local communities to purchase solar equipment	Growing interest from SACCOs and banks to provide financial services in the Renewable Energy (RE) sector. RE sector is growing fast worldwide and Uganda is well placed already
The Government's Vision for "A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years" is not matched by adequate safeguards provided by institutional and legal frameworks and the effective enforcement to ensure that the natural resource base, that Uganda depends upon, is not destroyed in the process	The GoU has a great opportunity to set an example for other parts of Africa, and elsewhere, of just how to handle this process over the next 30 years by heading on a sustainable path for a future green economy. This could attract substantial international support if the temptations of corruption increasing with production are not too distracting

9.6.2. WATER

Risks	Opportunities
Institutional	
Local authorities have too little capable staff and means to fulfil their role	Interest and cooperation by national government for integrated water resources management
No national policy for water for production	Large investment programmes in drinking water
Inability to implement national policy	Legal recognition of water user associations
Policy framework and guidelines not clear on community management of rural water sources especially in terms of financial management and cost recovery	NGOs organized in an umbrella organization, UWASNET, recognised by the government
	Directorate of Water development (DWD) has a good knowledge management resource in their website, helpful in implementation of Water & Sanitation programs
Social	
Community management of water sources is rather reactive only in response to breakdown of water sources	Clustering of settlements especially in northern Uganda eases provision of water sources
Water stress due to population growth and the resulting increase in consumption	
Environmental	
Environmental degradation leading to critical changes in the availability of water resources	Important water resources in Uganda

Pollution of water resources	Existence of legal framework for protection of water resources
Changing climate conditions	The strong (positive) impact on health: provision of safe water and sanitation can reduce diarrheal diseases by 90% and reduce infant deaths ⁷⁰
Drainage of wetlands for agriculture activities	Availability of tools, expertise and evidence through the <i>Global Water and Sanitation Initiative</i> (2005-2015) ^{71,72}
Water for production not sustainably managed. Need to combine water for production with water shed management	
Financial	
Poverty as a menace for financial sustainability	Existence of functional financial systems for drinking water systems
Donor fatigue to (continue to) invest in Water and Sanitations interventions (after the MDG focus on Water and sanitation.	Availability of information and lessons learnt from the MDG (7c) agenda in Uganda (beyond MDG 2015 agenda?) for the Water and sanitation sector
	The World Bank estimates that the return on investments in water and sanitation is 2% of the gross national product (GNP) of a country. For some countries this return on investment can reach up to 7% of the GNP.
	Hygiene promotion is the most cost-efficient intervention for high-burden diseases in low and middle income countries ⁷³ with a cost of only 5\$ per avoided DALY ⁷⁴ .

⁷⁰ WHO (2010) GLAAS: UN-Water Global Analysis and Assessment of Sanitation and Drinking Water.

⁷¹ IFRC (2005) Global Water and Sanitation Initiative, retrieved from <http://www.ifrc.org/Global/Publications/Health/water-and-sanitation/gwsi-brochure-en.pdf>

⁷² IFRC (2012) Mid-Term Summary: Global Water and Sanitation Initiative, retrieved from <http://www.ifrc.org/PageFiles/97228/1217000-GWSI%20MidtermSummary-EN-LR.pdf>

⁷³ Laxminarayan R. et al. (2006) Advancement of global health: key messages from the disease control priorities project. *The Lancet*, 367, pp. 1193-208.

⁷⁴ DALYs (Disability-Adjusted Life Years) for a disease or health condition are calculated as the sum of the Years of Life Lost (YLL) due to premature mortality in the population and the Years Lost due to Disability (YLD) for people living with the health condition or its consequences. Definition from WHO online: http://www.who.int/healthinfo/global_burden_disease/metrics_daly/en/

10. POTENTIAL FOR SYNERGIES & COMPLEMENTARY WORK

10.1. TYPOLOGY OF SYNERGY & COMPLEMENTARITY

Information exchange

- Belgian NGAs with DGD funding in Uganda meet on a regular base with the Belgian Embassy and BTC in the “NGA Platform”, initiated by the Belgian Embassy. They exchange information on several themes of common interest (specific events linked to the Belgian Development Cooperation, political events with consequences for NGAs, administrative issues, etc.).
- On their own initiative individual NGAs exchange information on themes of common interest.

Project- or programme-based collaboration

- Cooperation in the so-called “Synergy Project”, i.e. a synergy project to address climate change adaptation and mitigation in Uganda.
- NGAs, BTC and Embassy open opportunities for mutual cooperation when preparing the indicative development cooperation program, the individual programmes or other initiatives.
- While elaborating their five year programme, NGAs can examine opportunities for common activities, exchange of experiences, for geographical concentration/complementarily, for common evaluations, etc.
- Joint research.

Advocacy

- NGAs partners can be excellent actors in evidence-based advocacy and can play a role in the advocacy programmes of NGAs in the North.
- Ugandan CSOs can use the NGA channels to manifest their concerns.

Logistics

- NGAs can share offices or other logistics, use common service delivery e.g. lawyers, transports, ...

10.2. OPPORTUNITIES FOR SYNERGY AND COMPLEMENTARITY

10.2.1. POTENTIAL THEMES & APPROACHES FOR COOPERATION

10.2.1.1. TRANSVERSAL THEMES, COMMON INTERVENTION MODELS & TOPICS FOR EXCHANGE

The following **areas** were identified as relevant for *all* NGAs to be involved in:

- Human rights, including
 - Child rights
 - Women’s rights
 - Minorities such as ethnic minorities, elderly people, people with disabilities, LGBT, etc.
- Inclusivity of a broader range of more vulnerable target groups (e.g. women, youth, disabled persons)
- Decent work and livelihoods
- Access to basic infrastructure such as water, sanitation, education and health care.
- Strengthening voices of local actors to lobby: e.g. support local partners to advocate for the improvement of the NDP via their networks, via the donor coordination, etc.
- NGAs will take into account cultural practices and diversity more explicitly in their programmes
- Organisational governance & leadership
- Environment: specifically on the themes of water and environment, it is worth mentioning the ongoing DGD financed synergy project “Climate Change and Mitigation in Uganda” as an interesting experience of aligning forces of Belgian NGAs and local partners from which NGAs will be able to learn and withdraw good practices on the road towards more synergy in the future. The 2-year project which started in May 2015 is implemented by 5 Belgian NGAs each of them active in different regions in Uganda (VSF, VECO, BROEDERLIJK DELEN, RED CROSS and TRIAS (lead)). All 5 NGAs and their local partners bring their experience with the aim of learning from each other, building the capacities of their local partners and contributing to greater resilience of the target population.
- Legal framework for NGOs & CSOs (e.g. upcoming NGO Bill)

- Sustainability (clear post-project sustainability and transfer of responsibilities to national partners)

NGAs will examine how to improve and expand the **mainstreaming** of these themes in their future programmes and activities. The upcoming programmes of the NGAs active in Uganda will provide more information on specific approaches to the transversal themes in their particular programme.

Following common **approaches** are identified:

- Capacity building
- Learning
- Monitoring and evaluation
- Partnerships and alignment with decentralised government structures
- Strength-based approach (building on local strengths as a basis for change instead of focusing on gaps/problems)
- Tailor-made approach (taking into account Uganda's diversity) and encouraging intra-national and context-specific learning
- Partnership with local organisations
- Programme approach

Finally, NGAs will focus on the following **priorities** in terms of communication (meetings, e-mails, platforms,):

- Interesting forums, conferences and other multi-stakeholder meetings
- Upcoming calls from donors related to/including transversal themes
- Common target groups/local partners
- Challenges and good practices

10.2.1.2. (CROSS-) THEMATIC SUBTHEMES AND APPROACHES

The following table highlights those areas that were identified as potential areas for *some* of the NGAs involved in this exercise to cooperate on. The last column highlights those international/local institutions or organisations with which cooperation is also considered on this topic. The development of these cross-thematic areas will be the subject of discussion and research by NGAs and these other relevant organisations. It will be important to learn from existing experiences.

Areas	NGA (-group/s) interested to cooperate with one another	Other relevant organisations
Entrepreneurship training	Education, Entrepreneurship	National Business Associations
Disaster risk management	Water & Environment, Agriculture	Local Government, INGOs, Donors
Management of water services	Water & Environment, education	CBO, DLG, Water Management Zones
Diversified livelihoods	Education, Entrepreneurship, Agriculture	Farmer associations, NGAs and TVET-institutions
Environmental education	Water & Environment, Agriculture, Entrepreneurship, Education	Climate change unit
Agro-forestry	Agriculture, Water & Environment Human Rights, Governance and Justice	CBOs District Local Government Office of Auditor General
Timber exploitation & marketing	Agriculture, Water & Environment	INGOs, District Local Government
Eco-tourism	Water & Environment, Entrepreneurship	Business Associations, INGOs
Extractive industries	Environment, Human Rights, Agriculture, Entrepreneurship	CBOs District Local Government, Office of Auditor General Ministry of Energy and Mineral Development

		Oil companies
Climate change	Water & Environment, Education, Health, Agriculture, Entrepreneurship	CBOs, Farmers' Associations, Local service-delivering NGOs like Kabarole Research and Resource Centre
Approaches		
Leadership strengthening approaches	Education, Agriculture, Entrepreneurship, Health, Social Protection in Health	INGOs, knowledge institutions
Development of tools to support legal protection of CBOs and CSOs	Human Rights, Agriculture, Entrepreneurship	NGO-Forum; Human Rights organisations

10.2.2. IDEAS AND COMMITMENTS OF HOW TO COOPERATE

The table below summarises the main ideas and suggestions for areas and approaches for better cooperation in the short- and mid-term future. The 1st column describes the concrete suggestions that were made by the consulted NGAs and stakeholders related to different types of cooperation. The 2nd column gives an indication of who committed themselves to contribute to this suggestion.

In the 3rd column indicates the 'level' of commitment, with the following scale: 1= already realised, or being realised; 2 = concrete commitment to implement this intention during the coming years; 3 = this idea will be explored in the future to see whether and how this can be concretised.

These commitments will also be integrated by the NGAs in their specific programmes; this in order to ensure that it will be a priority in the planning of the staff of the NGAs. The NGA group identified the following forms of exchange and cooperation:

10.2.2.1. INFORMATION EXCHANGE

Exchange of information is considered as a key element in the creation of synergies and improves the cooperation amongst NGAs and other stakeholders (e.g. Belgian Embassy, BTC, other INGOs and donors,)

Ideas and suggestions	Who?	Level
Set up and maintain an information exchange 'platform' with the focal contact points of the NGAs involved → <u>E-mail</u> : creation of different mail groups following the needs formulated by the NGAs → <u>NGA-specific web platform</u> → <u>Optimise the relevance and use of existing platforms and databases</u> ✓ Viungo & NGO Open Book ✓ Participate in the NGO Forum Directory in Uganda (http://ngoforum.or.ug/directory/)	ALL NGAs	2 – 3
Organise a yearly meeting between Belgian NGAs and some key stakeholders (agenda: cfr topics defined above – can alter, depending on the needs at that moment) – in Uganda and/or in Brussels.	ALL NGAs	2
Regular meetings within the NGA & BTC Platform (initiated by Embassy) on several themes of common interest	ALL NGAs	1
Prepare, and attend to meetings organised by other relevant actors, e.g. Ugandan NGO Forum	ALL invited NGAs	1
Monthly INGO country directors (or equivalent) meeting from subscribed INGOs (for example: BD, TRIAS,...) on national news or thematic information exchange	All subscribed NGAs	1

10.2.2.2. PROJECT- OR PROGRAMME-BASED COLLABORATION

NGAs have committed to the development or further improvement of the ideas and suggestions mentioned below in order to improve the efficiency of each programme in particular, and the efficiency of the programmatic support in Uganda as a whole.

Ideas and suggestions	Who?	Level
While elaborating new programmes and projects, identify opportunities for common activities (<i>on e.g. transversal issues</i>), for geographical concentration/complementarities etc. (<i>using the information listed in chapter 8.x.1</i>)	ALL	2
Cooperation on the “Synergy” projects on climate change adaptation and mitigation (2014-2016)	Trias, VECO, BRCF, VSF, BD	1
Collaborate to develop potential future “Synergy” projects	ALL	2
Exchange visits to share experiences related to management of water services	Protos, VSF, BRCF	1
Mutual cooperation between BTC, Embassy & NGAs when preparing the Indicative Development Cooperation Program or other initiatives	ALL, Embassy, BTC	1
Prepare for common fundraising/joint project/programme development when relevant/efficient (within themes, and/or for integration of transversal elements in a ‘thematic’ programme)	ALL	3
Invite (partners of) other NGAs when organising/facilitating workshops, multi-stakeholder meeting, conferences, field visits,	ALL	2
Look into the possibilities to organise joint evaluations about specific (e.g. transversal) themes	ALL	3

10.2.2.3. LOGISTICS

Logistic cooperation can be useful in order to facilitate the management of one or more NGAs.

Ideas and suggestions	Who?	Level
Share offices, cars... (<i>In case of geographical proximity</i>)	ALL	3
Share local service delivery people/ organisations	ALL	3
Share network: finding people to work with (local actors, consultants, experts,)	ALL	2
Human resources: share expertise for organising workshops etc.	ALL	3

10.2.2.4. NATIONAL & INTERNATIONAL NETWORKS

National and international networks are strongly developed in Uganda, involving Ugandan CSOs as well as INGOs. This table highlights existing and/or future networks where Belgian NGAs are or will be involved.

Networks	Who	Level
AgriCord (in Uganda with Agriterria, We effect, ...)	Trias	1
Memorandum of Understanding between Trias & VECO on exchange of information, training, joint M&E	Trias - Veco	1
Caritas Internationalis (worldwide confederation of 165 national Catholic NGOs) and AMECEA (Association of Member Episcopal Conferences in Eastern Africa)	Caritas	1
Agriprofocus group)	BD - Trias	1
Ruwenzori Regional Framework	BD, Protos	1
NOGAMU and PELUM	BD	3
INGO-directors monthly meeting	BD - Trias	1
BD – Protos - IdP coordination of implementing activities with local partners in Ruwenzori Region	BD – Protos – Iles-de-Paix	3

Memorandum of Understanding between the Ministry of Health, the Uganda Public Health Specialists Association, the Makerere University School of Public Health and ITM for the Fellowship Programme in Health Systems Management	ITM, MdM BE	1
Alumni Network	ITM &	1
International Federation of the Red Cross and Red Crescent	BRCF, MdM BE	1
International coalition for the ICC	ASF	2
East and Horn Human Rights Defenders Project	ASF	2
Human Rights Defenders Protection Fund	ASF	1
UJCC, UMEA, FENU	VVOB	3
Financial Institutions: TIER 4, VSLA & SACCOs	Trias, Veco, VsF, Caritas, BD	3
Agri-Research Agencies – National Agriculture Research Organisation (NARO), UIRI, Animal Genetic Institute	Trias, Veco, VsF, Caritas, BD	3
Uganda Industrial Research Institute (UIRI)	ALL	3
Ugandan NGO Forum	ALL	
NAPSE (Association of Private Schools)	VVOB, IdP, Caritas	3
AMECEA	Caritas	1
NCHE	VLIR-UOS, VVOB	2
UGAPRIV	VVOB	3
Baganda Tourism Board	WWF, Africalia	2
Kingdoms and Chiefdoms	Africalia	3
The Ugandan National Cultural Centre	Africalia	3
National Planning Authority	ALL	3
FAO	BD, VsF, Trias, Veco, Caritas, IdP, BOS+	2
IFAD	BD, VsF, Trias, Veco, Caritas, IdP, BOS+	3
Private Agri-Business, e.g. Mukwano, Uganda Breweries	BD, VsF, Trias, Veco, Caritas, IdP	3
Farmers' Associations: UNFFE, UCA, DFAs, NUCAFE, Beef Association	BD, VsF, Trias, Veco, Caritas, IdP	1
Food & Drugs Authority (in process of being established)	BD, VsF, Trias, Veco, Caritas, IdP	3
Labour unions (Decent Work)	ALL	3
Voices for Health Rights Coalition	ITM, BRCF	3
Uganda Health Professional Bodies (UNNNS, AHP)	ITM, BRCF	3
UWASNET	Protos, WWF, MdM BE	1
Thematic Team on IWRM hosted by the Ministry	Protos, WWF	1
Regional WASH Alliance for the Rwenzoris	Protos	1

ANNEXES

1) DETAILED PROGRAMME DESCRIPTION (ANNEX TO CHAPTER 2)

ACTOR(S)	Program focus (title)	Timeframe	Zone(s)
Others involved			
ASF			
Uganda Association of Women Lawyers (FIDA-U)	Combat Child Trafficking in Uganda	2010-2012	Teso Region,
(EALS) (EHAHRDP) (ULS) (HURINET-U)	Support and protection for lawyers and other human rights defenders in the regions of the African Great Lakes and Eastern Africa	2011-2015	Uganda
Uganda Law Society (ULS)	Promoting the Rome Statute System and enhancing the effectiveness of the ICC	2010-2013	Uganda
Uganda Law Society	Presumed innocent behind bars: the problem of lengthy and unlawful pre trial detention in Uganda	2013-2014	Kampala, Jinja, Nakawa, Mukono, Mubende, Mityana
	Exploring the Implications of National Resource Exploration and Extractive Industries on human Rights in Uganda	2013-2014	Hoima, Moroto
	Promoting the full implementation of the Rome Statute principles	2013-2016	Uganda
Global Rights Alert	Increased social accountability through meaningful participation of women and men in the development process of Uganda's oil and gas sector	2014-2016	Uganda
	Promoting national accountability processes for mass atrocities in Uganda	2014-2017	N-W Uganda
Uganda Law Society	Promotion of the Pro Bono Mobilising Lawyers to defend the rights of Ugandans	2012-2014	N-W Uganda
VECO			
Uganda Cooperative Alliance (UCA), Uganda National Farmers Federation (UNFFE) District local governments, District Farmer Associations and 3 Area Cooperative Enterprises (ACEs)	Improvement in the livelihoods of targeted resource poor family famers, female and male, in Bugiri and Pallisa districts through sustainable food and income security.	1/9/2009 – 31/8/2015	Eastern Uganda
	Value chain for Rice and Vegetables in Uganda are sustainable and inclusive	2014 – 2016	Eastern Uganda
ITM			
Research centres in UK, Spain, France, Germany,	Evaluation of 4 artemisinin-based combinations for treating uncomplicated malaria in African children (4ABC)	2005-2010	National & International

Zambia, Rwanda, Burkina Faso, Gabon, Mozambique, Uganda & Nigeria			
Research Centre in Belgium, the Netherlands, France & Uganda	Pathogenesis and identification of predictive factors of TB-IRIS in HIV patients under HAART (TB-IRIS)	2007-2011	National & International
Research Centre in Sweden, the Netherlands, South Africa, Benin, France Spain UK, Tanzania & Uganda	Sustainable Nutrition Research For Africa for the years to come (SUNRAY)	2011-2012	National & International
Medical Research Institute – Kenya, Baylor Kampala	Learning by doing: enhancing treatment literacy and addressing sexual and reproductive health of young people living with HIV/AIDS in Uganda and Kenya	2007-2011	National & international
Research Centre in Germany, South Africa, USA, UK, Uganda, Kenya, Bangladesh, Guatemala, Australia, Canada,	Formulating new goals for global health and proposing new governance for global health that will allow the achievement of these goals (Go4Health)	2012-2015	National & international
Research Centre in Cameroon, France, Belgium, Switzerland, Tanzania, Uganda and WHO	An Interdisciplinary Study Contributing to the Identification of the Cause of Nodding Syndrome In Four Countries	2015-2018	National & international
Research Centre in Uganda, South Africa and Uganda	Supporting Policy Engagement for Evidence-based Decisions for Universal Health Coverage in Uganda – SPEED	2015-2020	National & international
Makerere University School of Public Health (MakSPH)	Capacity Strengthening for Health Systems Research and Health Policy Development in Uganda	2008-2016	National
VIIR-UOS			
Uantwerpen Uganda Christian University Kyambogo University Mbarara University of Science and Technology	Towards more effective and equitable service delivery for local communities: comparing the impact of different accountability mechanisms and analysing the politics of service delivery.	2013 – 2018	National
Uantwerpen Gulu University Uganda Martyrs University	Governance and post-conflict reconstruction in Northern Uganda	2013-2018	Northern Uganda
Uantwerpen Uganda Christian	Urban governance in Kampala: a research partnership	2013-2015	Central Uganda

University Makerere University			
Uantwerpen Mbarara University of Science and Technology Uganda Martyr's University	In quest for effective service delivery: decentralization, district balkanization and local governance challenges for the next decade and in Uganda	2014-2016	Western Uganda
Ugent Lira University College Kisubi Brothers University College	The development and implementation of a Bachelor of Community Counselling and Psychotherapy	2014-2016	Northern Uganda
Uantwerpen Mbarara University of Science and Technology Uganda Christian University	Finding durable solutions for old refugee case-loads in Nakivale settlement – Mbarara District, Uganda	2014-2016	Western Uganda
Ugent CCVS Uganda (NGO)	Development of a training curriculum in psychotherapeutic counselling in Uganda	2011-2013	Northern Uganda
Uantwerpen Makerere University	The legal dimension of development: a partnership between the refugee law project (Makerere University) and the Research group on law and development (University of Antwerp)	2011-2013	Central Uganda
KULeuven Busitema University Makerere University	Sustainable land use and resilient livelihoods in the landslide-prone region of Mount Elgon, Uganda	2013-2018	Eastern Uganda
Hogeschool Gent Gulu University Makerere University	Relationship between mycotoxins and Nodding syndrome: a part of the solution?	2013-2015	Northern Uganda
Uantwerpen Mbarara University of Science and Technology Makerere University	Exploring opportunities for partnership and initiating joint research on the topic: "Intra-household and gender analysis to address food and health insecurities among rural communities in south western Uganda"	2013-2015	National
Vrije Universiteit Brussel Busitema University Mountains of the Moon University	Identification and analysis of land degradation hot spots, their socio- economical and physical controls and implications in the Mt Ruwenzori Region	2013-2015	Western Uganda
Ugent Mbarara University of Science and Technology Comprehensive Rehabilitation Services for Uganda (CoRSU NGO)	Creation of a reference centre for congenital facial cleft and benign jaw tumors in Uganda	2010-2015	Central & Western Uganda
VIVES Hogeschool Makerere University	Enhancing food crop and fish productivity	2012-2014	Central Uganda

Tende Innovations Farm	through integration of aquaculture and irrigated agriculture		
KULeuven Busitema University	An integrated assessment of landslides at Mount Elgon, Uganda hazards, consequences and opportunities	2012-2014	Eastern Uganda
KULeuven Makerere University	Computational fluid dynamic modelling of municipal solid waste incinerator processes and reactions	2012-2014	Central Uganda
Ugent Vrije Universiteit Brussel KULeuven Mountains of the Moon University	Pre-partner programme for Institutional University Cooperation between Mountains of the Moon University and the Flemish universities	2012-2013	Western Uganda
Ugent Vrije Universiteit Brussel KULeuven Mountains of the Moon University	Phase I partner programme (2013-2018) for Institutional University Cooperation between Mountains of the Moon University and the Flemish universities	2013-2018	Western Uganda
KULeuven Uganda Christian University	Phase I of PLATFORM cooperation "Uganda Governance Platform"	2013-2016	National
UAntwerpen Mbarara University of Science and Technology	Phase I of PLATFORM cooperation "Uganda Insecurity Platform"	2013-2016	National
PROTOS			
JESE	Access to potable water and sanitation, management of natural	2014-2016	Western Uganda
JESE	Potable Water, Sanitation around Lake George	2011-2013	Western Uganda
Ministry of Water and Environment, Directorate of Water Resources Management; Mpanga Catchment Management Committee; Kabarole Research Centre (KRC); Joint Effort to save the environment (JESE); Tooro Botanical Garden (TBG)	To contribute to enhancing the adaptive capacity to Climate Change of the Mpanga Catchment	2011 -2012	Western Region, Mpanga River Basin
Tooro Botanical Gardens, Joint Effort to save the environment (JESE), Mountains of the Moon University (MMU)	Conservation and Restoration of a micro catchment in the most downstream part Mpanga River Basin	2014-2015	Western Region, Kamwenge District
TRIAS			

ARUDIFA, ZODFA, HODFA, MADFA, MADFA SACCO, Nyaravur-SACCO, UNFFE, TUNADO, USSIA, Offaka, HOFOKAM	To organize and advocate for favourable policies, to provide adequate integrated services, to strengthen economic development in the communities	2014-2016	Northern & Western Uganda
MADFA, HODFA, MADIFA, BTC in Uganda	Capturing Gender Mainstreaming by video	2014	Western Uganda
BD			
FAPAD, AFSRT, PASUD, Caritas Lira, Detrec, ICES	Improving food security and income through improving agricultural techniques, value chain development and advocacy	2010-2015	Northern Uganda
KRC, CABCS, SATNET, JESE, COSIL and Kiimafoods	Improving food security and income through improving agricultural techniques, value chain development and advocacy	2010-2016	Western Uganda
COSIL and Kiimafoods	Partnerships linked to DGD-program Ruwenzori	2010-2016	Western Uganda
MMH			
Kitlam cooperative	Apiculture, sustainable development and social economy	2011-2012	Northern Uganda
Africalia			
Several Associations in Burkina Faso, Zanzibar, Tanzania, Uganda, Kenya and Zimbabwe	Capacity building: strengthen the capacities, skills and strategies of stakeholders doing the promotion and distribution of African cinema	2008-2011	National
VSF			
Caritas Torit (South Sudan) Turkana Pastoral Development Organization (TUPADO) Kenya Dodoth Agro-pastoral Development Organization (DADO) Uganda	Livestock for Livelihoods project (L4L Project)	2010-2013	Northern Uganda & South Sudan
FAO Kenya, Dodoth Agro-pastoral Development Organization (DADO)	Food Security Thematic project (FSTP)	2011-2013	Eastern Uganda
PROTOS IZG Dodoth Agro-pastoral Development Organization(DADO)	A better Access to Water Sanitation and Hygiene in Karamoja (WASAKA Project)	2013-2015	Eastern Uganda
FAO Uganda	Implementing one health at community level project (OHP project)	2013	Eastern Uganda

BRCF			
Uganda Red Cross Society (URCS)	African First Aid Materials –(AFAM]: developing localised and evidence based first aid materials	2010	National
Uganda Red Cross Society (URCS)	Tracing – restoring family links	2010	National
Uganda Red Cross Society (URCS)	Orphans and Vulnerable Children project]: holistic support to orphans and vulnerable children	2011-2014	Western Uganda
Uganda Red Cross Society (URCS)	Youth exchange: developing intercultural learning	2012	National
Uganda Red Cross Society (URCS)	WASH Emergency stock: capacity strengthening (hardware and software) of the URCS to set up a water and sanitation unit in an emergency (within 24 hours)	2012 – 2013	National
Uganda Red Cross Society (URCS)	Volunteer Exchange: developing intercultural learning	2013	National
Uganda Red Cross Society (URCS)	Diarrhoea Reduction: improved access to water and sanitation and improved basic hygiene through hardware and software support	2012-2014	Bugiri, Luuka
Uganda Red Cross Society (URCS)	First aid capacity strengthening of URCS and 5 branches	2011-2013	National, 5 districts in Western Uganda
Uganda Red Cross Society (URCS)	First aid capacity strengthening of URCS and 12 branches with a high rate of traffic accidents	2014-2016	National, 12 high risk branches
Uganda Red Cross Society (URCS)	WASH intervention: improved access to water and sanitation and improved basic hygiene through hardware and software support	2014-2016	Kween district
Uganda Red Cross Society (URCS), Trias, VECO, BD, VSF and their respective partners	Synergy project with 12 partners on Climate change	2015-2016	Bundibuyo
Caritas			
Caritas Arua	Covering basic nutritional and sanitary needs for the newly arrived South Sudanese refugees in Rhino camp.	2014-2015	Northern Uganda
	Diversifying livelihoods	2015-2016	Arua, Maracha and Koboko

2) EXECUTIVE SUMMARY IN DUTCH: GEZAMENLIJKE CONTEXT ANALYSE

Inleiding

Belgische Niet Gouvernementele Actoren (NGA's) die actief zijn Oeganda of belangstelling hebben om in de toekomst activiteiten te ontplooiën in dat land, werden uitgenodigd om samen een contextanalyse te maken. Deze oefening had tot resultaat dat 22 Belgische NGA's gezamenlijke doelstellingen geformuleerd hebben die richting geven aan hun toekomstige interventies op 6 domeinen: Gezondheid, Onderwijs, Mensenrechten & Governance, Ondernemerschap, Landbouw & Veeteelt, Water en Milieu.

Trias nam de leiding van de oefening en voor elk van de werkerreinen werd een "sub lead" aangeduid: VIIR-UOS voor Onderwijs, ITG voor Gezondheid, AsF voor Mensenrechten & Governance, Trias voor Ondernemerschap en voor Landbouw & Veeteelt, en WWF voor Water & Milieu. Trias werd bijgestaan door een consultant die zowel op het terrein als bij de hoofdkantoren de consultaties voerde.

Zowel NGA's die reeds activiteiten ontwikkelen, als NGA's met toekomstplannen in Oeganda namen actief deel aan een proces van uitwisseling van informatie, reflectie, consultatie van partners en stakeholders in de civiele maatschappij. De Ambassade van België in Kampala en BTC boden inhoudelijke en logistieke ondersteuning.

Tijdens het proces werd grote aandacht besteed aan de toekomstige interventies van de NGA's, hun coherentie, complementariteit en synergie. Het tijdsbestek was te kort om te komen tot een gezamenlijk strategisch kader, maar de oefening biedt een goede aanzet om de onderlinge samenwerking te versterken en een betere synergie te ontwikkelen met de programma's van andere actoren, o.m. met andere actoren van de Oegandese civiele maatschappij, andere donoren en met de direct bilaterale samenwerking van België met Oeganda.

Oeganda, de (nog steeds de doffe) Parel van Afrika.

Oeganda behoort tot de regio van de Grote Meren en is een actief lid van de Oost-Afrikaanse Unie.

Het land wordt geleid door President Yoweri Museveni die erin slaagde om tijdens zijn ononderbroken regime van '86 tot vandaag, rust en ontwikkeling te brengen. De parlementaire democratie is vrij stabiel en verwacht wordt dat President Museveni de verkiezingen in februari 2016 opnieuw zal winnen.

De economische groei wordt gestimuleerd door belangrijke investeringen in infrastructuurwerken, mijnbouw en olie-ontginning. Hoewel 77% van de bevolking leeft van landbouw, veeteelt en visserij, vertegenwoordigen deze sectoren slechts 14% van het BNP. Het ondernemers klimaat in Oeganda is verslechterd en het land neemt de 150^{ste} plaats in de "Doing Business Ranking" van de Wereldbank.

Het aantal mensen dat in armoede leeft is drastisch gedaald. Hoewel Oeganda de eerste Millenniumdoelstelling (het halveren van het aantal mensen in extreme armoede) ruimschoots heeft behaald, blijft het land op de 164^{ste} plaats in de HDI. Onderwijs en gezondheidszorg krijgen geen prioriteit in de overheidsuitgaven en de talrijke private initiatieven in deze sectoren slagen er (nog) niet in om kwaliteitsvolle diensten te leveren.

Oeganda is door land omgeven en beschikt over enorme natuurlijke rijkdommen: regenwoud, bossen, grasland, savannes, besneeuwde bergen, meren en moerassen. Deze bio-diversiteit wordt bedreigd door ondeskundig beheer en door de zeer snelle toename van de bevolking (groei van 3,2% per jaar) die de druk op het milieu verhogen. De toekomstige olie ontginning dreigt een zware tol te eisen van de natuur, maar ook van de bevolking in deze regio's. Onregelmatige regenval en de lange periodes van droogte als gevolg van de klimaatsverandering hebben een negatieve invloed op de economische ontwikkeling van landbouwers en veehouders.

Rechten van vrouwen en kinderen staan onder druk door schadelijke traditionele gebruiken en de onvoldoende en onaangepaste wetgeving m.b.t. de belangen van kwetsbare groepen.

De Civiele Maatschappij is zeer actief op vele domeinen en kan sterke resultaten voorleggen op het gebied van dienstverlening en advocacy. De Oegandese overheid is onderhevig aan corruptie, willekeur en slaagt er moeilijk in om haar dienstverlening aan de bevolking goed uit te bouwen.

Doelstellingen van NGA's in Oeganda

Onderwijs

NGA's zullen zich richten op de versterking van instellingen voor hoger onderwijs, technische en beroepsscholen, de plattelandsscholen voor lager onderwijs en culturele instellingen zodat zij een bijdrage kunnen leveren aan de ontwikkeling van het land.

In het hoger onderwijs staat capacity building centraal door de samenwerking en uitwisseling met Vlaamse Universiteiten en hogescholen door het toekennen van beurzen. In het technisch en beroepsonderwijs zullen NGO's aandacht besteden aan lerarenopleiding, kwaliteitsvol onderwijs gebaseerd op kennis en bekwaamheid. Aandacht zal besteed worden aan de aansluiting van het technisch en beroepsonderwijs bij de noden van de arbeidsmarkt en het bedrijfsleven. De bereikbaarheid van deze scholen, vooral op het platteland én voor meisjes, is een heel bijzonder aandachtspunt. Waar NGA's werken met lagere scholen zal dit gebeuren in overleg met de lokale overheid en gemeenschappen en wensen NGA's de leeromstandigheden te verbeteren

De steun aan culturele instellingen zal gericht zijn op institutionele versterking, management opleiding, advocacy, gender en decentralisatie van de instellingen.

Gezondheid

De capaciteiten van de dienstverlening moeten verbeteren, dit zowel op het centraal als op het perifeer niveau van het gezondheidssysteem, zowel op institutioneel als op individueel vlak. Het recht op toegang tot gezondheidszorg, en zeer specifiek voor vrouwen staat daarbij centraal. Er zal aandacht besteed worden aan de capaciteitsverbetering van gezondheidswerkers en verbetering van management systemen. Samenwerking met beleidsinstellingen, universiteiten en CSO's zal nodig zijn om de kwaliteitsverbetering duurzaam te maken.

Rampenbestrijding en –preventieve actie zal deel uitmaken van de interventies van NGA's, op dat vlak voorziet men intense samenwerking met andere actoren.

Mensenrechten, Gerecht & Governance

Belgische NGA's gaan ervan uit dat de mainstreaming van dit thema veronderstelt dat alle actoren bereid en bekwaam zijn om het respect voor mensen rechten, inclusief de rechten van minderheden, vrouwen, gehandicapten, LGTB's, kinderen, ouderen, enz te verbeteren. NGA's zullen advocacy ondersteunen voor een wettelijk kader dat aansluit bij internationale normen inzake mensenrechten. Men zal bijzondere aandacht besteden aan de bescherming van mensen voor negatieve gevolgen van ontginning van mineralen en duurzame houtsoorten, door de toegang tot het rechtssysteem voor de betrokken groepen te verbeteren.

Ondernemerschap

De belangrijkste doelstelling in deze sector is de verbetering van de levensomstandigheden door de promotie van ondernemerschap buiten de landbouw. Dit zal gebeuren door het diversifiëren van deze activiteiten en door de versterking van ledenorganisaties die het ondernemingschap ondersteunen.

Landbouw

Voedselzekerheid en vermarkting staan centraal in de acties van Belgische NGA's in deze sector. In Oeganda zijn ook veeteelt en agro-bosbouw een belangrijk onderdeel van deze sector. Voedselzekerheid kan worden bewerkstelligd door verhoging en diversificatie van de productie. Een verbeterde vermarkting en betere controle op de voedselketens zijn belangrijke voorwaarden om inkomsten van de landbouwfamilies te verhogen. Ook de steun aan boerenorganisaties en hun belangenverdedigers hebben een belangrijke plaats in de programma's van NGA's.

Water & Milieu

NGA's zullen dit thema integreren in al hun activiteiten en met als doel de impact van de klimaatveranderingen op het leven van Oegandezen beheersbaar te maken. Belangrijk daarbij is dat de diversiteit van de strategische

ecosystemen beschermd wordt door een duurzaam gebruik van land, water en bosgebieden. Bewustmaking en ondersteuning van de gemeenschappen en volksorganisaties in beter beheer van de natuurlijke rijkdommen nemen een belangrijke plaats in. Beheer van drinkbaar water ter ondersteuning van verbeterde hygiënische omstandigheden zullen de gezondheid van mens en dier ten goede komen.

Bescherming tegen stroperij en illegale ivoorhandel maken deel uit van de toekomstige acties van NGA's.

Samenwerking, complementariteit en synergie

De reflectie tussen NGA's en met de vertegenwoordigers van de Ambassade en BTC concentreerde zich eerst op de transversale en horizontale thema's die zich op dit moment aanbieden. Uit de analyse van de toekomstige interventies blijkt dat in vele gevallen de aanpak van NGA's invloed hebben op meerdere sectoren: vb waterbeheer op gezondheid, onderwijs op ondernemerschap en landbouw, milieubeheer op mensenrechten, enz. NGA's zullen in de toekomst meer aandacht besteden aan de horizontale aanpak, meer uitwisseling van ervaring en kennis inbouwen in hun acties en op die manier een grotere coherentie kunnen bereiken.

Enkele transversale thema's werden geïdentificeerd:

- mensenrechten (incl. Vrouwen- en kinderrechten, rechten van etnische minderheden, gehandicapten, LGTB.)
- inclusiviteit van vrouwen en jongeren in de werking
- waardig werk en sociale bescherming
- toegang tot basis infrastructuur zoals water, sanitair, onderwijs en gezondheidszorg
- advocacy, steun aan thematische netwerken van de CSO's
- governance en leadership binnen de gesteunde organisaties
- milieu en natuurlijke rijkdommen.

De mainstreaming van deze thema's wordt een opdracht in de toekomstige programma's en NGA's zullen mekaar daarbij ondersteunen door uitwisseling van informatie en vorming.

NGA's in Oeganda ontmoeten mekaar regelmatig, zowel tijdens het overleg georganiseerd door de Belgische Ambassade als op eigen initiatief. Deze uitwisseling zal als volgt geïntensifieerd worden:

- Uitwisselen van informatie n.a.v. specifieke events (bezoeken, conferenties, ...)
- Een actieve participatie binnen het Oegandese NGO-Forum wat de impact en samenwerking met de civiele maatschappij zal verbeteren
- Samenwerking op het gebied van project- en programma ontwikkeling: NGA's zullen sessies organiseren tijdens de voorbereidende fases van programma-opmaak, zowel voor hun eigen programma's als voor het Indicatief Samenwerkingsprogramma van de Belgische bilaterale samenwerking. Zij zullen opportuniteiten voor synergie-projecten onderzoeken en initiëren.
- Fondsenwerving bij andere donoren
- Uitwisseling bij evaluaties, opzetten en/of deelnemen aan gezamenlijke evaluaties
- Taakverdeling en informatie-uitwisseling bij de samenwerking met nationale en internationale samenwerking.

De Belgische bilaterale ontwikkelingsamenwerking is actief op 2 terreinen: onderwijs en gezondheid. NGA's gespecialiseerd in deze sectoren werken reeds actief samen en ze zullen geregeld overleg organiseren met BTC. Gezien beide sectoren een grote impact hebben op alle activiteiten van NGA's is een meer doorgedreven uitwisseling van informatie en ervaring gewenst.

Belgische NGA's zijn een relatief kleine speler in Oeganda, maar deze engagementen die opgemaakt zijn binnen deze Gezamenlijke Contextanalyse bieden perspectief voor een kwalitatief hoogstaande samenwerking die deze organisaties zal onderscheiden als betrouwbare en standvastige partners voor de Oegandese civiele maatschappij.