



TRADE Promotion Strategy

and **Action Plan**

for Acholi Sub-Region, Northern Uganda



Vision:

A transformed Acholi society from a purely subsistence livelihood to a prosperous sub-region by year 2025

Theme:

Building Economic Prosperity in Acholi Sub-Region

Produced with support of the
United Nations Peacebuilding Programme

September 24, 2012



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FOREWORD

The role of trade has particular relevance to poverty reduction, and the potential to contribute significantly to the attainment of the National Development Plan (NDP) vision of transforming Uganda from a poor peasant society to a middle income country within thirty years. This Strategy, which I wholeheartedly welcome, upholds bold but achievable vision that consolidates partnership roles between my Ministry, the district local governments and the private sector, and embraces the compelling national policy theme of *trading out of poverty into wealth and prosperity*.

There are two factors that make this trade promotion strategy particularly timely and relevant. Firstly, we have noted that while export opportunities exist in regional and international markets, we are unable to exploit them due to low production, and poor quality of our products. In a significant way, this Strategy shall contribute to development of sustainable markets and supply across the entire value chain for commodities that are of significance to the sub-region and shall help consolidate our trade interests in South Sudan. Secondly, this Strategy reinforces not only government efforts of rebuilding a strong post-conflict Acholi sub-region's economy, but also several initiatives underway in my Ministry aimed at boosting Uganda's export performance.

I am convinced that although this is a plan for Acholi sub-region, the benefits will be felt by all the Ugandans. I applaud the approach to collaborate with the MTIC team in implementation, sharing and discussing outputs on a regular basis. This synergy, coupled with clear feedback and a robust and responsive private and public sector mechanisms to address emerging constraints, will make this strategy go a long way in making the vision of transforming the people of that region a reality.

It, therefore, gives me great pleasure to commend the UNDP for the financial and technical support accorded to the development of this strategy, and I do hope this support will continue until the necessary capacity to sustain these initiatives have been built. In the same measure, I wish to invite other Development Partners to join us in nurturing what has been planted. Finally, I wish to thank the consultant, Milton Ayoki for the commendable work done. In the same vein, I wish to thank the District Leaderships of Acholi sub-region for their central role in this process and all the stakeholders and individuals who contributed in one way or another for the success of this project. I salute all of you and pledge Government's commitment to the implementation of this Trade Promotion Strategy and Action Plan.

Hon. Amelia Kyambadde

MINISTER OF TRADE, INDUSTRY AND COOPERATIVES

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CURRENCY EQUIVALENTS

(May 2012)

Currency Unit = Uganda Shilling (USh)

US\$1 = USh 1,826.5

Government of Uganda Fiscal Year

July 1–June 30

ACRONYMS AND ABBREVIATIONS

AfDB	The African Development Bank
CAO	Chief Administrative Officer
DSIP	Agricultural Sector Development Strategy and Investment Plan
DRC	Democratic Republic of Congo
DTIS	Diagnostic Trade Integration Study
EAC	East African Community
EU	European Union
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
ICT	Information and Communication Technology
IHS	Integrated Household Survey
IMF	International Monetary Fund
IOM	International Organization for Migration
IT	Information Technology
MAAIF	Ministry of Agriculture, Animal Industry & Fisheries
MTIC	Ministry of Trade, Industry and Cooperatives
NDP	National Development Plan
NTSDP	National Trade Sector Development Plan
PPP	Public – Private Partnership
TDF	Acholi Sub-Region Trade and Development Forum
TPS	Trade Promotion Strategy
UEPB	Uganda Exports Promotion Board
PRDP	Peace, Recovery and Development Plan
RDC	Resident District Commissioner
UBOS	Uganda Bureau of Statistics
UEDCL	Uganda Electricity Distribution Company Limited
UNCDF	United Nations Capital Development Fund
UNHS	Uganda National Household Surveys
USD	United States Dollar
URA	Uganda Revenue Authority
UWEAL	Uganda Women Entrepreneurs Association
WFP	World Food Programme
Exchange Rates:	1 EURO = 3,400 Ush
	1 USD = 2,500 Ush

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The Trade Promotion Strategy has been prepared under the UNDP component of the United Nations Peace Building Joint Programme on Livelihoods and Local Economic Recovery for Acholi Sub region (JP3). However, the first credit goes to the district administration of the of Acholi sub-region who devoted their time, and information, without which this document could not be produced. The process was project-managed by Richard Musinguzi (UNDP), and efforts by Enterprise Uganda and the TPS Steering Committee (represented by the Ministry of Trade, Industry and Cooperatives, the seven districts of Acholi sub-region, and the private sector) that helped to see this process through to the end, is greatly appreciated. We acknowledge the contribution of various stakeholders who took part in the Stakeholder Consultative Workshop for the TPS held on 20-21 June, 2012 in Gulu, district consultations undertaken between 22 – 30 June, a validation (second stakeholder) workshop held on 16-17 August 2012, and a private sector stakeholder meeting held on 30 August 2012 in Gulu. We are particularly thankful to the Local Council 5 Chairpersons, RDCs, Chief Administrative Officers, and District Planners of the of Acholi sub-region, the Ministry of Trade, Industry and Cooperatives, Uganda Investment Authority, Uganda National Chambers of Commerce and Industry, Cross-Border Trade Association of Uganda, Kapchorwa Commercial Farmers Association, and Uganda Women Entrepreneurs Association, for their contribution.

UNDP

Kampala, 24 September 2012

EXECUTIVE SUMMARY

This is the Trade Promotion Strategy (TPS) for Acholi sub-region, with Action Plan, covering a three-phase implementation periods: short, medium and long-term. The Acholi sub-region is located in northern Uganda; one of the poorest regions in the country. The trade promotion strategy comes at a critical moment for a sub-region that is struggling to recover from the effects of two decades of ravaging war of the LRA. The strategy aims at improving the social and economic status of the people of Acholi and rebuilding a strong post-conflict Acholi economy. The strategy is a product of a wide level of consultation undertaken between May and August 2012, with support of the United Nations Peace Building Joint Programme on Livelihoods and Local Economic Recovery for Acholi Sub region (UNDP component). It provides a platform for various stakeholders in both the public and private sector, to engage towards transforming society of Acholi sub-region from a purely subsistence livelihood to a prosperous one by year 2025.

The TPS pillars—The success of the TPS will depend on achievements made in removing key barriers and constraints faced by firms in raising supply and selling their products, and bridging information and capacity gap to help Acholi businesses expand their activities to embrace the opportunities open to trade. To this end, the Trade Promotion Strategy (TPS) is built on three pillars: trade promotion, trade development infrastructure and trade relations management. The strategy focuses, among other issues, on institutional, and policy requirements for promotion of trade and investment in Acholi sub-region.

Targeted sectors —The short and medium term targeted sectors for the Trade Promotion Strategy, in order of priority are: groundnuts; sim sim; maize; rice; sorghum; livestock; beans; and cassava, sunflower and cotton. In addition, tradable services are also prioritised for promotion to enhance the sub-region's long-term economic transformation. These are: tourism, education and health.

District strategies —In furtherance of the objective to promote trade in the priority enterprises, the TPS focuses measures on four main issues: increasing agricultural production and productivity, increasing access to produce market and increased farm gate prices, development of human resource capacity to handle trade issues, and promotion of value addition technologies for various enterprises.

Trade promotion activities—Beginning 2013, several activities shall be undertaken by the seven districts of Acholi sub-region in the context of trade promotion such as exhibitions, trade fairs, buyer-sellers meetings and *market days* to help local traders and exporters develop new markets for their products, while contributing to job creation and poverty reduction.

Targeted support to enterprises- District administrations shall deliver tailor-made support aimed at strengthening the capacity of local enterprises (with special programme specifically targeting youth, and women SMEs and other closely held businesses) in business and entrepreneurial skills and value addition, as well as strengthening capacity of Micro Finance Institutions (MFIs) to address specific needs of SMEs, youth and women in businesses.

Trade facilitation- The TPS introduces a coordinated approach to trade facilitation, which can be easily monitored and evaluated, for the most effective use of resources. Measures aimed at reducing processes and procedures related to trading across borders, as well as improving access to trade related information, capacity in meeting technical standards, and transportation and warehousing infrastructure are introduced to make enable Ugandan exporters minimise transaction costs and complexity related to trading across borders.

Trade finance support—The strategy introduces measures to enable private sector to access start-up funding, development funds, working capital, credit products, insurance, investment and trade finance as well as initiatives to mobilize extensive investments to attract capital, technology and FDI into the key priority sectors. The district administrations welcome the idea that trade finance should not be left to private sector financial institutions alone, and that the public institutions have a role to support the provision of trade finance services, particularly to SMEs. Alternative financing mechanisms shall be introduced e.g. trade investment schemes, SME trade enhancement finance

programme (SME-TEFP), and Trade Promotion Support Fund (TPSF). These shall be initiated and used to mobilize funding for SMEs.

Trade relations management – The TPS introduces measures including lobbying (government) for effective trade diplomacy with neighbouring countries in order to safeguard Uganda’s commercial interests and ensuring market access for goods and services produced in the sub-region. The TPS also advocates moving the trade cooperation beyond government-to-government alliances to one that involves a broader base of stakeholders, including business-to-business (private sector associations) cooperation and networking for more sustainable trade relations.

Gender, youth and environmental sustainability for competitiveness - The TPS introduces measures to ensure that vulnerable groups in the society are mainstreamed into trade development efforts. The strategy has introduced initiatives aimed at improving the social and economic status of women and youth in their community. It also outlines measures where Uganda’s trade development can be carried out in an environmentally sustainable manner.

Implementation – Finally, an action plan that spells out the implementation and timeframes for roll out of the strategy along with the necessary coordination mechanisms accompanies the trade promotion strategy (Annex 1).

1. INTRODUCTION

1.1 Background

This is the Acholi Sub-Region's Trade Promotion Strategy (TPS) and Action Plan, covering a three-phase implementation periods: short, medium and long-term. It is developed with support of the United Nations Peace Building Joint Programme on Livelihoods and Local Economic Recovery for Acholi Sub region, and comes at a critical moment for the people Acholi and Uganda in general, as peace returns to Northern Uganda and the East African market enlarges (South Sudan, Somalia, etc).

The United Nations (UN) Peace Building Joint Programme on Livelihoods and Local Economic Recovery for Acholi Sub region (JP3) commenced its full implementation in 2011. JP3 is one of the three Peace Building Programmes that are implemented by the UN Agencies in Uganda to Northern Uganda, specifically the Acholi Sub Region. JP3 is jointly implemented by International Organization for Migration (IOM), World Food Programme (WFP), United Nations Capital Development Fund (UNCDF), Food and Agriculture Organisation (FAO) and UNDP as the lead agency. One of the outputs of the UNDP component in JP3 is a trade promotion strategy (and an action plan) for the district administrations of the Acholi sub region.

In furtherance of this commitment, the United Nations Development Programme (UNDP), in 2011/2012, under the sponsorship of the JP3 programme carried out a cross border trade assessment for Acholi sub region as an input to the development of a trade promotion strategy. The findings of the cross border trade assessment confirmed the need for a trade promotion strategy for Acholi Sub-region in order to realize the development goals of the region. Uganda has in the recent past secured considerable market access at both regional and international level. However, without deliberate interventions, these remain mere opportunities.

Accordingly, this strategy is prepared with the main objective of providing the district administration of the of Acholi sub region with a plan for both formal/informal trade (for both goods and services). It takes into account the existing trade comparative advantages of the respective districts, untapped potential and cross border opportunities as well as the current development context and programmes of the different donor agencies in the sub-region.

The trade promotion strategy (is perceived within the overall goal of rebuilding a strong post-conflict local economy) and therefore, has a strong focus on poverty reduction and specifically targeting women and youth traders, and other entrepreneurs. It addresses the challenges for the demobilized and unemployed youth and women in generating wealth to improve their livelihoods. The strategy also provides action plan for the district administrations of Acholi sub-region, which spells out the implementation and timeframes for roll out of the strategy along with the necessary coordination mechanisms.

In the national context, the trade promotion strategy is made to feed into and is in line with national trade promotion agenda, and it will be integrated in the district development plans and implemented accordingly.

1.2 Context of Uganda's Bilateral Trade with South Sudan

Significance of the Northern Corridor

Uganda, South Sudan, Rwanda and eastern Democratic Republic of Congo all rely on the Northern Transit Corridors for their external trade flows. In recent years, most of the goods transited on land via the port of Mombasa to South Sudan through Kampala (Uganda), Oraba border in Arua, and Bibia (Elegu) in Acholi sub-region. The operation of a new daily route between the Acholi region and South Sudan would have a significant impact on local economies. For example, an average passenger

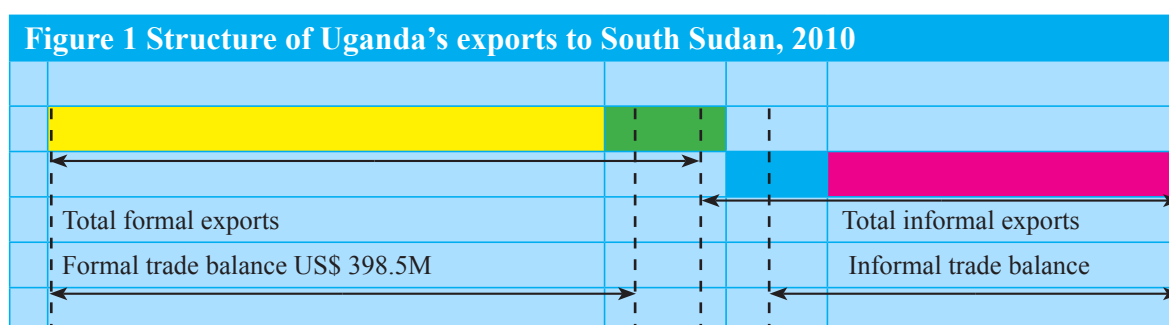
disembarking from a one-day trip to Juba could spend \$50 in a town along the route before returning to the truck for the return trip to Kampala. Thus, 100 traders operating 360 days per year at an average load factor of 70 percent would result in an annual injection of over \$1 million into the Acholi economy.

This trade link through the Northern Corridor into South Sudan, offers incredible opportunities for the people of the Acholi sub-region to develop trade support services spanning from logistics and transportation, warehousing facilities, insurance, clearance and forwarding services, automobile repairs, hotels, and banking, to various forms of cross border activities involving trade in goods and services.

Situation of the current exports to South Sudan

Since the appointment of the Uganda Consul to South Sudan, more than three years ago, Uganda and the South Sudan have maintained excellent relations. South Sudan accounts for close to 19 percent of Uganda’s exports and 0.1 percent of imports.

In 2010, Sudan accounted for 18.9 percent (US\$405.5m) of Uganda’s total exports, higher than Democratic Republic of Congo at 15.2 percent (US\$327.1m), and Kenya 13.2 percent. South Sudan, which accounts for less than 0.2 percent of Uganda’s total formal imports, constitutes key a market for Uganda. Uganda’s trade balance with South Sudan exhibits significant surplus (Figure 1).



Over 90 percent of Uganda’s exports to South Sudan consist of manufactured goods, a trade category that has remained constant in relative value in recent years. However, there is evidence of large volumes of trade especially agricultural food communities from Uganda to South Sudan that go unrecorded. If such trade is taken into account, the trade surplus with South Sudan could perhaps be much higher.¹ While such trade flows (in primary commodities) is increasing, the source of these supplies have been Masindi District, Kampala and other parts of Uganda. The people of Acholi watch these goods pass through their region en route to South Sudan. Emerging trend (as evidenced from recent UBOS data drawn from informal cross border trade assessment), however, shows that a significant amount of rice and sorghum are already being purchased from the Acholi sub-region.

¹ Uganda Bureau of Statistics and Bank of Uganda conducted informal cross-border trade survey in 2007 which established that Uganda’s informal agricultural exports to Sudan amounted to US\$ 57.1 million that year, equivalent to about 3 percent Uganda’s total exports the same year.

South Sudan's imports from Uganda and Kenya	
Beer made from malt	Palm oil and its fractions, refined;
Black (fermented) tea	Portland cement nes
Carton boxes	Printed paper products
Cigarettes containing tobacco	Raw sugar, cane
Coffee, not roasted decaffeinated	Refined sugar in solid form
Coffee, roasted, decaffeinated	Rice;
Footwear;	Sacks and bags
Grain sorghum;	Soaps;
Light petroleum distillates	Steel products
Maize (corn) seed	Sweet biscuits;
Maize flour	Vegetable fats, oils and fractions, etc.
Mattresses	Mineral waters;
Medicaments	Motor vehicles and motor vehicle parts
Non-alcoholic beverages;	
Major commodities produced in Acholi sub-region	
Cotton	Tobacco
Rice	Groundnuts
Sesame	Maize
Finger millet	Sorghum
Sweet potatoes	Cassava
Beans	Peas
Sunflower	

1.3 Constraints to Trade Development in Acholi Sub-Region

One crucial constraint limiting trade, especially exports from Acholi sub-region is the missing, or very weak linkage in the value chain between exporters and the producers. There are problems of financing as well as policy issues. Productivity and output are low because of the absence of large scale commercial farming. Current restrictive land policy limits farm size and commercial farming to achieve scale economies.

← Constraints →		
To Uganda ←	High trade cost due to poor roads network market and price information lacking poor border infrastructure especially the Sudan side	→ To South Sudan
Hides and skin Tobacco Groundnut		Maize Beans Sorghum Cassava

The diversification of supplies from Uganda and the construction of new infrastructure linkages to the Northern Corridor may result in significant changes in the pattern of trade flows. In part, planning for a competitive regional trade infrastructure will be dependent on developing a strong bilateral trade and proactive strategies to anticipate changes in the composition and volume of exports.

1.3.1 Supply side constraints

Inconsistencies in supply due to weak productivity of traditional farming systems, lack of extension services and information gaps preclude the region from opportunities open to trade. High rate of poverty

and lack of seasonal credit means that farmers cannot access and apply the relevant technologies generated and offered by research and extension and essential inputs required for intensification as well as diversification and expansion of agricultural enterprises.

1.3.2 Policies and institutional constraints

Land tenure system

Lack of tradable land ownership rights, which would allow farmers to capture the value of land improvements and provide collateral for borrowing, is a well known problem. Land in Acholi sub-region is communally owned and being a common property resource, every inhabitant has a right to use land for any purpose, and as such, faces the risk of misuse, or what is often termed the “tragedy of the commons” to the detriment of resource users, the resource, and society as a whole. But, what is of greater concern is the alination of women (the ones sustaining agriculture) from the rights to own land.

Lack of access to markets for agricultural products

Loss of traditional marketing arrangements through farmers’ cooperatives and price insurance through government interventions, and introduction of open market regime induced market uncertainties and limited access to market opportunities.

2. TRADE PROMOTION STRATEGY IN THE CONTEXT OF NATIONAL POLICIES AND PROGRAMMES

The National Trade Policy (NTP) has as its priority, developed domestic trade as a foundation for Uganda's capacity to produce and engage in international trade competitively. The NTP calls for, among other interventions, strengthening of the institutional linkages and flow of policy and supervisory information between the Ministry of Tourism, Trade and Industry (MTTI)² and the districts. Similarly, the National Trade Sector Development Plans (NTSDP) reaffirms commitment of the MTTI to strengthen the interactions between the MTTI and the grassroots (districts), which are the production centers. As such, the Trade Promotion Strategy (for the Acholi sub-region) having been informed by existing national policies and programmes is designed to function within a larger setting of national frameworks and governmental structures to ensure policy consistency and complementarities.

2.1 Overview of Trade Promotion Processes in Uganda

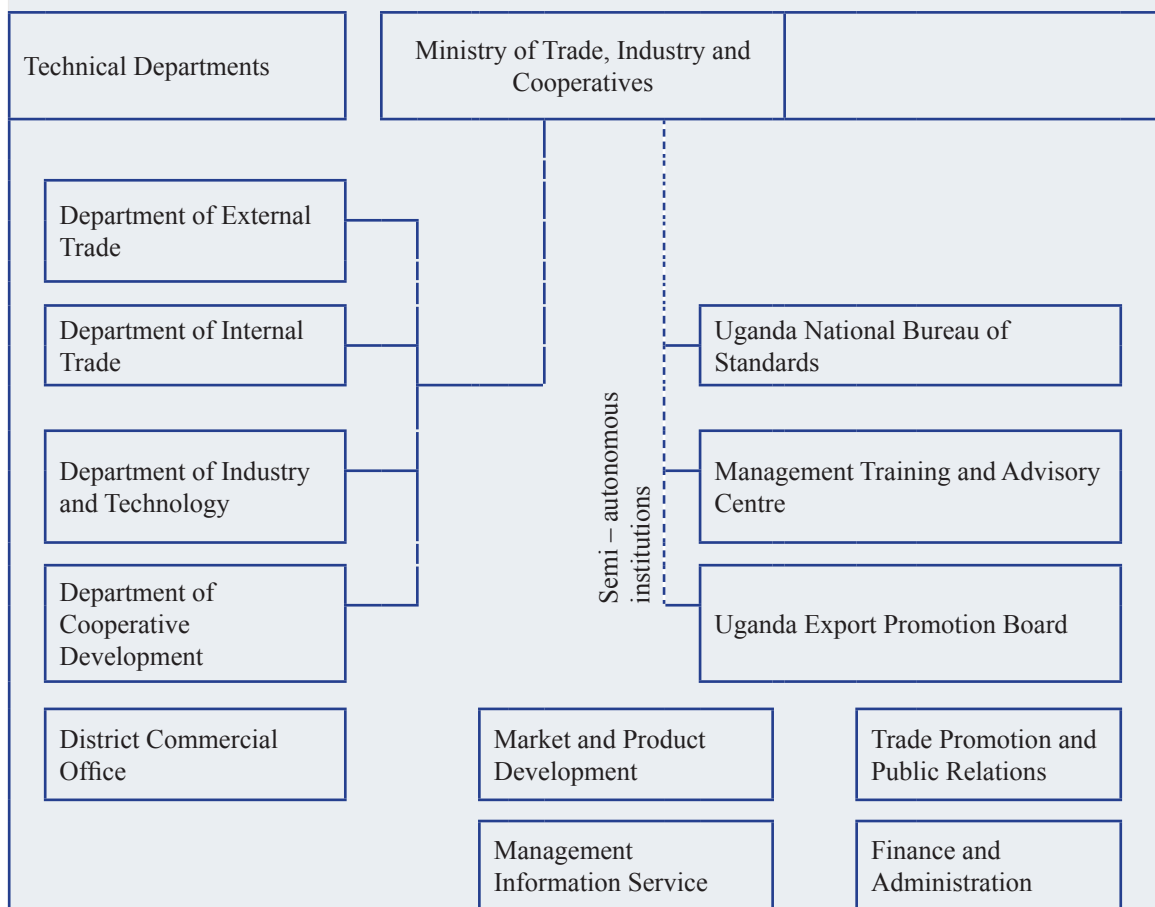
2.1.1 Institutional context

The Ministry of Trade, Industry and Cooperatives (MTIC) (Figure 2) is the primary government agency responsible for formulation and directing trade policy and programmes, including commercial relations with other countries, various trade promotional measures, standard setting and development and regulation of industries. The Department of External Trade is the key implementing and coordinating government agency for policy on foreign trade, including trade negotiations at bilateral, regional and multilateral levels, while the Department of International Trade is concerned with development of domestic trade. A Directorate of Small and Medium Enterprises has been created in the Ministry to oversee the coordination and implementation of SME support interventions.

MTIC derives its mandate from the national Constitution under the Sixth Schedule, Article 189, which provides functions and services for which government is responsible: specifically sections 6, 8, 10, 11, 12, 20 and 23 (of the Sixth Schedule); and the National Objectives and Directives Principles of State Policy contained in XI(ii) – with respect to industrial policy, XIV – General social and economic objectives, and XXIII – Foreign policy objectives – sections (i)(a) and (b), (ii) and (iii). While the MTIC is the apex body for negotiations and trade policy process, the Uganda Export Promotion Board (UEPB), established in 1996 by Parliamentary Statute No. 2 of 1996, and operates directly under the MTIC, is the key institution handling export promotion. However, limited budgetary resources accorded to MTIC means that UEPB faces serious resource constraint to fully implement its assigned functions and duties and meet the requirements of the business community.

² A role assumed by the Ministry of Trade, Industry and Cooperative, under the new structure.

Figure 2 Internal organisation of the Ministry of Trade, Industry & Cooperatives



UEPB consists of four divisions, one of which handles Trade Promotion and Public Relations. In recent years, in parallel with the rapidly increasing number of enterprises, many business associations have emerged in different fields or locations, such as the Farmers Federation, Textile and Garment Association, the Coffee Exporters Association, and Horticultural Association, among others. One of the main tasks of these associations is to support and assist member enterprises in developing business and boosting exports. One of the oldest of these business organisations, with presence in almost all the districts is the National Chamber of Commerce and Industry (NCCI) – established in 1933. In addition to its role of representing the interests of the business community in Uganda, the NCCI is also involved in trade promotion to some extent.

Table 1: Roles of institutions involved in trade promotion activities

	1	To formulate and review, where necessary appropriate policies, legislation, regulations and standards for sustainable development of tourism, trade, industrialization and technology, co-operative movement and other tradable national products for increased wealth and benefit to the country.
Ministry of Trade, Industry and Cooperatives	2	To initiate, co-ordinate, support, oversee and where applicable, facilitate implementation of strategies and programmes aimed at enhancing the development and promotion of tourism, trade, the co-operatives, industry and technology, conservation and preservation of other tradable national products and ensure their maximum benefit to the country.
	3	To inspect, monitor and evaluate the progress, standards, state and efficiency of the various sectors, under its mandate for quality assurance, policy direction and guidance.
	4	To conduct studies and evaluate the impact of the Sectoral, fiscal and other policies on the advancement of the diversified sector and their effect on the poverty eradication program so as to advise authorities appropriately
	5	To promote and co-ordinate research activities and initiatives of the sector with a view to ensure that results are utilised and are beneficial to the country and all stakeholders.
	6	To assess the need and where necessary, mobilise resources to support balanced industrial, co-operatives, tourism, and entrepreneurial development for eradication of poverty in the country.
	7	To collect, process, analyse, and disseminate national and international data/ information on the sectors and (provide an input for) rational decision-making.
	8	To participate in negotiations and implementations of arrangements relating to international and national treaties of the diversified sector.
Uganda Export Promotion Board		Facilitate export promotion
	1	Implement the sectoral policies and regulatory frameworks
	2	Ensure that the sectoral policies are include in District Development Plans
	3	Operate of the Market Information Service;
	4	Work with the offices of the productive sectors (such as District Agricultural Offices, etc.) to ensure a complementary relationship between policies;
District Commercial Office	5	Mobilize resources, at the district level, for implementation of the sectoral policies;
	6	Coordinate the provision of business advisory services to stakeholders, particularly the private sector;
	7	Advise on the assessment and enforcement of revenue collection;
	8	Spearhead the promotion and development of Trade, Industry and Cooperatives;
	9	Coordinate entrepreneurial skills development and business management services;
	10	Disseminate information on, and advising the population on how to benefit from regional integration.
Commodity organisations		Assist the export effort of specific product group

Considering the institutional ‘machinery’ for trade policy formulation in Uganda, there is no established dedicated institutional mechanism to provide effective link between the MTTI and the grassroots (districts), which can identify, prioritize, formulate and implement trade related strategies at local government levels. This can happen at the District Commercial Office (DCO). But this might change with the creating of a Trade and Development Forum (TDF).

District Commercial Office

Most districts now have a district commercial office operating under the district directorate for production and marketing, with the District Commercial Office in charge of marketing (trade related issues) as summarised in Table 1.³The the department of production and marketing depends for its operational funds on conditional grants from the central government, particularly the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF). And naturally, the focus of the department has been agricultural production, not trade.

2.1.2 Policy and legal context

The trade promotion strategy is compatible with the National Trade Policy. The National Trade Policy is motivated by the theme, *Trading out of Poverty into Wealth and Prosperity*, an expression of government’s commitment or desire to transform Uganda into a dynamic and competitive economy in which the trade sector stimulates the productive sectors.

In large part, the environment created by National Trade Policy, and National Agricultural Policy (as articulated by Agricultural Sector Development Strategy and Investment Plan) – especially issues related to Northern Uganda as detailed in section 2.4 favours the Trade Promotion Strategy for Acholi sub-region. There are already in place legislative instruments (Table 2) that provide legal basis or support for some of the initiatives under the strategy e.g. Warehouse Receipt System Act 2006.

Table 2: Existing legislations supportive of trade promotion strategy

EAC Customs Union Protocol	EAC Competition Act 2006
EAC Competition Regulations 2010	Sugar Control Act Chapter 343
EAC Treaty	Customs Management Amendment Act 2001
Marine Insurance Act	Customs Management Amendment Act 2003
Common Market Protocol	Hides and Skin Trade Act Chapter 89
East African Community Act	
Hides and Skin Export Duty Act Chapter 339	Hides and Skin Export Duty Act Chapter 339
COMESA TREATY	
EAC Customs Management Act 2004	Customs Tariff Act Chapter 337
Customs and Exercise Act Chapter 335	EAC Customs Union Common External Tariff-Handbook
Uganda Export Promotion Board Act Chapter 102	Customs Dumping and Subsidies Rate Act Chapter 336
General trade	
Uganda Tourism Act	Employment Act, 2006
37 Weights Repair Rules 2007	Conduct of Business S.I 2007
The Employment (Recruitment of Ugandan Migrant Workers Abroad) Regulations, 2005.S.162	Warehouse Receipt System Act 2006
Markets Act Chapter 94	Employment Act 2006

³ The responsibilities are as per the guidelines issued by the Ministry of Trade, Industry and Cooperatives.

Chattels Transfer Act Chapter 70	Enguli Manufacture and Licensing Act Chapter 86
Cattle Traders Act Chapter 43	Chap 42 Enguli Manufacture and Licensing Act Chap 86
Cattle Grazing Act Chapter 42	Bulk Sales Act Chapter 69
36 Weights Sale & Label	
Laws regulating standards	
L N No. 5 of 2008	Uganda National Bureau of Standards Act Chapter 327
National Drug Policy & Authority Act Chapter 206	Fish(Quality Assurance) Rules
LN No LN No. 14 of 2007	Food and Drug Act Chapter 278
Trade Finance:	
Mortgage Act Chapter 229	Local loans act Chapter 240
Money lenders Chapter 273	Loan gurantee act Chapter 237
Loans Act Chapter 236	Loans united kingdom act Chapter 238
Investment laws	
The Land Regulations, 2004.SI.100	The Collective Investment Schemes Act 2003:
Registration of Titles Act Chapter 230	Commencement, Instrument, 2003.SI.87
The Land Act	Unit Trusts, Regutions 2003.SI.100
Land Amendment Act 2004	Regulations, 2003.SI. 98
Land Act Chapter 227	Licensing, Regulations, 2003.SI.99
The Investment Code Act	Open ended Investment Companies, Regulations, 2003. SI.101
Immigration Act chapter 63	Financial and Accounting) Regulations, 2003.SI.98
Investment Code Act Chapter 9	(Fees) Instrument, 2003.SI.88

2.1.3 Initiatives by Ministry of Trade, Industry & Cooperatives

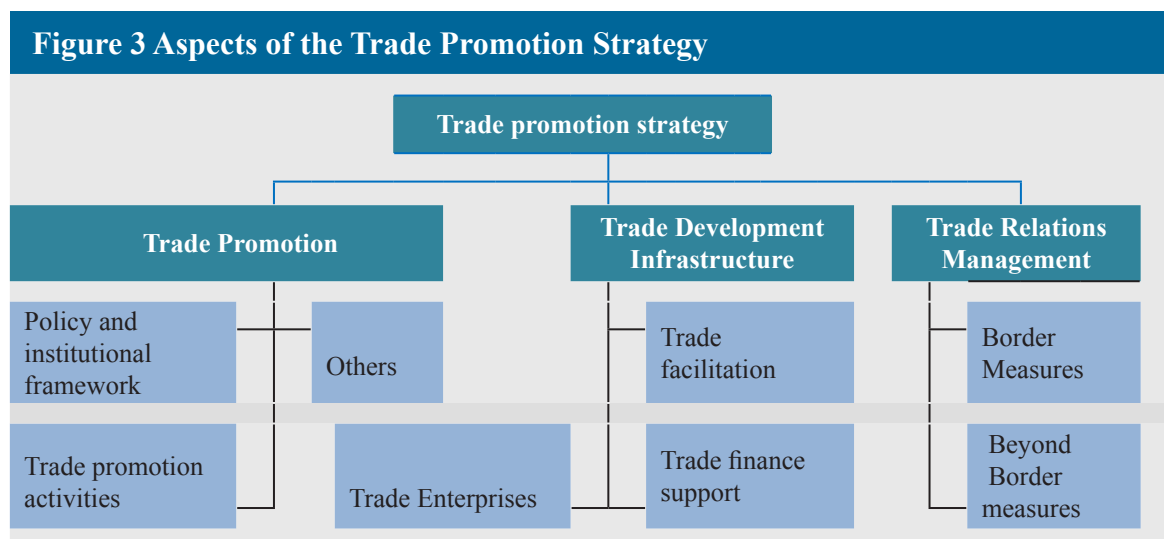
In the last two years, the Ministry of Trade, Industry and Cooperatives has undertaken several initiatives aimed at promoting trade:

- i) Strengthening District Commercial Offices. So far, 74 districts have been trained; and 15 districts (District Commercial Offices) have received conditional grant.
- ii) Construction of border markets e.g. at Elegu (Bibia) in Amuru District to tap into the South Sudan market.
- iii) Refurbishing 6 warehouses: in Jinja, Soroti, Gulu, Kasese and Mbarara (with a storage capacity of 65,000 metric tonnes) to improve post harvest handling.
- iv) Consolidation of the Warehouse Receipt System to ease production financing.
- v) Building 10 silos (ongoing): one each in Gulu, Arua, Mbale, Soroti, Mityana, Hoima, Kyenjojo, Iganga, Kabale and Bushenyi; and 60 satellite warehouses in the neighbourhood to feed into the silos.

2.2 The Trade Promotion Strategy Formulation Process

2.2.1 Conceptual framework

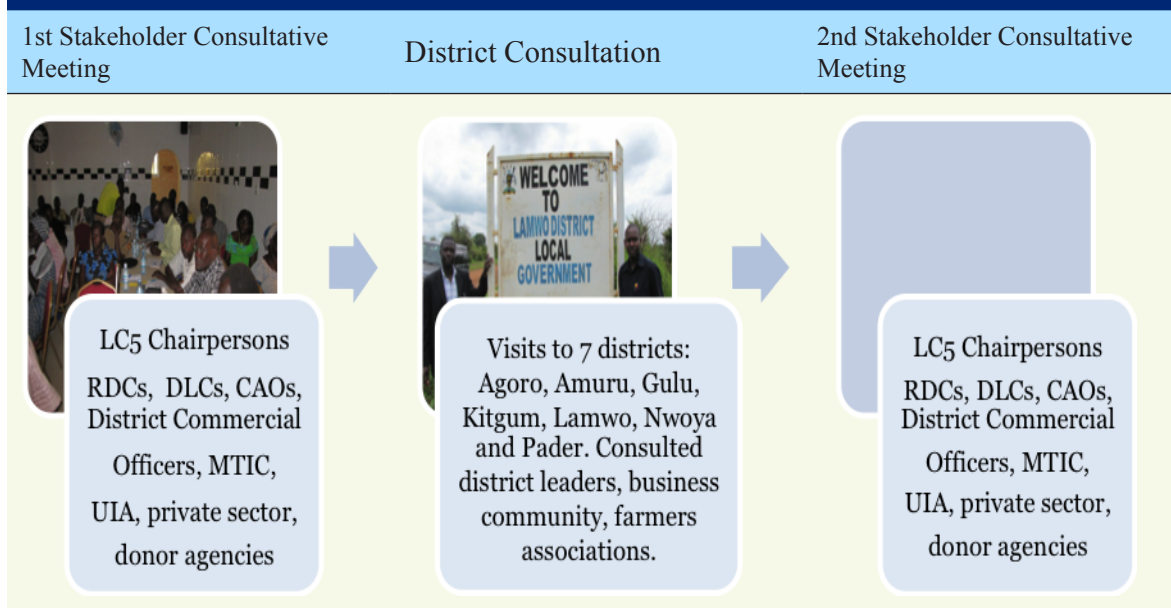
A Trade Promotion Strategy and Action Plan for District Administration of the seven districts of Acholi Sub-Region shall centre around three major pillars: (i) trade promotion, (ii) trade development infrastructure and (iii) trade relations management (Figure 3).



The trade promotion pillar consists of trade promotion activities, enterprise and industry level interventions, and capacity development. Trade development infrastructure covers trade facilitation and administration, trade finance support, and other support systems that enhance trade e.g roads and transport infrastructure, warehousing, information and IT infrastructures, electricity, water, banking and payment systems and trade related institution and systems. Trade relations management here involves developing effective trade diplomacy with neighbouring countries (e.g. South Sudan) and targeted markets in order to safeguard Uganda’s commercial interests and ensure market access for Uganda’s exports (goods and services). It also covers participation in bilateral and regional trade forums to promote and ensure a fair, more open bilateral trading environment.

2.2.2 Stakeholder consultation and approaches

The United Nations Development Programme through its implementing partners, and the Minister of Trade, Industry and Cooperatives, together with the district leadership of Acholi sub-region initiated the Trade Promotion Strategy (TPS). The timeline for the consultations and approach of the TPS was discussed with the understanding that the process would be owned and driven by the districts of Acholi sub-region.

Figure 4 Stakeholder consultative process

Note: CAO – Chief Administrative Officer, DLCs – District Local Councillors, RDC – Resident District Commissioner.

Technical Committee meeting

A meeting of the TPS Steering Committee held on Tuesday, 31 July 2012 at Churchill Courts Hotel in Gulu discussed the draft trade promotion strategy and action plans, and also outlined resource mobilization requirements. Feedback from the TPS Steering Committee was then vetted and incorporated into the draft document.

Second stakeholder consultative meeting and validation workshop

On 16-17 August 2012, a second Stakeholder Consultation Workshop was held at Hotel Free Zone in Gulu and was attended by the Chairpersons LCV, Resident District Commissioners, Chief Administrative Officers, Youth Council Chairpersons, Women Council Representative of the Acholi sub-region; representatives from Ministry of Trade, Industry and Cooperatives and the private sector. The final draft TPS was presented and discussed.

Private sector stakeholder workshop

On 30-31 August, the draft was shared with members of the business community, represented by district Chambers of Commerce, UNCCI Regional Director, and business owners dealing in agricultural produce and value addition, construction work, hotel and entertainment business, education, and health service delivery.

Feedback from these last workshops (private sector stakeholder workshop and validation workshop) were then vetted and incorporated into the final document.

Review of relevant documents

Several policy documents were reviewed (see list of references).

2.3 Strategy Vision, Mission and Objectives

VISION	The vision of the Trade Promotion Strategy is:	
	A transformed Acholi society from a purely subsistence livelihood to a prosperous sub-region by year 2025 through trade and diversified agri-business activities	
	The Strategy vision is closely aligned with that of the National Development Plan and National Trade Policy	
	VISION: NATIONAL DEVELOPMENT PLAN	VISION: NATIONAL TRADE POLICY
	A transformed ugandan society from a peasant to a modern and prosperous country within 30 years	To transform Uganda into a dynamic and competitive economy in which the trade sector stimulates the productive sectors; and to trade the country out of poverty, into wealth and prosperity
MISSION	Mission statement	
	To develop and promote products and services with high potential, effectively utilizing available local economic resources on a sustainable basis for poverty reduction.	
	MISSION: NATIONAL TRADE POLICY	
	To develop and nurture private sector competitiveness, and to support the productive sectors of the economy to trade at both domestic and international levels, with the ultimate objective of creating wealth, employment, enhancing social welfare and transforming Uganda from a poor peasant society into a modern and prosperous society.	

Objectives

Objective 1: *To build local capacity for sustainable exploitation of economic resources*

The attainment of this objective will be assessed based on improvement in sustainable land use and farming practices, and human resource capacity in this field, measured by the number of households (percentage) who are following sustainable land use and farming practices and/or have received advice and trainings in this field.

Objective 2: *To increase resource use and productivity by attracting investment*

The attainment of this objective will be assessed based on changes in:

- (i) per capita land area cultivated (number of acre/household per annum),
- (ii) yield per acre, and
- (iii) flow of investment in value terms.

Objective 3: *To increase agricultural production by 20–30% annually for the next 10 to 20 consecutive years*

Objective 4: *To expand production base for agriculture and other economic activities by reducing land wrangles*

The attainment of this objective will be assessed based on the number of land cases reported to Local Council Courts and formal courts.

Objective 5: *To improve access to and sustain markets for agricultural products and services.*

The attainment of this objective will be assessed based on prices (proxy for gauging the level market access for products) and rate of consumption of services.

Objective 6: *To increase household incomes by 20-50% annually for the next 10 to 20 consecutive years (through enterprise diversification, and value addition of products and services).*

Objective 7: *To enhance trade through infrastructure development, trade promotion and capacity building*

Objective 8: *To develop and foster the growth of trade through the initiation and coordination of inbound and outbound trade missions, and to support public and private sectors engaged in similar initiatives.*

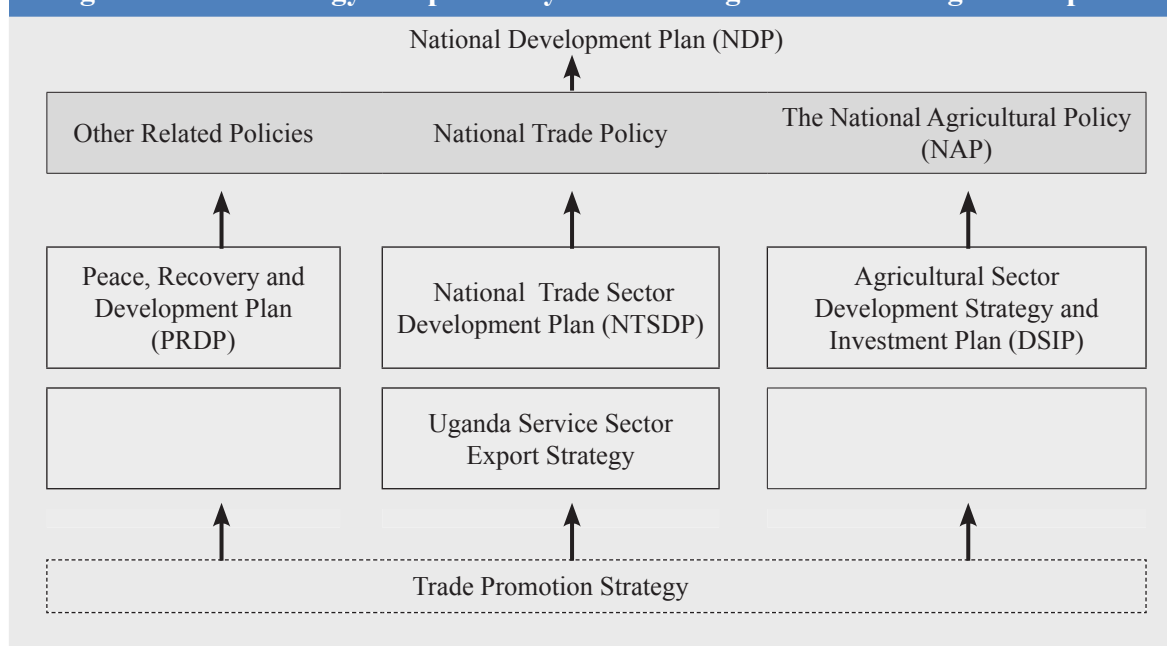
Objective 9: *To regulate and prevent practices that undermine household food security and trade opportunities and benefits to smallholder farmers.*

Guiding principles:

1. Support broader areas of social development such as gender equality, youth development, environmental sustainability, and inclusion of vulnerable groups.
2. Increase incomes through quantity and value addition, as well as business diversification.
3. Create a favourable business environment that encourages investment, formalization of businesses and trade, increases the number of export firms, and development of competitive mindsets across key enterprises.
4. Create an environment of well informed business community with clear understanding of trade related regimes, standards, requirements, and opportunities.
5. Encourage institutional and public-private coordination around key market - led enterprise initiatives, while maintaining a flexible strategy, based on continued monitoring and evaluation.
6. Increase trade-related number of jobs.

2.4 Alignment with Existing Government Policies

The trade promotion strategy draws on existing government policies and strategies, notably, the National Development Plan (NDP), National Trade Policy (NTP), National Trade Sector Development Plan (NTSDP), National Agricultural Policy (NAP), Agricultural Sector Development Strategy and Investment Plan (DSIP) 2010/11 – 2014-15, and Peace, Recovery and Development Plan (PRDP) for Northern Uganda (Figure 5). The Trade Promotion Strategy is guided by the NTP principles i–viii and xiii and contributes to the NTP priorities a, b, d, e, f, g, h, i and j. It contributes to National Trade Sector Development Plan (NTSDP) thematic areas ii, iii, iv, vi, viii, ix, xi, and xiii.

Figure 5: The strategy compatibility with existing national strategies and plans

The National Trade Policy defines the need for strategies that ensure development of productive capacity and articulate Uganda's priorities for exports and strengthen links between export development and socio-economic growth; an area that is also articulated in this trade promotion strategy.

In the National Development Plan (NDP), the Trade Promotion Strategy (TPS) contributes to Chapter 5, Objective 1, Strategy 8: Improve agricultural livelihoods in Northern Uganda, and Strategy 9: Accelerate the development of selected strategic commodities. It further contributes to Objective 2: Improve access to and sustainability of the markets, and to the Tourism section, and Objective 2: Increase the contribution of tourism to GDP and employment. It also contributes to Chapter 6 of the NDP, Objective 2, and Strategy 3: Resolve land conflicts in Northern Uganda and other parts of the country, and Objective 4: Increase the level of awareness in land issues.

In the Trade Development section of the NDP, the TPS contributes to Objective 2, Strategy 2, on human resource development in trade related issues; Strategy 3, on increasing awareness on the availability of financial options; Objective 3, on increasing market access; Objective 4, Strategy 1, on trade infrastructure; Objective 6, on equal opportunities to women and other disadvantaged groups on trade benefits; and the Cooperatives section: Objective 2, Strategy 3, on value addition and collective marketing.

In addition, the strategy contributes to DSIP sub-programme 1.7: Agricultural Livelihoods in Northern Uganda and programme 2. It contributes to PRDP strategic objective 3 (Revitalisation of the Economy). This strategic alignment with existing policies extends beyond plans and guidelines, and shall be maintained throughout implementation, monitoring and evaluation.

Finally, the strategy implementation structure fits with the Trade policy's call for institutional capacity building and successful implementation of the strategy shall require coordination among many policies and diverse stakeholders.

2.5 Institutions in the Strategy

Inter-district administration forum. The district administration of the seven district of Acholi sub-region welcomes the creation of a specialized inter-district administration forum on trade, the Acholi Sub-Region Trade and Development Forum (TDF) as an institutional vehicle to implement a broader

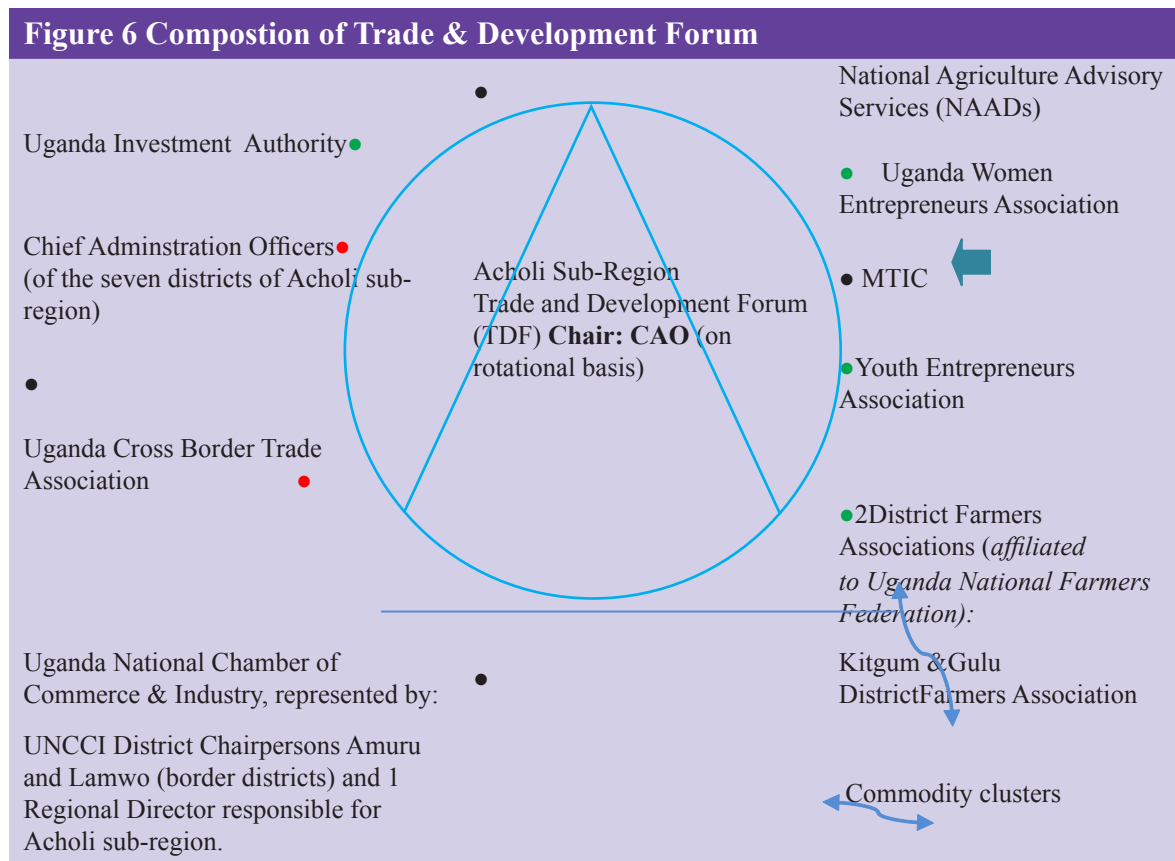
and more effective regime to monitor the implementation of the trade promotion programme in the region. The composition and role of TDF are laid out under sections 2.5.1 – 2.5.4 of this document.

2.5.1 District local governments, and private sector institutions

The Acholi Sub-Region Trade and Development Forum(TDF) is composed of 18 members, i.e. the 7 district local governments represented by Chief Administrative Officers (CAOs), and one representative from MTIC, one from UIA, and nine from the private sector.

The private sector is represented by National Chambers of Commerce and Industry – Regional Director responsible for Acholi sub-region, plus the UNCCI District Chairpersons for Amuru and Lamwo (border districts), Kitgum and Gulu District Farmers Associations, Uganda Agro-Input Dealers Association, Uganda Cross Border Trade Association, and Uganda Women Entrepreneurs Association and Youth Entrepreneurs Association.

The Forum shall have position of a chair and coordinating district held on rotational basis. The current Chair of the TDF is Gulu District. The Forum shall have the position of a vice chair occupied by private sector representative (selected from among the 9 members from the private sector).



At district level, the forum emphasizes the character of linkages between the district administration and the private sector, and involvement of the business sector in the planning and monitoring of the TPS programmes and activities.

2.5.1 Ministries of Trade and Local Government

The activities of the TDF and TPS programmes will be supervised by the MTIC to ensure high-level political oversight. The TDF shall submit annual reports to the MTIC Sector Review meetings organized by the MTIC, on the progress of the implementation of the TPS.

2.5.2 Development partners

Development partners play an important role in supporting the activities of the strategy through funding support through the budget (Figure 16) or programme collaboration for synergy.

2.5.3 Role of Trade and Development Forum

The TDF is tasked with the responsibility of creating the conditions required for a successful, dynamic trade promotion programme. Specifically, the forum shall

- i) Monitor progress towards the achievement of sub-regional programme goals, advising on re-orientation and corrective action where necessary;
- ii) Plan and coordinate (carry out) promotional activities e.g trade fairs, and missions and to ensure the initiative is well understood at community, district and national levels by all major stakeholders;
- iii) Identify and develop products and markets;
- iv) Identify new investment possibilities, and trade development needs;
- v) Provide trade information and specialized support services such as assistance with trade procedures, product quality issues, export financing and transportation.

Each representative from the private sector is meant to identify impediments to trade under its jurisdiction based on feed back from its members. It would then relay the information to the TPSsecretariat with suggestions for possible measures and administration actions to be discussed at the next TDF meeting. The private sector representatives are also responsible for monitoring the implementation of these measures.

2.6 Requirements for Implementation of the Strategy

For the TPS to succeed, immediate steps need to be taken, after the launch of the TPS, to (i) further explain the strategy to the district and lower local governments for them to gain a more indepth understanding of the TPS, its implementation and the role of various stakeholders, (ii) equip district planning unit and entire district leadership on how to integrate the TPS/action into district development plan, (iii) set up a TPS Secretariat (see description below) – to help with coordination work, (iv) consider TPS implementation as a special component of UNDP work program (at least for the next 2-3 years) to help raise support for the programme and build the necessary capacity for the sustainability of the programme. Finally, a number of the priority policy and institutional constraints noted above have to be addressed.

TPS Secretariat

The TPS Secretariat shall be set up in Gulu in October 2012. The secretariat, to be headed by a Programme Manager, will be responsible for coordinating activities of TDF, calling meetings, drawing work programme and ensuring stakeholder engagement. It will be equipped with necessary facilities and at least 5 full time staff:

TPS Secretariat - Personnel	
Position	Number
Programme Manager	1
Finance Officer	1
Trade Promotion Officer	1
Assistant Accountant	1
Administrative Assistant	1
Driver	1
Other technical /support staff	1
Total personnel	7

A consultant shall be hired in October 2010 to draw a job description for each position, help with recruitment and draw a work programme.

3. THE TRADE PROMOTION STRATEGY CROSS-CUTTING THEMES

The district administration of the Acholi sub-region has accorded priority to the development and promotion of trade in 10 agricultural sectors and 3 services sector (Figure 7). With a steady demand for food both at home and on regional market, these selected enterprises have the potential to boost both domestic trade and exports, create jobs and provide livelihoods for the people of Acholi sub-region.

3.1 Sectoral Priorities

Following extensive comparative analysis of commodity value chains, each district has selected 4 sectors as their priority (Figure 7). These sectors fulfil three basic criteria: they are competitive and have growth potential; they impact large numbers of people; and they are conducive to change.

Figure 7 Priority Sectors and Products

	Cassava	Sim sim	Groundnut	Sorghum	Maize	Rice	Beans	Sunflower	Millet	Cotton	Livestock	Tourism	Education	Health
												1st	2nd	3rd
Agago			2	1	4						3			
Amuru		5	1		4	2	3							
Gulu	1		2			3	4							
Kitgum		1	2		3				4	5				
Lamwo		1	2		3						4			
Nwoya		4	3		2	1								
Pader		4	4	3	2						1			
No. of districts	1	5	6	3	5	3	2	1	1	1	3	7	6	6

Under services, tourism comes first in terms of priority, followed by education service and finally, health.

To exploit trade potentials with a pro-poor focus, and address the onshore capacity constraint, this strategy shall provide support to both existing exporters and new companies, especially small and medium-sized enterprises (SMEs) and their alliances (clusters), as they are instrumental in adding value to existing products, and developing new products and services, for current and potential markets.

3.2 Trade Promotion Activities

The aim of the trade promotion activities is create closer links between producers and exporters.

Issue No 1: Help traders and exporters develop new markets for their products

Beginning 2013, several activities shall be undertaken by the seven districts of Acholi sub-region in the area of trade promotion including exhibitions, trade fairs, buyer-sellers meetings and *market days* to help local traders and exporters to develop new markets for their products, while contributing to job creation and poverty reduction. In this context,

Activity 1: *Centralized information systems connecting market opportunities with local products to help local traders/exporters sell into the regional market and internationally, shall be established, beginning 2014.*

Local traders have limited information about opportunities and requirements for accessing key commodity (export) markets, undermining the potential for increasing the local export base. The districts shall facilitate contacts between local traders /exporters and importers/buyers, in and outside the region by providing information about sellers and potential buyers (including addresses) – as part of match-making for business people. The Trade and Development Forum (TDF) and liaison offices at the districts shall act as a one - stop centres for advice, information, and training for potential exporters. The promotion of Acholi products through exhibitions, trade missions and visits shall be encouraged, to increase product visibility in current markets and access new markets. This activity shall begin by July 2014 and shall be permanent and planned for 2014 and beyond.

Activity 2: *The 1st Agricultural Exhibitions and Trade Fairs shall be held in 2014, in Pece Stadium in Gulu Town; and thereafter, continue to be an annual event.*

This annual event shall bring together producers and traders in Acholi sub-region who shall have opportunity to display their products and to meet business people from within and outside Uganda e.g. Kampala, South Sudan and Kenya. The seven districts shall seek cooperation of Uganda National Farmers Federation and Uganda Manufacturers Association, and assistance from development partners in organising this event.

Activity 3: *A Show Ground / Exhibition Centre shall be constructed in a selected location/town in Acholi sub-region (under PPP arrangement) to provide a permanent home for annual exhibitions and trade fairs*

The planning and mobilisation of resources for the Exhibition Centre shall commence by July 2013. The centre is expected to provide part-time employment to at least 300 youths annually. The Exhibition Centre shall also function as Trade Information Centre, and shall provide trade-related training facilities and be used for business development workshops and trainings.

Activity 4: *Host/attract foreign business missions to the sub-region (incoming trade/investment missions) and organize business visits by local government officials and business delegations to selected targeted markets (outgoing trade missions), beginning 2014.*

The district administration of Acholi sub-region through the Trade and Development Forum shall encourage many foreign companies to visit the sub-region in order to attract investment and establish new markets for products from Acholi sub-region. The district shall also co-coordinate and facilitate trade related visits of local government officials and business delegations to selected targeted markets, and business visits of importers/potential buyers and investors to the sub-region. This activity shall start in July 2014.

Activity 5: *Enhance capacity of small-scale cross-border traders and facilitate cross-border businesses and re-exports.*

Cross-border trade (both formal and informal) and re-exports contribute a significant proportion of Uganda's overall exports. Therefore, the district local governments shall work with local cross border association to facilitate the flow of information and in empowering small businesses engaged in cross-border trade. These needs shall be addressed according to the peculiarity/situation of each border area.

3.3 Targeted Support to Enterprises, Youth and Women

The district administrations are committed to strengthening the capacity of local enterprises (targeting youth, and women SMEs and other closely held businesses) in business and entrepreneurial skills and value addition, as well as strengthening capacity of Micro Finance Institutions (MFIs) to address specific needs of SMEs, youth and women in businesses.

Issue No 2: Targeted assistance to help local businesses build their capacity for domestic and export markets

Local traders and exporters often lack resources, capacity and technical knowledge. This limits their ability to develop. The district shall deliver tailor-made technical assistance to ensure that domestic traders, and small exporters and aspiring exporters are supported so as to grow and become competitive. In this context,

Activity 1: Business development and exporters workshops shall be organised every six months, beginning 2013 to help upcoming businesses gain export-related business skills.

Each district local government shall organize two workshops in a year for established exporters and small businesses aspiring to export. These events shall help upcoming businesses to gain export-related business skills and learn how to work more collaboratively with established businesses.

Activity 2: Foster entrepreneurship and apprenticeship amongst the youth, to promote growth of SMEs and export sector and create more jobs

Over 60 per cent of Acholi's population is under the age of 25 years, and the number of labour market entrants is outpacing the ability to absorb them, resulting in high unemployment. Therefore, the districts shall introduce entrepreneurship and apprenticeship programs for the youth to gain skills in business and export sectors, and to contribute to the long-term economic development of the sub-region and growth of the national export sector. Organised youth groups shall be attached to established businesses and supported to enable them develop business skills through learning by doing, to establish business link and become small suppliers to the larger firms.

Activity 3: Facilitating training and upgrading of skills needed for the business, cooperatives and SME sector to become dynamic sectors

The district local governments shall facilitate the establishment and build capacity of cooperatives and SMEs as part of the efforts to professionalize rural communities. Emphasis shall be given to developing new exportable products and raising the quality and production of the traditional exportable products.

Activity 4: Support to women's group that process, package and sell local cereals

In an effort to improve the social and economic status of women in their community, each district administration shall establish by 2015, a Neighborhood Support Programme (NSP), in cooperation with development partners. The program shall award a three-year grant of a specific amount to established women's groups that process, package and sell local cereals. The objective of the grant is to promote value addition and provide training.

3.4 Trade Development Infrastructure

The realities of global competition dictate that governments provide trade-enabling infrastructure to support firms with their business operations. The support includes trade facilitation and administration, trade finance support, roads, warehousing, transportation, information technology infrastructures, electricity, water, efficient and effective banking and payment systems, development of trading enterprises and other support institutions and systems that enhance trade.

3.4.1 Trade facilitation

Issues to be addressed include customs procedures and administration, transit procedures; market information and technical assistance in meeting standards, and supporting efforts on packaging requirements as well as roads improvement, taxes, warehousing, transportation; and information technology infrastructures.

Issue No 1: *Information dissemination regarding customs procedures, taxes and duties, transit requirements and market opportunities, and having simplified customs procedures and administration, and transit procedures*

Measure 1: *Relevant information and training related to technology, market and business opportunities and export procedures shall be made available to the business community.*

Each district shall, with support of development partners, establish a Trade Information Facility – an Internet-based facility linked to relevant databases, able to relay information on prices in different markets, export market situation, customs and exports requirements, import taxes, off-shore and outsourcing opportunities, etc. The facility shall be located in the offices of the District Commercial Officers, who shall disseminate information (on a weekly basis) to the business community through radio, noticeboards, and other methods.

Measure 2: *Improvements shall be made in customs clearance, and the existing transit transport network and its infrastructure.*

Through lobby, customs administrative procedures will be made transparent, smooth and efficient and barriers imposed on goods on transit such as internal taxes shall be reduced or harmonised. Regulations concerning border trade shall be simplified and made convenient for the flow of goods across the border. A possibility of establishing a one-stop border post shall be explored.

Measure 3: *Identify and address non-tariff barriers*

Measure 4: *Regular monitoring shall be carried out in order to avoid distortions in exports and imports.*

Issue No 2: *Roads, transportation, warehousing, business and market infrastructure*

Transport services on the Uganda–South Sudan trade corridor are inefficient and contribute to high operating costs. Government has prioritized transport infrastructure development as a key component of its trade facilitation agenda, to create larger markets, increase peoples’ mobility and enhance the overall socio-economic development.

Measure 1: *Lobby for introduction of bonded warehousing system*

Bonded warehouses are storage facility in which dutiable goods may be stored without paying the duties on them. Stock in bonded warehouse can be classed as “Duty suspended”, thus avoiding advance Duty Payment on imported goods. If an importer decides to sell the goods for re-export, duties will not be incurred, and if the goods are destroyed, the obligation to pay duties will also be resolved. It is only when the imported goods are released for sale that customs duties will come due, which makes it possible for an importer to pay duties in instalments.

Measure 2: *Lobby government to establish an Export Promotion/Processing Zone (EPZ) in Acholi sub-region to stimulate investment, exports and industrial development*

Steps shall be taken to make production/manufacturing more internationally competitive by creating export promotion zone and expanding infrastructure. Duty shall not be levied on the raw materials and auxiliary imports used by industries established in the EPZ. Industries exporting more than 90 per cent of their products shall be granted similar facilities to those given to the industries established in EPZ.

Measure 3: *Extend electricity to Elegu and Apiriti border points and set up an industrial park in cross border area (Location 20 km from the Elegu border in Amuru) to promote rural industrialisation and help tap into the South Sudan markets*

The district administrations of Acholi sub-region shall lobby for extension of electricity to the border at Bibia/Elegu (in Amuru) and Apiriti (in Lamwo), and shall acquire 200 hectares of land to set up an industrial park by the year 2016. The location of the industrial park will benefit Uganda's investment interests. Abundant manpower, low labor wages, and tax benefits give the industrial park, competitive advantages.

Measure 4: *Expansion and modernisation of the Elegu market into a leading regional business hub and a one-stop centre and for all agricultural and industrial goods*

Development of the border region holds great promise. Since government announced plans for constructing a border market at Bibia, significant progress has been achieved in the level of trade and business activities around Elegu/Bibia border. The district administrations of Acholi sub-region have agreed to expand and modernise Elegu market to an international hub able to attract business interest around the world.

3.4.2 Trade finance infrastructure and support

The cross-border trade assessment identified the lack of access to finance as one of the constraints to SME development. Bank lending policies and processes preclude SME access to finance. Banks are yet to realize the full potential of the SME market from a commercial perspective. Banks lack the business model to ensure profitable financial services for SMEs. The district administration welcomes the idea that trade finance should not be left to private sector financial institutions alone, and that the public institutions has a role in actively supporting the provision of trade finance services, particularly to SMEs.

Issue No 1: *Increasing access to trade finance and SMEs credit for firms involved in exports and cross-border trade, and services geared at managing risks involved in these transactions*

Measure #1: *Alternative financing mechanisms e.g. trade investment schemes, SME trade enhancement finance programme (SME-TEFP), and Trade Promotion Support Fund (TPSF) fund shall be initiated and used to mobilize funding for SMEs.*

East African Development Bank (EADB) shall be approached with regards to support for SMEs under the trade enhancement finance programme that seeks to provide export finance facility; and a partial risk guarantee facility component. Also to be contacted are guarantee agency and private insurance firms to provide an alternative to traditional collateral instruments.

Figure 8 Trade related finance facilities in Uganda**Uganda Development Bank**

Uganda Development Bank (UDB) is state-owned, and its funding is from government and lines of credit from international lending institutions. It provides financing in the form of direct loans, co-financing, special fund loans, trust fund loans and leasing. In 2005/06, the Bank of Uganda transferred all lines of credit to UDBank to provide medium and long-term credit resources for private investment in viable productive sectors. UDB also administers export financing and export guarantee schemes.

Development Finance Company of Uganda

Development Finance Company of Uganda (DFCU) provides medium and long term loans for Manufacturing, Education, Health, Transport, Hospitality, Construction and Agro processing of not less than \$10,000. Its shareholders are the Commonwealth Development Corporation, National Social Security Fund, Norfund and other shareholders.

East African Development Bank

The EADB currently has a Line of Credit from the Export-Import Bank of India (Exim Bank) to support enterprises engaged in productive activities in the key economic sectors and with interest in importing eligible goods from India. Eligible for import are capital and engineering goods, consumer durables, industrial manufactures and related services.

Issue No 2: *Improve cross-border payment systems⁴*

3.5 Trade Relations Management

The district administration is committed to lobbying (government) for effective trade diplomacy with South Sudan and other potential trading partners in order to safeguard Uganda's commercial interests and ensuring market access for goods and services produced in the region. The districts advocate moving the trade cooperation beyond government-to-government alliances to one that involves a broader base of stakeholders, including key players in the private sector.

Issue No 1: *Strengthen cross-border business networking and sharing of information*

Measure 1: *Encourage businesses to register with recognised business umbrella organisations such as Uganda National Chambers of Commerce and Industry, and district farmers association to improve sharing of information.*

Measure 2: *Help private sector connect with their peers in South Sudan and else where in the region, establishing mechanism to encourage networking among stakeholders (including business umbrella organisations in Uganda and South Sudan), and foster understanding between them.*

The districts shall work with MTIC, Ministry of Foreign Affairs and bilateral missions based in Uganda to strengthen self-sustaining mechanisms and platforms of business networking among private sector actors.

Measure 3: *Improve information sharing and adoption of effective methodologies for monitoring the trade relations between Uganda and its trading partners.*

⁴ A payment system is a set of institutions, laws, regulations and other mechanisms needed for a buyer to make a payment and a seller to receive that payment. Cross-border payment systems form an integral part of the overall banking and financial system and are an essential part of the trade finance infrastructure.

Issue No 2: *Removal of non-tariff barriers to goods and service trade, ensure a fair trade (for both parties: Uganda and South Sudan)*

Measure 1: *Participate in bilateral and regional trade forums to promote and ensure a fair, more open bilateral trading environment and responding to barriers placed on the two-way flow of trade.*

Lobby government to initiate/execute bilateral cooperation agreements with neighbouring countries and potential trading partners. The district administration shall encourage active bilateral and plurilateral negotiations with potential trading partners, in order to secure our trade interests and gain greater market access.

2.6 Gender Mainstreaming

Increased participation of women and the youth in trade activities will accelerate the achievement of the TPS vision. To that end, the interests of women and youth shall be at the fore in planning and implementation of these cross-cutting themes (trade promotion activities, support to enterprises as well as trade facilitation, trade finance and trade relations management) – highlighted above. The districts shall support initiatives designed to increase the participating of women in trade activities.

3.7 Implementation

Details about the strategy implementation, including cross-cutting themes are presented in section 5 and the Action Plan, in Annex 1. It should, however, be stressed that in carrying out these activities, the seven districts of Acholi sub-region shall continue to work as a team to pursue the common vision of transforming the sub-region. These partnerships are important, as each district individually lacks the necessary resources to carry out the various levels of interventions needed.

4. DISTRICT STRATEGIES AND ACTION PLANS

Priorities differ slightly in Acholi sub-region in terms of enterprises, and constraints. Opportunities too, are not exactly identical across districts– necessitating district specific strategies in order to reap the growth potentials available in the key sectors. The prioritised actions below are critical to realising production and trade opportunities. Some of the actions are largely specific to the crop sub-sector, others of a cross-sector nature.



4.1 Agago District

4.1.1 Opportunities and constraints

The availability of an estimated 1.28 million hectares of cultivable land, with less than 15 per cent of this area under cultivation, offers a tremendous opportunity for area expansion that could lead to significantly increased production and on-farm job creation. The opening of just 20 per cent of the cultivable land could yield at least a further 0.6 million metric tonnes of production per annum, and close to US\$ 102 million worth of exports, annually.

4.1.2 Priority enterprises

Agago local government has established as priority enterprises to promote: sorghum, groundnuts, livestock, and maize (Table 3) as well as tourism, education, and health services, focusing on increased production and value addition, and improving quality of products and services.



Sorghum



Groundnuts



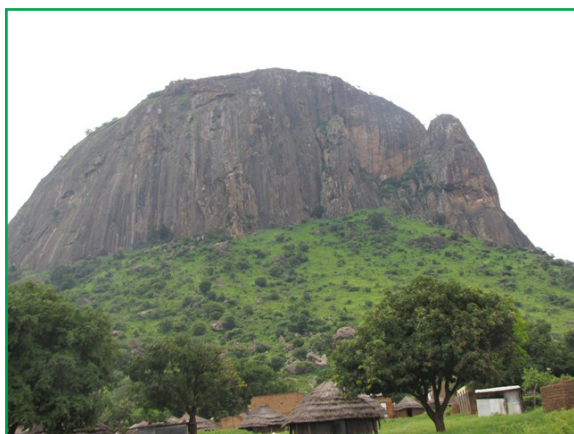
Maize

The district shall focus on building lasting value chain institutions, commercializing the products and services and supporting the development of sustainable markets across the entire value chains for these enterprises. These enterprises remain key priorities in district development plans and activities, and shall define the district's future engagement with development partners and investors.

Table 3: Agago District: Priority enterprises and challenges		
Priority Enterprises		Challenges
Agriculture	Services	
Sorghum Groundnuts Livestock Maize Others Citrus Sunflower	Hotel & Tourism: Recreation facility at Wipolo martyrs shrine; historical sites; and promoting cultural activities.	Land conflicts Weak agriculture extension services and low adoption of modern agric technologies Limited supply and use of improved seeds and planting materials for principal crops Lack of reliable markets for farm produce Low value addition High pest and disease incidences Poor storage; poor post-harvest handling Poor feeder roads network Lack of rural financial services able to provide appropriate level of farm production credit. Lack of tradable land ownership rights, which would allow farmers to capture the value of land improvements and provide collateral for borrowing. High rate of poverty
Industry	Education Health	
Agro-processing (sunflower oil)		

4.1.3 SWOT analysis

The SWOT (strength, weakness, opportunities, and threats) matrix in Figure 9 reveals great scope for expansion and diversification of agriculture, conferred by fertile and vast arable land (with over 85% of the land area unutilized), and climate that supports a range of enterprises. Access to hydroelectric power from the main national grid (supplied by UEDCL), proximity to market in South Sudan, and the young labour force (a half of the population is under the age of 18) offers incredible opportunity for increased production and development of trade.



The SWOT matrix also reveals plenty of challenges embedded in these opportunities that the district is committed to address. One of the weaknesses the district faces is labour bias in agricultural production, with women assuming nearly 80% of agricultural role. The net result is small acreage per farm household. Men are shunning the farm and high rate of alcoholism is a serious threat. Another serious threat is land conflicts, which threatens to undermine local economic development and social stability. The third threat, corruption, is an area that the district shall have to rely on national mechanism that is in place to fight it.

Figure 9: Agago District: Opportunities, strengths, threats and weaknesses

Opportunity		Threat
	Vast and fertile arable land. The land available for agriculture is under-utilised with great scope for expansion and diversification	Land conflict will deter investment Market uncertainties (for sorghum)
	Availability of market for sorghum (and cassava) in Karamoja.	Lack of land ownership among women High incidents of domestic violence (gender-based violence)
	Access to hydroelectric power from the main national grid supplied by UEDCL.	Corruption
	Beautiful natural sceneries that can support tourist industry (mountain ranges, birds and animals)	Uncertainty about how long the peace (security) in North will last and about stability in South Sudan
	Abundant young labour force	HIV/AIDS risks
	Education and health institutions: Kalongo Hospital,	Poor attitude towards work and high levels of Alcoholism
Strengths	Strength	Strength
	Presence of cultural institutions able to resolve land conflicts, Strong management team	Community that is willing to work
Opportunity		Threat
		High illiteracy rate and youth unemployment

Weaknesses	Weakness	Weakness
	Inadequate market information to guide farmers in market oriented farming	Inadequate quantity and poor quality of goods produced
	Poor road networks which demotivate produce buyers from reaching farmers	Low adoption of modern technologies in farming
	Lack of banking services. The nearest Bank is in Pader, 40km from district headquarter	Inability to produce necessary surpluses and levels of quality to participate in value chains.1
	Lack of business and entrepreneurial skills	Inadequate market and low prices offered to farmers
	Negative mindset and poor attitude towards work	Inadequate staffing, Lack of innovation and creativity

4.1.4 Measures to promote trade in targeted agricultural sectors

Agago District administration has confirmed its commitment to increasing production and increasing access to markets of sorghum, groundnuts, livestock, and maize. In furtherance of this commitment, the district local government agrees to undertake the following measures, and in the time frames indicated in Annex 1.1.

Issue No 1: *Increasing agricultural productivity and output (area expansion)*

The district administration recognizes that land available for agriculture is under-utilised with great scope for expansion and diversification. And that, the relatively low current crop productivity levels per units of land and labour offers considerable scope for greater efficiencies and for increased production through intensification of the existing cultivated areas.

Measure 1: *Strengthening agriculture extension services by increasing resources allocated to the Production Department to cover cost of personnel, and staff mobility*

The district administration shall dedicate one or two vehicles and staff members exclusively to extension work. The agriculture extension staff at sub-country shall be assigned exclusively to job of providing extension advice to farmers. Much attention shall be given to recruitment of more extension workers and providing them with training that shall enable them to provide effective support and extension advice to smallholder farmers. The district shall promote two-season production, access to improved technology and farm inputs (e.g. high yielding varieties of seeds, recommended practices and technology, improving product quality, and farm business skills).

Measure 2: *Training farmers in animal traction and promoting supply and use of animal traction to expand farm level enterprise*

The district shall, in cooperation with development agencies (with experience in animal traction) and district farmers associations, train farmers groups in animal traction. The selected members of farmer's groups will then be facilitated by their district associations to pass on their skills to other farmers in the community. The district shall work with district farmers association to ensure that ox-plaugh are accessibility to farmers.

Measure 3: *Improving distribution of improved agricultural seeds, planting materials, and other inputs to farmers*

The district (through the production department) shall establish farmers' input needs and work with Uganda National Agro-Input Dealers' Association (UNADA) to invite reputable agro-input dealers to start businesses in Agago, so as to ease accessibility to inputs by farmers.

Measure 4: *Assisting farmers and farmers groups to improve their access to agricultural finance.*

The district shall embark on a programme to revive Producer and Marketing Cooperatives to stimulate agricultural production through group liability schemes and collective marketing infrastructure (cooperatives), beginning in 2014 with meeting of community leaders (at sub-county level), identifying former cooperative workers, and conducting basic training, with support of the Uganda Cooperative Alliance (UCA) and MTIC. In addition, the district shall take the necessary steps to attract contract farming schemes in the district.

Measure 5: *Assign resources for land dispute mediation and sensitize the community including local leaders on matters of land and development*

The district administration will improve the land mediation and conflict resolution system in the district by providing financial and technical support to institutions e.g. cultural institution and local council courts, entrusted with the responsibility of handling land dispute cases. The district shall conduct sensitization outreach through meetings, social media (radio programs and printed material) and other methods, beginning 2013 for at least three years. Attention will be given to training district community development officers and media practitioners on conciliation and dispute resolution mechanisms.

Measure 6: *Identify and encourage partnerships that will encourage maximum utilisation of land within the existing land tenure system*

There is potential for tenant farming and sharecropping given the relative simplicity of these arrangements.⁵ The District shall sponsor a visit to South Asia of a member of staff from the production department to study how sharecropping is practiced, and whether there are good lessons that can be replicated in Acholi. The district shall popularise the scheme through community education and help link investors and local landholders who have expressed interest in similar arrangement.

Measure 7: *Regulating production and consumption of alcohol by enacting relevant bye-laws and sensitizing the community on danger of alcohol*

The District Council shall enact ordinance by establishing penalties for engaging in practices (such as alcohol abuse) that undermine one's rights to contribute to the welfare of their households, communities, and the nation. To this end, there shall be a community outreach campaign to create awareness of the illegality of alcohol sales and consumption and under what circumstances they are deemed illegal. The district administration will seek to have this by-law enacted by 2013 and enforcement begins by 2014.

Measure 8: *Foster competitive mindset and farm business exposure through training of farmers, study tours, field days, agricultural competitions*

The district shall introduce annual agricultural competition for all categories of farmers, beginning 2014 to encourage hard work. The district shall announce the competition in July 2013 and complete enrolment of the entrants to the 2014 competition by December 2013 and first assessment beginning with the time of land opening in January 2014. The district shall partner with development partners to implement this programme. This programme, which aims to foster a business attitude towards farming, shall be complemented by a study tour.

Measure 9: *Open more feeder roads*

⁵ Sharecropping is an agreement between a tenant and a landowner in which a tenant farmer is allowed to work a plot of land in exchange for surrendering part of the crop. Sharefarming can also include contracts for livestock enterprise, in which a farmer raises dairy cows on leased land and the landlord accepts dairy products in payment. Sharecropping was once widely practiced in South Africa because many of the White landowners were poor, and they needed the oxen and mules owned by the Black sharecroppers to produce the tobacco, maize, and vegetables.

The districts shall use the available roads equipment to to open up access roads to connect farmers to the market.

Issue No 2: Increasing access to produce market, and improving farm-gate prices

Lack of information amongst the business community on available trade opportunities and how to take advantage of them is a hindrance towards greater engagement in production and trade.

Measure 1: *Generating trade and market-related information and making it accessible to traders, farmers, youth and women associations and other users*

Farmers will receive regular update on market opportunities (over radios, etc) so that they are able to make informed decision and in timely manner.



The district shall work with development agencies operating in the district such as CESVI and MERCYCORPS and other market information agencies to develop a system that can be used to collect and relay market information to farmers and the business community on a weekly or monthly basis. Use of social media such as radios shall be promoted.

Measure 2: *Construct silos (modern produce stores) in Kalongo and Patongo, and introduce Warehouse Receipt System*

The district shall introduce warehouse receipt system to improve farm gate prices and access to produce markets, and seasonal credit. To this end, the district shall facilitate the construction of two silos: one in Kalongo and the other in Patongo, and a produce store in each of the sub-counties to add to the ones already at Omot, and Paimol. These stores shall act as bulking centres that will feed into the two silos. These centres shall also be the venue for post harvesting skill training. Construction of market stalls will go alongside the bulking programme. The district shall work closely with partners – such as ABITRUS to achieve this goal.

Measure 3: *Entrepreneurial and business skills development for youth, women and the business community*

Attention shall be given to training the youth on alternative business enterprises that they can engage in, other than boda boda. Attention shall be given to apprenticeship and training in financial literacy for businesses, including basic record keeping, financing discipline, how to grow business, business formalisation and strengthening capacity of savings groups, how to help those that would want to upgrade.

Measure 4: *Foster compliance with standard code of conduct for businesses and foreign traders*

The District Council shall enact ordinance by establishing penalties for buyers and sellers that infringe on the rights of vulnerable groups through fraudulent dealings and practices that are deemed exploitative. Such ordinances can be evoked in case of harassment and exploitation by large traders.

Measure 5: *Lobby banks to open up branches in the district*

The DFU Bank plan to open up a branch in Agago is well received by district administration – committed to ensuring increased access to financial services in the district.

Issue No 3: *Develop human resources and capacity of district leaders and technical staff to handle trade issues*

Measure 1: *Trade orientation course for District Local Council and departmental staff*

The district administration, with assistance from development partners, shall engage the service of a trade expert to design and implement annual trade (policy) orientation course for members of the district local council and departmental staff. The programme aims to:

- i) Develop a cadre of skilled staff to lead and facilitate trade promotion exercises;
- ii) Enhanced awareness of the advantages associated with private-public partnership;
- iii) Mainstream trade at all levels; and
- iv) Rolls out the programme to other parts of the country.

The program will be permanent and budgeted fully for 2013 and beyond. The district and central government (the Ministry of Trade, Industry and Cooperatives) will work together to identify the necessary resources and sources of support for this programme.

Measure 2: *Community sensitization and provision of trade and market information*

Agago District Local Government (through the district councilors) shall conduct a public outreach campaign to promote awareness of the opportunities for wealth creation through trade and together with the provision of sufficient resources to permit the council or similar group to effectively carry out their work. The initial phase of the outreach program will start by June 15, 2013. The program will be permanent and budgeted fully for 2013 and beyond.

This programme, along with extension education will create awareness among the farming community about importance of alternative crop enterprises such as maize, the varieties of maize, and post harvest handling and marketing. For, whilesorghum is treated as a historical crop, its market sustainability is uncertain and therefore, promoting maize shall be a priority of the district.

Measure 3: *Disseminate cross-border related information and educate the business community, cross-border traders and the youth about domestic as well as cross border related opportunities and regulations*

The district will develop and conduct through traders' organisations, cooperatives, farmers groups, youth and women associations, among other mechanisms, an outreach program to inform and advise traders and business community of:

- i) Their rights and obligations (under present laws and regulations) in doing business locally, nationally, and across the border and concerning trade facilitation;
- ii) The remedies and courses of action available to businesses through arbitration mechanisms to enforce commercial contracts, including cross-border business dealings.

- iii) To build capacity of local traders to know what is involved in cross border trade, border procedures, trade facilitation, border options (formal or informal), illicit trade and associated costs, and meeting quality standards. Traders shall be given opportunity for a site tour to selected border post(s) and to interact with traders at the borders to appreciate what goes on at the border.

The initial phase of the business advisory outreach program will start by July 2013. The program shall be permanent and budgeted fully for 2013 and beyond.

Issue No 4: *Promote value addition technologies for the various enterprises*

Measure 1: *Facilitate investment in processing, in part through the provision of incentives and investment in storage and packaging production*

The district (in cooperation with development partners) shall establish by 2015, a Neighborhood Support Programme (NSP) targeting women's groups, to promote value addition and improve the social and economic status of women. The program shall award small grants of a specific amount to established women's groups that process, package and sell local cereals. It shall also provide training so that selected members of women's groups will be able to pass on their skills to other women in their neighbourhoods (communities).⁶



Produce stores

4.1.5 Measures to promote trade in targeted services

The district administration has confirmed its commitment to attract investment and promote trade in three service areas: tourism, education and health. In furtherance of this commitment, the district agrees to undertake the following measures, and in the time frames provided in Annex 1.

Measure 1: *Foster national and global awareness of the district's cultural diversity, extensive and rich natural resources and bio-diversity, and business opportunities; most importantly, its commitment to create a climate conducive to international business activity.*

Measure 2: *Develop business tourism, cultural and religious tourism, and an events-based tourism*

Uganda is too dependent on gorilla and traditional wildlife tourism. Business and cultural tourism have great potential, particularly in Acholi. The district shall allocate resources for development of

⁶ See Section 3.3, Issue No. 2, activity 4.

agri-tourism, business tourism, cultural and religious tourism (e.g. recreation facility at historical sites: Wipolo martyrs shrine) and events-based tourism.

Measure 3: *Develop museums and taking advantage of Acholi's rich history*

In addition to attracting tourists to cultural events, the district shall mobilize resources to build museums that reflect on Acholi's rich history.



4.1.6 Phasing and implementation

The strategy has short, medium and long-term interventions and activities in three phases as presented in Annex 1. The lessons learnt during the initial phases will enable an effective expansion of the programme or measure to other areas.

4.2 Amuru District



4.2.1 Opportunities and constraints

The availability of an estimated 0.8 million hectares of cultivable land, with less than 15 per cent of this area under cultivation, offers a huge opportunity for area expansion that could lead to significantly increased production and off-farm job creation through agro-business value chain and industrialisation. The opening of just 15-30 per cent of the cultivable land could yield at least a further 0.5-0.8 million

metric tonnes of production per annum, and close to US\$ 50 million worth of exports, annually. The district is aware that in order to realise this opportunity, it must now direct efforts at addressing the following constraints: high rate of poverty and resource incapacity of smallholder farmers to open new land, weak productivity of traditional farming systems, poor extension services, insufficient access to new and existing knowledge and technology, product quality, market uncertainties, decreasing agricultural labour force due to alcoholism, among other factors (Table 4).

4.2.2 Priority enterprises

The local government has established as priority enterprises to promote: groundnuts, rice, beans, maize and sim sim (Table 4) as well as hotel and tourism, and transport service, focusing on increased supply and value addition, improving quality of local products and provision of technical and financial assistance to local producers, traders and exporters, to develop and sustain supply for both local and international markets. These sectors shall, for some years to come, remain key priorities in district development plans and activities, and continue to define the district's future engagement with development partners and investors.



Groundnuts



Maize



Rice

Table 4: Amuru District: Priority enterprises and challenges

Priority Enterprises		Challenges
Commodities	Services	
Groundnuts Rice Beans Maize Sim sim Others Livestock (goats, fish farming) Honey	Hotel Transport Recreation centres at tourism sites: Amuro hotspring, Guruguru hill.	Inadequate market Low value addition High pest and disease incidences Poor storage and insecure storage at homestead Poor post-harvest handling Poor feeder roads network Limited use of improved seeds Inadequate extension services Lack of agriculture and trade finance
Value addition		
Rice	Cleaning, packaging and branding	
Groundnuts	Cleaning, grinding into ground nut paste, oil, packaging and branding	
Maize	Milling, packing and branding Animal feeds, Pharmaceuticals	

4.2.3 SWOT Analysis

The SWOT (strength, weakness, opportunities, and threats) matrix in Figure 10 reveals great scope for expansion and diversification of agriculture, from the vast fertile and unutilized land and unique climate. Proximity of the district to the South Sudan market, enhanced with the construction of the border market at Elegu/Babia are critical success factors for future development of trade in the district.



Traders at Elegu market

However, the weakness the district face is poor attitude of the population towards work (much of agriculture is done by women, while increasing number of men folk have taken to drinking) and poor land tenure system. Another challenge is the weak private sector, with no business skills and financial resources necessary to expand their business ventures;lack of basic infrastructure such as electricity and transport, and negative publicity created by the Lord’s Resistance Army war. The threat column highlights uncertainty in market development particularly commodity prices.



Elegu market stalls

Figure 10: Amuru District: Opportunities, strengths, threats and weaknesses		
	Opportunity	Threat
	The land available for agriculture is under-utilised with great scope for expansion and diversification	Uncertainty in the market development particularly commodity prices
	South Sudan conflicts decreasing, with resulting demand for commodities	Land wrangles/dispute might deter investment
	Strategic location (Proximity to South Sudan)	Security uncertainty
	Vast and fertile land	Changes in weather pattern - unpredictable weather pattern
Strengths	Strength	Strength
	Availability of vast fertile land	Ability to diversify to other export markets
	Committed leadership	
	Opportunity	Threat
	Abundant labour force	Negative cultural belief – e.g. towards women
		Women do not own land
Weaknesses	Weakness	Weakness
		Negative publicity due to war
	Lack of business skills/acumen	Lack of market information
	Poor attitude towards work	Negative mindset
	Poor infrastructure	Low level of education
	Lack of innovation and creativity	
	Inadequate capital	

4.2.4 Measures to promote trade in targeted agricultural sectors

The District Administration of Amuru has confirmed its commitment to ensure increased production and access to markets of the following commodities: groundnuts, rice, beans, maize, and sim sim, and to attract investment and promote trade in tourism. In furtherance of this commitment, the district agrees to undertake the following measures, and in the time frames indicated in Annex 1.2.

Issue 1: *Increasing agricultural productivity and output (area expansion)*

The District administration recognizes that land available for agriculture is under-utilised with great scope for expansion and diversification. And that, the relatively low current crop productivity levels per units of land and labour offers considerable scope for greater efficiencies and for increased production through intensification of the existing cultivated areas.

Measure 1: *Strengthening agriculture extension services by increasing resources allocated to the Production Department to cover the cost of personnel, and staff mobility*

The district administration shall dedicate one or two vehicles and staff members exclusively to extension work. The agriculture extension staff at sub-country shall be assigned exclusively to job of providing extension advice to farmers. Much attention shall be given to recruitment of more extension workers and providing them with training that shall enable them to provide effective support and extension advice to smallholder farmers. Radio program shall be introduced to augment extension visits and facilitate wider and timely dissemination of agricultural information. The district shall promote access to improved technology and farm inputs such as high yielding varieties of seeds, recommended practices and technology, and farm business skills as well as encourage two-season production, improvement in product quality.

Measure 2: *Improve distribution of reputable seeds and stock to farmers*

The District shall identify reputable agro-input firms, encourage them to open branch (s) in the district. The identified input dealers shall work with district extension service to improve distribution of input to farmers. Radio program shall be introduced to improve access to information on agricultural inputs. The District shall in addition, set up demonstration sites at all sub counties to promote use of improved seeds and stock.

Measure 3: *Assisting farmers and farmers groups to improve their access to agricultural finance.*

Strengthening agricultural finance system is of priority as far as the agricultural production is concerned. Without adequate seasonal credit, farmers will be unable to open land, control pest and diseases, access improved seeds and apply the relevant technologies generated and offered by research and extension services.

The district shall embark on a programme to revive Producer and Marketing Cooperatives to stimulate agricultural production.

The programme shall begin in 2014 with meeting of community leaders (at sub-county level), identifying former cooperative workers, and conducting basic training, with support of the Uganda Cooperative Alliance (UCA) and MTIC. The district shall promote the activity of SACCOs by lobbying for capitalisation of SACCOs and facilitating the dissemination of information on SACCOs – to increase public awareness on formation and benefits of SACCOs. Attention shall be given to strengthening regulatory framework for SACCOs. In addition, the district shall take the necessary steps to attract contract farming schemes in the district.

Measure 4: *Identify and encourage partnerships that will encourage maximum utilisation of land within the existing land tenure system such as share cropping*

The District shall sensitise communities on land utilisation through sharecropping arrangement and other schemes.

Measure 5: *Open up more feeder roads to link farmers to the market*

The district shall use the available roads equipment to to open up access roads to link farmers to the market.



Issue 2: *Increasing access to produce market, and improving farm-gate prices*

Lack of information amongst the business community on available trade opportunities and how to take advantage of them is a hindrance to expanding production and trade. Economies of scale (commodities available in sufficient quantities) will attract buyers.

Measure 1: *Generating trade and market-related information and making it accessible to traders, farmers, youth and women associations and other users*

The District shall facilitate formation of Produce Marketing Group in all the sub counties, which shall act as conduits for disseminating market information. To enhance dissemination of market information, the District shall facilitate the District Commercial Office to put up billboard at all the strategic markets in the district. These billboard shall, on regular basis be posted with market information. This shall be supplemented with mobile phone – facilitated SMS system. The district shall carry out wide community mobilisation and sensitisation on use of market information, through meetings and radio programs.

Measure 2: *Promote silos in the three strategic locations: Atiak, Amuru, and Pabbo*

The District shall identify investors (or partners under grant arrangement) to construct silos in the mentioned strategic location, and shall continue to promote the ware house receipt system in the constructed produce store in the district.

Measure 3: *Open bulking centres in every sub-county in the district*

The District shall embark on mobilization and sensitization of the community on use and management of the existing storage facilities in the sub counties. In addition, the district shall seek technical and financial cooperation of USAID/VOCA to help strengthen capacity of farmers in post-harvest handling.

Measure 4: *Inter-district memos to address the problem of taxation*

This can be address through Uganda local government Association ULGA in order to minimize unnecessary taxation

Measure 5: *Promote business registration*

The District Commercial Office shall be facilitated to carry out the following: encourage businesses to register (formalise), mobilize, sensitize and train business community on matters related to business regulations, benefits of formalisation, etc. This shall be accomplished mainly through radio program, and use of pamphlet and posters.

Issue 3: *Develop human resources and capacity of district leaders and technical staff to handle trade issues*

Measure 1: *Trade orientation course for the District Local Council and administration*

The district shall work with the Ministry of Trade, Industry and Cooperatives or shall seek the service of a trade expert to help design and conduct annual trade (policy) orientation course for members of the district local council.

The main objectives of the programme are to develop a cadre of skilled staff to lead and facilitate trade promotion exercises; enhanced awareness of the advantages associated with private-public partnership projects based on; and mainstream trade at all levels and eventually implement decentralised local governance system throughout the country.

The program will be permanent and budgeted fully for 2013 and beyond. The district and central government (the Ministry of Trade, Industry and Cooperatives) will work together to identify the necessary resources and sources of support for this programme.

Measure 2: *Community sensitization and provision of trade related information*

Amuru District Local Government shall conduct a public outreach campaign to promote awareness of the opportunities for wealth creation through trade. This project shall thrive on synergies between various actors: political and field staff. The initial phase of the outreach program will start by July 15, 2013. The program will be permanent and budgeted fully for 2013 and beyond.

Measure 3: *Disseminate cross-border related information and educate the business community, cross-border traders and the youth about domestic as well as cross border related opportunities and regulations*

The district will develop and conduct through traders' organisations, cooperatives, farmers groups, youth and women associations, among other mechanisms, an outreach program to inform and advise traders and business community of:

- i) Their rights and obligations (under present laws and regulations) in doing business locally, nationally, and across the border and concerning trade facilitation;
- ii) The remedies and courses of action available to businesses through arbitration mechanisms to enforce commercial contracts, including cross-border business dealings.
- iii) To build capacity of local traders to know what is involved in cross border trade, border procedures, trade facilitation, site tours of selected border posts, border options (formal or informal), illicit trade and associated costs, and meeting quality standards.

The initial phase of the business advisory outreach program will start by July 2013. The program shall be permanent and budgeted fully for 2013 and beyond.

Measure 4: *Increase women and youth's participation in trade*

Even though women represent a large share of the labour force in agriculture, there is limited active participation of women in trade. Women entrepreneurship in agri-businesses is limited and the involvement of women in formal trading is quite rare. The program shall mobilize and train the youth on alternative enterprise other than riding *boda bodas*.

The initial phase of the program will start in 2013. The program will be permanent and budgeted fully for 2013 and beyond.

Measure 5: *Improve security of traders especially cross-border traders*

The district shall initiative cooperation with bordering local administration government in South Sudan in facilitating movement and security of traders on either sides of the border.

Measure 6: *Develop and foster district participation in international trade through the initiation and coordination of inbound/ outbound trade missions, and to support public and private sectors engaged in similar initiatives*

Measure 7: *Lobby government to strengthen bilateral cooperation agreements with neighbouring countries*

Issue No 4: *Promote value addition technologies for the various enterprises*

Measure 1: *Facilitate investment in processing, in part through the provision of incentives and investment in storage and packaging production*

The district (in cooperation with development partners) shall establish by 2015, a Neighborhood Support Programme (NSP) targeting women's groups, to promote value addition and improve the social and economic status of women. The program shall award small grants of a specific amount to established women's groups that process, package and sell local cereals. It shall also provide training so that selected members of women's groups will be able to pass on their skills to other women in their neighbourhoods (communities).⁷

⁷ See Section 3.3, Issue No. 2, activity 4.

4.2.5 Measures to promote trade in targeted services

The District has confirmed its commitment to attract investment in tourism sector. In furtherance of this commitment, and in view of the opportunities and constraints highlighted above, the district administration agrees to undertake appropriate measures, and in the time frames indicated in Annex 1.2.

Measure 1: *Foster national and global awareness of the district's cultural diversity, extensive and rich natural resources and bio-diversity and business opportunities. Most importantly, its commitment to create a climate conducive to international business activity.*

Measure 2: *Prepare and provide tourist centre with tourist related information and guides*

The district shall prepare and disseminate information on tourism through brochures, print and electronic media and assistance of Ugandan missions abroad.

Measure 3: *Develop business tourism, cultural and religious tourism, and an events-based tourism*

The district shall allocate resources for development of the tourism sector focusing on agri-tourism, eco-tourism, business tourism, cultural and religious tourism and events-based tourism.

Measure 4: *Carry out global campaign to attract investment, and strengthen capacity (entrepreneurial and business skills) of service operators*

The district shall contribute to the growth of the service sector not only by providing conducive business environment for the sector to thrive, but also through global campaign to attract investment into the sector.

4.2.6 Phasing and implementation

The strategy has short, medium and long-term interventions and activities in three phases as presented in Annex 1. The lessons learnt during the initial phases will enable an effective expansion of the programme or measure to other areas.

4.3 Gulu District

4.3.1 Opportunities and constraints

The availability of an estimated close to 0.5 million hectares of cultivable land, with less than 15 per cent of this area under cultivation, offers enormous opportunity for area expansion that could lead to significantly increased production and off-farm job creation. The opening of just 20% of the cultivable land could yield at least an additional 0.4 million metric tonnes of production per annum, and close to US\$ 40 million worth of exports, annually. Constraints to realizing this opportunity that the district is committed to address are, high rate of poverty and resource incapacity of smallholder farmers to open new land; weak productivity of traditional farming systems; shrinking agricultural labour force due to alcoholism; market uncertainties; lack of extension services; insufficient access to new and existing knowledge and technology—on how to enhance production, market surplus output, and meet quality standards (Table 5).

4.3.2 Priority enterprises

The district administration is committed to promoting trade and investments in the following enterprises: cassava, groundnuts, rice and beans – focusing on increased production and market

access, improving quality of local products and facilitating the provision of technical and financial assistance to local producers, traders and exporters, to enable them remain competitive in the changing national, regional and global trading environments.



Cassava

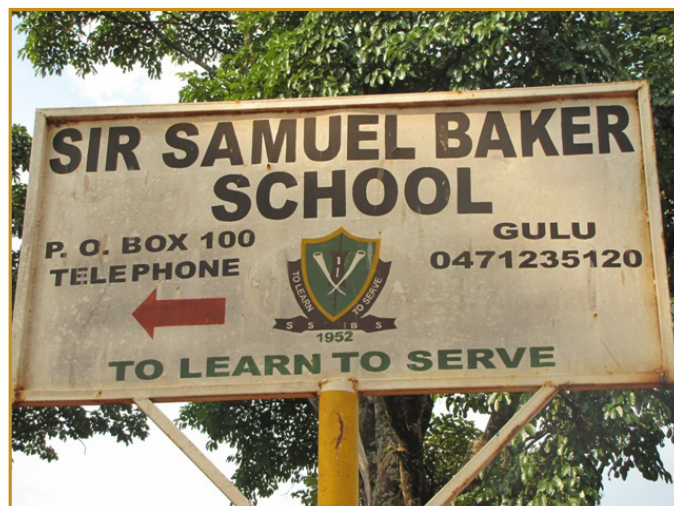


Groundnuts



Rice

In addition, the district administration is committed to promoting trade and investment in the following services: tourism (and recreation facilities), education, health and transport services, to provide employment and boost the district economy.





Transport

Table 5 Gulu District: Priority enterprises and challenges

Priority Enterprises		Challenges
Agriculture	Services	
Cassava Groundnuts Rice Beans Others Fruits Sim sim Dairy Sunflower Banana/high value horticulture	Hotel & tourism Education Health Tourism: Developing Bakers Fort at Patiko, cultural tourism, war museum and a cultural theatre/ centre	Weak agriculture extension services and lack of relevant, location specific production technologies Inadequate supply and limited use of improved seeds and planting materials for principal crops Lack of reliable markets for all enterprises, precluding farmers from responding to international opportunities and demand Low participation in value addition High pest and disease incidences Poor post-harvest handling, storage and insecure storage at homestead Poor feeder roads network Lack of rural financial services able to provide appropriate level of production and farm production credit for enterprises and activities that are deemed credit worthy. Absence of tradable land ownership rights, which would allow farmers to capture the value of land improvements and provide security for borrowing.
Industry Milk Processing plant Cotton spinning & textile plant Tannery Pharmaceuticals		

The enterprise selection was done through consultation with agriculture stakeholders comprising farmers, NAADs officials, extension workers and production department technical staff with due consideration of strategic agricultural development needs of the District.

4.3.3 SWOT Analysis

The SWOT (strength, weakness, opportunities, and threats) matrix in Figure 11 reveals great scope for expansion and diversification of agriculture, from the vast land and unique climate. Proximity of the district to the South Sudan market, and growing demand for food commodities in South Sudan are critical success factors for development of trade.

However, a major weakness the district face is lack of business acumen amongst the society and poor attitude of the population towards work. Alcoholism is on the rise and most employees particularly in private sector do not take their work seriously. This is an area that the district is committed to address.

The threat column highlights market uncertainties, reflected in fluctuating commodity prices – which is a hindrance towards greater engagement in production and trade.

Figure 11: Gulu District: Opportunities, strengths, threats and weaknesses

Figure 11: Gulu District: Opportunities, strengths, threats and weaknesses		
	Opportunity	Threat
	Vast and fertile land. The land available for agriculture is under-utilised with great scope for expansion and diversification	Uncertainties in commodity prices; price promises that have not been honoured e.g. cotton
		Changes in weather pattern - unpredictable weather pattern
		Land wrangles/dispute will deter investment
		Cultural setting e.g. failure to accord women the rights to own land
	Abundant young labour force	Poor attitude towards work
	Education and health institutions: Lacor Hospital, Gulu University, St Joseph College Layibi, Gulu High, Sacred College	Uncertainty about sustainability of security both in Northern Uganda and South Sudan
	Strategic location (on the route to S. Sudan)	HIV/AIDS risks, insecurity
Strengths	Strength	Strength
	Strong human resources (district administration & leadership) able to deliver services	
	Opportunity	Threat
	Acholi Language Board, based in Gulu can be used to enhance communication through print media	
Weaknesses	Weakness	Weakness
	High dependency syndrome	Negative publicity due to war
	Lack of business skills/acumen	Lack of market information
	Poor attitude towards work	Negative mindset
	Poor infrastructure	Low level of education
	Lack of innovation and creativity	
	Inadequate capital	

4.3.4 Measures to promote trade in targeted agricultural sectors

The District has confirmed its commitment to increase agriculture productivity, output and export of cassava, groundnuts, rice and beans. In furtherance of this commitment, and in view of the opportunities and constraints highlighted above, the district administration agrees to undertake appropriate measures, and in the time frames indicated in Annex 1.3.

Issue No 1: Increasing agricultural productivity and output (area expansion)

The District Administration recognizes that land available for agriculture is under-utilised with great scope for expansion and diversification. Secondly, the relatively low current crop productivity levels per units of land, and labour offer considerable scope for greater efficiencies and for increased production through intensification of the existing cultivated areas. In this context, the district undertakes to implement the following measures:

Measure 1: *Strengthen agriculture extension services by increasing resources allocated to the Production Department to cover cost of personnel, and staff mobility*

The district administration shall dedicate one or two vehicles and staff members exclusively to extension work. The district administration emphasizes that the agriculture extension staff at sub-country, shall be assigned exclusively to job of providing extension advice. Increasing access to improved technology and farm inputs, and strengthening farmers–research linkages will be emphasised.

Measure #2: *Increasing farm access to finance by strengthening the capacity of Savings and Credit Cooperatives (SACCOs) and other microfinance institutions operating in the district through close supervision by district authority, mentoring and effective legal framework*

The district administration shall, beginning 2013, advocate for a regulatory framework for the operation of SACCOs and non-deposit taking microfinance institutions (MFIs) – to improve their performance. The district shall then promote the activity of SACCOs by lobbying for capitalisation of SACCOs and facilitating the dissemination of information on SACCOs – to increase public awareness on formation and benefits of SACCOs. With an effective SACCOs and MFIs regime in place, the district shall work with the Microfinance Support Centre (MSC), Centenary Bank and development partners to improve capacity of SACCOs and MFIs to extend agricultural credit. The district shall maintain close supervision of SACCOs and MFIs and continue to mentor them.

In addition, the district shall embark on a programme to revive Producers and marketing cooperatives to stimulate agricultural production through group liability schemes and collective marketing arrangement. This programme shall begin in 2014. In addition, the district shall take the necessary steps to attract contract farming schemes in the district.

Measure 3: *Involve social media to enhance communication*

The district will conduct outreach to the public, employers, and workers through radio, TV programs and printed material in local language, starting June 15, 2013.

Measure 4: *Introduce/promote simple agricultural mechanisation, especially the use of ox-ploughs.*

The district shall work with animal traction specialists and district farmers associations to train farmers groups in animal traction. The selected members of farmer's groups will then be facilitated by their district associations to pass on the skills acquired, to other farmers in their communities. The district shall work with district farmers association to devise ways of making ox-ploughs more accessible to farmers.

Measure 5: *Promote partnerships among landholders and investors and maximum utilisation of land within the existing land tenure system e.g share cropping, etc.*

There is potential for tenant farming and sharecropping given the relative simplicity of these arrangements.⁸ The District shall sponsor a visit to South Asia of a member of staff from the production department to study how sharecropping and other management contracts (between landowners and investors) are practiced, and draw lessons – that might be adapted to local situation.

Measure 6: *Strengthen pest, vector and disease control system and revitalise livestock sector*

The veterinary department shall be supported to establish a system of effective disease surveillance as the initial step in disease control, a production and health monitoring system and the implementation of on-farm intervention. Attention shall be given to training farmers to identify early warning signs,

⁸ See Footnote 6.

basic livestock management practices, and in use of cattle crush. The district shall allocate resources to redevelop the Veterinary Center for Disease Control at Patiko and also establish a liquid nitrogen plant to enable artificial insemination for herd multiplication.

Measure 7: *Increasing access to improved technology*

The district shall promote access to improved technology and farm inputs such as high yielding varieties of seeds, recommended practices and technology, through close collaboration with agricultural research centres and agro-input firms. Agro-input dealers shall be encouraged to open branch (s) in the district. Radio program shall be introduced to improve access to information on agricultural technology and farm inputs.



Information Technology skills

Measure 8: *Regulating the consumption of alcohol and drugs*

The District Council shall enact ordinance to regulate consumption of alcohol and drugs. Prior to enactment of the law, there shall be community outreach campaign to create awareness of the illegality of alcohol sales and consumption and under what circumstances they are deemed illegal (which also include consumption of drugs). The district administration will seek to have this by-law enacted by 2013 and enforcement begins by 2014.

Measure 9: *Open up more feeder roads to link farmers to the market*

The district shall use the available roads equipment to to open up access roads to connect farmers to the market.

Issue No 2: *Reduce land conflict, and improve land ownership rights*

Measure 1: *Assign resources for land dispute mediation and conduct sensitization outreach*

The district administration will establish a plan to improve the land mediation and conflict resolution system in the district by assigning specialized resources to institutions such as Land Tribunal entrusted with responsibility of handling land dispute cases, and to train workers and employers in conflict resolution, and conducting sensitization outreach. The district administration will prepare a plan for capacity building on conciliation and alternative dispute resolution mechanisms for community development workers. The district will also start conducting outreach to the public, employers, and workers through TV programs and printed material by June 15, 2013.

Measure 2: *Advocate for management (tenant/ partnership) contract in context of land for investment as opposed to land acquisition*

The district shall advocate for a policy framework that allows landowners or the District to enter into joint ventures or management contract and Public-Private Partnership (PPP) arrangement with investors who wish to access land in the district for investment.

Issue No 3: *Increasing access to produce market, and improved farm-gate prices*

Throughout Acholi sub-region in general, farmers have little or no access to markets. Lack of information on available trade opportunities and how to take advantage of them is another hindrance towards greater engagement in production and trade. Much attention shall be given to enabling the farmers increase their production and output by providing a system of collective marketing, and providing production and market information and organizational and technical support.

Measure 1: *Generating trade and market-related information and making it accessible to traders, farmers, youth and women groups, and other users*

The district shall engage market information agencies such as Eastern Africa Grain Council and FIT Uganda to develop a system that can be used to collect and relay market information to farmers and the business community on a weekly or monthly basis. Use of radios and billboards shall be encouraged as well.

Measure 2: *Promote commodity bulking and collective marketing - construct silos and bulking centres in strategic locations, introduce Warehouse Receipt System and link farmers to local and export markets*

The district shall mobilize farmers into groups and train them for commodity bulking and collective marketing. The district shall proceed to introduce warehouse receipt system to improve access to produce market and farm gate prices, and access to seasonal credit. The district shall facilitate the construction of two silos and a produce store in each of the sub-counties, to act as bulking centres that will feed into the two silos and will be a venue for post-harvesting skill training. The district shall seek cooperation of private sector organisations with experience in warehouse receipt system to implement this strategy.

Issue No 4: *Develop human resource capacity to handle trade issues*

Measure 1: *Trade orientation course and out-country exposure visits for the district local council and administration, and building capacity of district commercial office*

The district shall work with the Ministry of Trade, Industry and Cooperatives or shall seek technical assistance of a trade expert to help design and conduct annual trade (policy) orientation course for members of the district local council. The main objectives of the programme are to: (i) build capacity of district head of department (both technical and political arm) to produce a cadre of skilled staff to lead and facilitate trade promotion exercises; (ii) enhanced awareness of the advantages associated with private-public partnership projects; and (iii) mainstream trade at all levels and eventually implement decentralised local governance system throughout the country.

The district administration shall ensure that funding for this programme is included in the 2013/14 budget, and to begin the first workshops by June 15, 2013.

The program will be permanent and budgeted fully for 2013 and beyond. The district and central government (the Ministry of Trade, Industry and Cooperatives) will work together to identify the necessary resources and sources of support for this programme.

Measure 2: *Build capacity of District Commercial Office*

The district shall recruit 2 additional staff to handle: (a) Agribusiness development (b) cooperative & SACCO supervision and development, and (c) tourism development, as well as train and equip the

sector officer. The district administration shall ensure that funding for this programme is included in the 2013/14 budget, and to carry out the first recruitment and training by June 2014.

The program will be permanent and budgeted fully for 2013 and beyond. The district and central government (the Ministry of Trade, Industry and Cooperatives) will work together to identify the necessary resources and sources of support for this programme.

Measure 3: *Community sensitization and provision of trade and market information*

The district (through the district councilors) shall conduct a public outreach campaign to promote awareness of the opportunities for wealth creation through trade and together with the provision of sufficient resources to permit the council or similar group to effectively carry out their work. The initial phase of the outreach program will start by June 15, 2013. The program will be permanent and budgeted fully for 2013 and beyond.

Measure 4: *Disseminate cross-border related information and educate the business community, cross-border traders and the youth about domestic as well as cross border related opportunities and regulations*

The district will develop and conduct through traders' organisations, cooperatives, farmers groups, youth and women associations, among other mechanisms, an outreach program to inform and advise traders and business community of:

- i) Their rights and obligations (under present laws and regulations) in doing business locally, nationally, and across the border and concerning trade facilitation;
- ii) The remedies and courses of action available to businesses through arbitration mechanisms to enforce commercial contracts, including cross-border business dealings.
- iii) To build capacity of local traders to know what is involved in cross border trade, border procedures, trade facilitation, border options (formal or informal), illicit trade and associated costs, and meeting quality standards.

The initial phase of the business advisory outreach program will start by July 2013. The program shall be permanent and budgeted fully for 2013 and beyond.

Issue No 5: *Promote value addition technologies for the various enterprises*

Measure 1: *Build farmers' knowledge in value addition, and facilitate investment in processing, in part through the provision of incentives and investment in storage and packaging production*

The district shall build farmers' knowledge in *cassava, groundnut, rice and fruits value addition* through promotion, popularization and training of farmers on the enterprises value addition technologies.

The district shall embark on rural campaign to improve drying technologies for cassava chips, and post-harvest handling of *groundnuts and beans, including storage and packaging*. The district shall improve processing technologies for groundnuts, cassava chips and flour (high quality cassava flour) by supporting acquisition of such technologies. Poor packaging (presentation) also limits trade in processed products. Incentives shall be provided to encourage investment in packaging (production and use).

Measure 2: *Support women's group that process, package and sell local cereals*

The district (in cooperation with development partners) shall establish by 2015, a Neighborhood Support Programme (NSP) targeting women's groups, to promote value addition and improve the social and economic status of women. The program shall award small grants to established

women's groups that process, package and sell local cereals. It shall also provide training so that selected members of women's groups will be able to pass on their skills to other women in their neighbourhoods (communities).⁹

4.3.5 Measures to promote trade in targeted services

The district administration of Gulu has confirmed its commitment to attract investment in three potential service areas: hotels, education, and health services. In furtherance of this commitment, and in view of the opportunities and constraints highlighted above, the district administration agrees to undertake appropriate measures, and in the time frames indicated in Annex 1.3.

Measure 1: *Foster national and global awareness of the district's cultural diversity, extensive and rich natural resources and bio-diversity, and business opportunities; most importantly, its commitment to create a climate conducive to international business activity.*

The district shall prepare and disseminate tourism-related information through brochures, print and electronic media and with help of Ugandan missions abroad.

Measure 2: *Develop business tourism, cultural and religious tourism, and an events-based tourism*

The district shall locate resources for development of tourism sector¹⁰ that involves branding Gulu District as a destination for agri-tourism, eco-tourism, business tourism, cultural and religious tourism (e.g. recreation facility at historical sites: Fort Patiko, and at beautiful scenery such as Aruu Falls) and events-based tourism. Business and cultural tourism is a grey area and can have potential as experience in Swaziland and many other countries have shown that it is able to attract as many tourists as traditional wildlife tourism can.

Measure 3: *Develop museums (e.g. war memorial museum) taking advantage of Acholi's rich history*

In addition to attracting tourists to cultural events, the district shall mobilize resources to build museums that reflect on Acholi's rich history.

Measure 4: *Carry out campaign to attract investment into tourism and hospitality sector, education and health services*

The district shall contribute to the growth of the service sector not only by providing conducive business environment for the sector to thrive, but also through global campaign to attract investment into the sector. For the case of education, this includes connecting with network of school alumni towards raising support for rehabilitation and upgrading of school infrastructure.

Measure 4: *Strengthen capacity (entrepreneurial and business skills) of services operators*

The district shall seek the cooperation, advice, and technical assistance of an expert in entrepreneurial and business skill development to train service operators in the district e.g. hotel managers and staff.

4.3.6 Phasing and implementation

The strategy has short, medium and long-term interventions and activities in three phases as presented in Annex 1.3. The lessons learnt during the initial phases will enable an effective expansion of the programme or measure to other areas.

⁹ See Section 3.3, Issue No. 2, activity 4.

¹⁰ Including a feasibility study

4.4 Kitgum District

4.4.1 Opportunities and constraints

The district has set as its objectives, to reduce the incidence of poverty from the current rate of 46.2 per cent to 30 percent by year 2016. The major channel to attaining this goal is, increase in agricultural production. The availability of an estimated 0.4 million hectares of cultivable land offers a massive opportunity for area expansion that could lead to significantly increased production and on/off-farm job creation. The opening of just 20% of this area could yield at least a further 0.32 million metric tonnes of production per annum. Constraints to realising this opportunity were identified, which included inconsistencies in supply due to weak productivity of traditional farming systems, lack of extension services and information gaps, lack of funding for small farmer land clearance, land development and farm production, among other factors (Table 6).

4.4.2 Priority enterprises

Kitgum District Administration is committed to promoting trade and investments in the following enterprises: groundnuts, rice, beans, maize and sim sim focusing on increased production and productivity, access to market, quality of the products, infrastructure and domestic as well as cross-border trade related needs that will enable our local producers, traders and exporters, to remain competitive in the changing national, regional and global trading environments.



Ground nuts



Rice



Maize



Sim sim

Table 6: Kitgum District: Priority enterprises and challenges

Priority Enterprises		Challenges
Agriculture	Services	
Sim sim Groundnuts Maize Millet Cotton Potential enterprises Bee keeping Citrus Industry Agro-processing	Hotel and Tourism: War memorial museum, Cultural dances. Education Health	Weak agriculture extension services and lack of relevant, location specific production technologies Inadequate supply of improved seeds and planting materials for principal crops Lack of reliable markets for cotton, and sorghum (continued reliance on local markets for sorghum, while price of cotton fell from Ush 3,000 that was promised to Ush 500). Improved variety of groundnuts has no market Low value addition High pest and disease incidences Poor storage and insecure storage at homestead Poor post-harvest handling Poor feeder roads network Limited use of improved seeds Lack of rural financial services able to provide appropriate level of production and farm production credit for enterprises and activities that are deemed credit worthy. Absence of tradable land ownership rights, which would allow farmers to capture the value of land improvements and provide security for borrowing.

In addition, the district administration is committed to promoting trade and investment in the following services: hotel and tourism, education, and health services, to provide employment and boost the district economy.

4.4.3 SWOT Analysis

The SWOT (strength, weakness, opportunities, and threats) matrix in Figure 12 reveals great scope for expansion and diversification of agriculture, from the vast fertile and unutilized land and unique climate. Proximity of the district to emerging market in South Sudan, enhanced with improvement of the road through Madi Ope and growing demand for food commodities in South Sudan present great opportunity for development of trade, not only in Kitgum, but the entire sub-region.

Amidst these opportunities are challenges that have to be addressed. Although endowed with vast amount of fertile land, the poor attitude of the population towards work is a serious challenge to increased production. Much of agriculture is done by women, while increasing number of men folk have taken to drinking. Added to this weakness is the system of land ownership that is largely biased against women and the absence of tradable land ownership rights, which would allow farmers to capture the value of land improvements and provide security for borrowing. The district is committed to addressing these issues. The threat column highlights uncertainty in commodity market reflected in fluctuating market prices for most commodities. It also highlights changes in weather pattern, land wrangles and retreating labour force from agriculture. The youth population is shunning agriculture in favour of petty businesses in urban areas and *bodaboda* (motor cycle passenger transport). Those who remain in villages are not keen to engage in agriculture.

Figure 12: Kitgum District: Opportunities, strengths, threats and weaknesses

Opportunity		Threat
	The land available for agriculture is under-utilised with great scope for expansion and diversification	Fall in price of commodities after farmers have been promised ready market for particular commodities e.g. experience with cotton
		Land wrangles/dispute might deter investment
	Strategic location (Proximity to South Sudan)	Security uncertainty
	Vast and fertile land	Changes in weather pattern - unpredictable weather pattern
	Market for sim sim readily available and prices are relatively stable	
	Additional potential market for sunflower from local oil processors	
	Presence of other development partners in the district promoting production of sim sim, i.e. Oxfam and Olam Uganda	
	WFP store (being used for beans and maize)	
Strengths	Strength	Strength
	Availability of vast fertile land	Ability to diversify to other export markets
Opportunity		Threat
	Abundant labour force Local FM station: Mighty Fire, can be used to enhance communication	Negative cultural belief – e.g. towards women
		Women do not own land
Weaknesses	Weakness	Weakness
	High dependency syndrome	Negative publicity due to war
	Lack of business skills/acumen	Lack of market information
	Poor attitude towards work	Negative mindset
	Poor infrastructure	Low level of education
	Lack of innovation and creativity	
	Inadequate capital	

4.4.4 Measures to promote trade in targeted agricultural sectors

The District Administration of Kitgum has confirmed its commitment to increase agriculture productivity, output and access to market for sim sim, groundnuts, maize, millet and cotton. In furtherance of this commitment, and in view of the opportunities and constraints highlighted above, the district administration agrees to undertake appropriate measures, and in the time frames provided in Annex 1.4.

Issue No 1: Increasing agricultural productivity and output (area expansion)

The District Administration recognizes that land available for agriculture is under-utilised with great scope for expansion and diversification. Secondly, the relatively low current crop productivity levels per units of land, and labour offer considerable scope for greater efficiencies and for increased

production through intensification of the existing cultivated areas. In this context, the district undertakes to implement the following measures:

Measure 1: *Strengthening agriculture extension services by increasing resources allocated to the Production Department to cover cost of personnel, and staff mobility*

The district administration shall dedicate one or two vehicles and staff members exclusively to extension work. The district administration emphasizes that the agriculture extension staff at sub-country, shall be assigned exclusively to job of providing extension advice. Much attention shall be given to capacity building in effective support and extension service to smallholder farmers, increasing access to improved technology and farm inputs, and strengthening farmers–research linkages. Training of extension worker in business skills is identified as key element in capacity building.

Measure 2: *Training farmers in animal traction and promoting wide use of animal traction to expand farm level enterprise*

The district shall work with animal traction specialists and district farmers associations to train farmers groups in animal traction. The selected members of farmers’ groups will then be facilitated by their district associations to pass on the skills acquired, to other farmers in their communities. The district shall work with district farmers association and other private sector organisation such as OLAM to devise ways of making ox-ploughs more accessibility to farmers, even tractor services.

Measure 3: *Training farmers and fostering a business mindset in farming, and linking farmers to service providers*

The district shall embark on a comprehensive training programme geared at changing the mindset of the population, and to enable them attach greater value to agriculture as a business. This shall be complemented by annual agricultural competition, to be introduced for all categories of farmers, in December 2014 and study tour to encourage competitive mindset and hard work. The district shall partner with development partners to implement this programme.

Measure 4: *Assisting farmers and farmers groups to improve their access to agricultural finance.*

Without adequate seasonal credit, farmers will be unable to open land, control pest and diseases, access improved seeds and apply the relevant technologies generated and offered by research and extension and essential inputs required to take advantage of the considerable opportunities for intensification as well as diversification and expansion.

The district shall embark on a programme to revive cooperatives to improve collective marketing and access to farm credit. The process will start in 2014 with meeting of community leaders (at sub-county level), identifying former cooperative workers, and conducting basic training, with support of the Uganda Cooperative Alliance (UCA) and MTIC. In addition, the district shall promote the activity of SACCOs by supporting training and technical guidance to SACCOs as well as lobbying for capitalisation of SACCOs and facilitating the dissemination of information on SACCOs – to increase public awareness on formation and benefits of SACCOs.

Measure 5: *Identify and encourage partnerships that will encourage maximum utilisation of land within the existing land tenure system e.g share cropping, etc.*

The district shall advocate for a policy framework that allows landowners or the District to form joint ventures or management contract within Public-Private Partnership (PPP) arrangement with investors who wish to access land in the district for investment. There is also potential for tenant farming and sharecropping arrangement given the relative simplicity of these arrangements.¹¹

¹¹ See Footnote 6.

Measure 6: *Address storage problem through collective marketing*

Some NGOs have helped farmers build stores for encourage bulk marketing, but many farmers still sell their produce from their homes. Emphasis will be put on sensitising farmers and organizing farmers into groups (e.g. farmers' cooperatives for collective bargaining).

Measure 7: *Allocate additional resources to improve (and open up more) feeder roads to link farmers to market*

The district shall employ available roads equipment to to open up access/feeder roads to connect the farming community to the market.

Issue No 2: *Increasing access to produce market, and improved farm-gate prices*

Measure 1: *Support for the establishment/strengthening of small farmer marketing groups, particularly in the context of facilitating collaboration and long-term relationships with processors such as Mukwano and other market participants.*

The district shall strengthen farmers association such as Kitgum District Farmers Association, which in turn can empower small farmers groups, so that they can mobilize their farmers and to bargain better prices for their farmers.

Issue 3: *Develop human resources and capacity of district leaders and technical staff to handle trade issues*

Measure 1: *Trade orientation course for the District Local Council and administration*

Kitgum District administration shall work with the Ministry of Trade, Industry and Cooperatives or shall seek the assistance of a trade expert to help in the implementation of annual trade (policy) orientation course for members of the district local council. The district administration shall ensure that funding for this programme is included in the 2013/14 budget, and to begin the first workshops by June 15, 2013.

The main objectives of the programme are to develop a cadre of skilled staff to lead and facilitate trade promotion exercises; enhanced awareness of the advantages associated with private-public partnership projects based on; and mainstream trade at all levels and eventually implement decentralised local governance system throughout the country.

The program will be permanent and budgeted fully for 2013 and beyond. The district and central government (the Ministry of Trade, Industry and Cooperatives) will work together to identify the necessary resources and sources of support for this programme.

Measure 2: *Community sensitization and provision of trade related information*

Kitgum District Local Government (through the district councilors) shall conduct a public outreach campaign to promote awareness of the opportunities for wealth creation through trade and together with the provision of sufficient resources to permit the council or similar group to effectively carry out their work and to develop synergies between various actors: political and field staff. The initial phase of the outreach program will start by June 15, 2013.

Measure 3: *Disseminate cross-border related information and educate the business community, cross-border traders and the youth about domestic as well as cross border related opportunities and regulations*

The district will develop and conduct through traders' organisations, cooperatives, farmers groups, youth and women associations, among other mechanisms, an outreach program to inform and advise

traders and business community of:

- i) Their rights and obligations (under present laws and regulations) in doing business locally, nationally, and across the border and concerning trade facilitation;
- ii) The remedies and courses of action available to businesses through arbitration mechanisms to enforce commercial contracts, including cross-border business dealings.
- iii) To build capacity of local traders to know what is involved in cross border trade, border procedures, trade facilitation, border options (formal or informal), illicit trade and associated costs, and meeting quality standards.

The initial phase of the business advisory outreach program will start by July 2013. The program shall be permanent and budgeted fully for 2013 and beyond.

Issue No 4: *Promote value addition technologies for the various enterprises*

Measure #1: *Facilitate investment in processing, in part through the provision of incentives and investment in storage and packaging production*

4.4.5 Measures to promote trade in targeted services

The district administration is committed to developing and promoting trade in tourism, hotel, education and health services, focusing on quantity and quality improvement, and strengthening capacity of service providers to remain competitive in the market.

Measure 1: *Foster national and global awareness of the district's cultural diversity, extensive and rich natural resources and bio-diversity, and business opportunities; most importantly, its commitment to create a climate conducive to international business activity.*

Measure 2: *Develop business tourism, cultural and religious tourism, and an events-based tourism*

The district shall locate resources for a feasibility study for the development of business tourism, cultural and religious tourism and creating an events-based tourism. New area of tourism such as business and cultural tourism can have great potential, as alternative to traditional wildlife tourism.

Measure 3: *Develop museums (e.g. war memorial museum) taking advantage of Acholi's rich history*

In addition to attracting tourists to cultural events, the district shall mobilize resources to build museums that reflect on Acholi's rich history.



Measure 4: *Strengthening entrepreneurial and business skills of services operators*

The district shall seek the cooperation, advice, and technical assistance of an expert in entrepreneurial and business skill development to train service operators in the district e.g. hotel managers and staff.

4.4.6 Phasing and implementation

The strategy has short, medium and long-term interventions and activities in three phases as presented in Annex 1. The lessons learnt during the initial phases will enable an effective expansion of the programme or measure to other areas.

4.5 Lamwo District



4.5.1 Opportunities and constraints

The availability of an estimated 534,182 hectares of cultivable land offers a massive opportunity for area expansion that could lead to significantly increased production and on-farm job creation, as well as prospects for agri business and rural industrialisation. The opening of just 20 per cent of this area could yield at least a further 213,673 metric tonnes of production and 117,520 metric tonnes of tradable supply every year. Constraints to realising this opportunity were identified, which included inconsistencies in supply due to weak productivity of traditional farming systems, unreliable market and low commodity prices, poor infrastructure, lack of extension services, and information gaps, inadequate supply of improved seeds, lack of funding for land opening, land development and farm production, among other constraints (Table 7).

The district administration has now established as priority sectors for commercial production and development of trade: sim sim, groundnuts, maize and livestock: sheep and goats (Table 7), and is working to develop the hotel and tourism related services, transport, education and health services as priority services sector for economic transformation. These sectors shall remain the foundation of the district development plans and activities, and in future engagement with development partners.

4.5.2 Priority enterprises

The Lamwo District administration is committed to developing and promoting trade and investments in the following enterprises: sim sim, groundnuts, maize and livestock (sheep and goats). Measures shall be implemented to increase the market share of these enterprises in the present markets, improve the quality of local products and facilitating the provision of technical and financial assistance to local producers, traders and exporters, to develop and sustain supply for both local and international markets and enable indigenous producers and traders remain competitive in the changing national, regional and global trading environments.



Sim sim



Ground nuts



Maize

Priority shall also be given to promoting trade and investment in the following services: hotel, education, health, transport services, and development of tourist sites e.g. camping sites – Agoro mountain scenery, and Aringa riverto promote tourism industry and provide employment and incomes for the local population.

Table 7: Lamwo District: Priority enterprises and challenges

Priority Enterprises		Challenges
Agriculture	Services	
Sim sim Groundnuts Maize Livestock 1/ Others Rice Sorghum Potential enterprises Banana Fruits (citrus, mango) Dairy production Cassava Poultry Bee keeping Apple Industry Agro-processing	Education Health Hotel & Tourism: Develop camping sites – Agoro mountain scenery, Aringa river; promote cultural activities – otole, bwola	Weak agriculture extension services and lack of relevant, location specific production technologies Inadequate supply of improved seeds and planting materials for principal crops Lack of reliable markets for cotton. Price of cotton fell from Ush 3,000 that was promised to Ush 500). Improved variety of groundnuts has no market Low value addition High pest and disease incidences Poor storage and insecure storage at homestead Poor post-harvest handling Poor feeder roads network Limited use of improved seeds Lack of rural financial services able to provide appropriate level of production and farm production credit for enterprises and activities that are deemed credit worthy. Absence of tradable land ownership rights, which would allow farmers to capture the value of land improvements and provide security for borrowing.

1/sheep and goats

4.5.3 SWOT Analysis

The SWOT (strength, weakness, opportunities, and threats) matrix in Figure 13 reveals great scope for expansion and diversification of agriculture, from the vast fertile and unutilized land and unique climate. Proximity of the district to the South Sudan market, enhanced with improvement of the road through Madi Ope and the construction of the border post at Apiriti and growing demand for food commodities in South Sudan are critical success factors for development of trade.

Figure 13: Lamwo District: Opportunities, strengths, threats and weaknesses

Opportunity	Threat
Vast and fertile land. The land available for agriculture is under-utilised with great scope for expansion and diversification	Change in market situation after farmers have been promised ready market for commodities e.g. experience with cotton
	Land wrangles/dispute might deter investment
Presence of other development partners in the district promoting production of sim sim, i.e. Oxfam and LED	
Lututuru /areas around Agoro mountain are endowed with unique (semi-temperate) climate suitable for Arabica coffee, apple, Irish potato, flower production and range of other commodities	Muddy and hilly terrain with poor road infrastructure renders it inaccessible

	Proximity to South Sudan (the nearest route to Juba) – 4 border entry points – all active, with great potential for cross border trade (formal and informal)	Only one route is in good condition, the one going through Madi Ope
	Access to national electricity grid	Changes in weather pattern - unpredictable weather
Strengths	Strength	Strength
	Availability of vast fertile land	Ability to diversify to other export markets
	Cultural institutions	
	Rich in culture – food, etc.	
	Opportunity	Threat
	Unexplored resources – cement in Lamu mt.	Negative cultural belief – e.g. towards women
	Abundant labour force	
Weaknesses	Weakness	Weakness
	High dependency syndrome	Negative publicity due to war
	Lack of business skills/acumen	Lack of market information
	Poor attitude towards work	Negative mindset
	Poor infrastructure	Low level of education
	Lack of innovation and creativity	Low local revenue base
	Inadequate capital	
	Poor enterprise selection	

Although endowed with vast amount of fertile land, the weakness the district face is poor attitude of the population towards work (much of agriculture is done by women, while increasing number of men folk have taken to drinking) and poor land tenure system. This is one issue that the district is committed to address. The threat column highlights fluctuating market prices for most commodities.

Another serious threat is land wrangles among the community. The first threat may be relieved, as farmers can shift to other enterprises with stable prices such as sim sim. For this reason, attention shall be given to linking farmers to markets and selecting the right enterprises. The second threat, the changing (unpredictable) weather pattern, will require investment in irrigation infrastructure, and providing farm advice. In the short-run, the district shall have to rely on non-price competitive tools like quality and reliable service delivery.

4.5.4 Measures to promote trade in targeted agricultural sectors

Lamwo District administration has confirmed its commitment to increase productivity, output and export of sim sim, groundnuts, maize and livestock (sheep and goats). In furtherance of this commitment, and in light of the opportunities and constraints highlighted in sections 4.5.1 and 4.5.3, the district administration agrees to undertake the following measures, and in the time frames indicated in Annex 1.5.

Issue No 1: Increasing agricultural productivity and output (area expansion)

In undertaking measures 1 – 10 below, the District administration recognizes that land available for agriculture is under-utilised with great scope for expansion and diversification. Secondly, the

relatively low current crop productivity levels per units of land, and labour offers considerable scope for greater efficiencies and for increased production through intensification of the existing cultivated areas. Thus,

Measure 1: *Strengthening agriculture extension services by increasing resources allocated to the Production Department to cover cost of personnel, and staff mobility*

The district administration emphasizes that agriculture extension staff at sub-country, shall be assigned exclusively to job of providing extension advice to farmers. Much attention shall be given to strengthening capacity of extension staff in providing effective support and extension advice to smallholder farmers, encouraging two season production, increasing access to improved technology and farm inputs (promote use of high yielding varieties of seeds), strengthening farmers–research linkages, and equipping rural producers with business skills.

Measure 2: *Training farmers in animal traction and promoting supply and use of animal traction to expand farm level enterprise*

The district shall, in cooperation with development agencies (with experience in animal traction) and district farmers associations, train farmers groups in animal traction. The selected members of farmer’s groups will then be facilitated by their district associations to pass on their skills to other farmers in the community. The district shall work with district farmers association to ensure that ox-plaugh is accessibility to farmers.

Measure 3: *Organise farmers day (farmers school) at parish level to sensitise/train them on post harvest handling, quality standards and value addition*

Attention shall be given to helping the farmers understand that success in farming, like any other businesses require high level of integrity, which should be reflected in quality of products they take to the market (drying, sorting, grading, etc.). Emphasis shall be put on education farmers add value to their products and raising capacity of farmers to handle post harvest losses.

Measure 4: *Conduct community sensitisation outreach to revive the traditional granary storage system at the household level to reduce post harvest losses*

Measure 5: *Assign resources for land dispute mediation and conduct sensitization outreach*

The district administration shall establish an effective land mediation and conflict resolution system by assigning specialized resources to cultural institutions entrusted with responsibility of handling land dispute cases, and to involve them in outreaches to sensitise community leaders on land tenure systems and development.

Measure 6: *Identify and encourage partnerships that will encourage maximum utilisation of land within the existing land tenure system e.g share cropping, etc.*

The district shall undertake an opinion survey to establish the prospects/potential of share-cropping. If the feedback is positive, the district shall proceed with sensitization of the communities on how to utilise (gain from their land) through share-cropping arrangement. The district shall help link potential investors to landowners in the district who would like to participate in sharecropping arrangement.¹²

Measure 7: *Allocate additional resources to improve feeder roads*

The district shall use the available roads equipment to to open up access roads to connect farmers to the market.

¹² There is also potential for tenant farming and sharecropping arrangement given the relative simplicity of these arrangements. See Footnote 6.

Measure 8: *Establish an information management system and involve social and print media to enhance communication*

The district shall conduct outreach to the public through radio programs and printed material in local language, starting July 2013.

Measure 9: *Build the capacity of the farmers in modern agronomic practices through trainings, tours, demonstrations and agricultural competitions*

Measure 10: *Allocate additional resources to improve feeder roads*

The district shall use the available roads equipment to to open up access roads to connect farmers to the market.

Measure 11: *Develop irrigation infrastructure*

Issue No 2: *Increasing access to produce market, and improved farm-gate prices*

Some NGOs have tried to help farmers build stores for encourage bulk marketing, but many farmers still sell their produce from their homes. Emphasis will be put on sensitising farmers and organizing farmers into groups (e.g. farmers' cooperatives for collective bargaining). Farmers do not know how they can add value to the produce. Maize is being sold as grain. The price of a quarter a kilo of sim sim in processed form is Ush 7,000 in Kampala compared with Ush 2,000 for a kilogram of unprocessed sim sim sold in markets in Lamwo.

Measure 1: *Construction of bulking centres in all the 9 sub-counties and linking them (the centres) to potential buyers in and outside the district*

Of the 9 sub-counties, 7 bulking centres have been constructed. At least 3 are very active in bulking sim sim and selling and have been attracting buyers. Attention will be given to linking these centres to potential buyers through fora like agriculture hubs, working closely with development partners such as Oxfam. Farmers shall be trained in value-addition processes since the district has access to electricity.

Measure 2: *Training farmers in farm business skills*

The district (in cooperation with District Farmers Association) shall train farmers groups, which in turn shall pass on the knowledge they have learnt to their members. The training will cover among other areas; business skills, financial literacy, basic record keeping, financing discipline, how to grow farm business and farm business formalisation.

Issue No3: *Develop human resource capacity to handle trade issues*

Measure 1: *Trade orientation course for the District Local Council and administration*

Lamwo District administration shall work with the Ministry of Trade, Industry and Cooperatives or shall seek the cooperation, advice, and technical assistance of a trade expert to help in the implementation of annual trade (policy) orientation course for members of the district local council. The district administration shall ensure that funding for this programme is included in the 2013/14 budget, and to begin the first workshops by June 15, 2013.

Measure 2: *Conduct sensitisation outreach to encourage businesses to register*

Over 95 percent of businesses are operating informally. The district shall work with the Uganda National Chambers of Commerce and Industry (UNCCI)'s representatives at the district in a campaign

geared at encouraging businesses to register.

Measure 3: *Organise trade fairs, market days and trade missions (section 3.3)*

In addition to trade fairs and trade missions (explained section 3.3), the district shall organise market days where farmers can showcase their products, meet potential buyers and learn from other farmers in the industry.

Issue No 4: *Promote value addition technologies for the various enterprises*

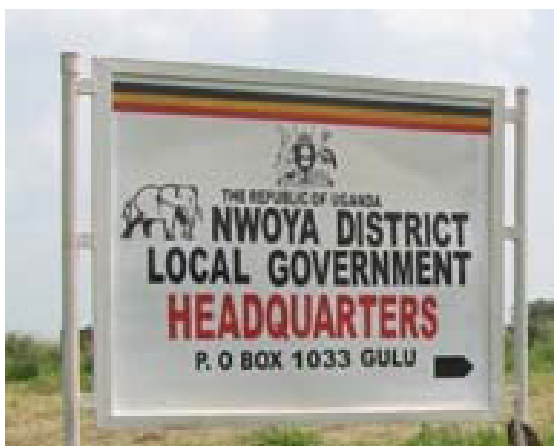
Measure 1: *Facilitate investment in processing, in part through the provision of incentives and investment in storage and packaging production*

The district (in cooperation with development partners) shall establish by 2015, a Neighborhood Support Programme (NSP) targeting women's groups, to promote value addition and improve the social and economic status of women. The program shall award small grants of a specific amount to established women's groups that process, package and sell local cereals. It shall also provide training so that selected members of women's groups will be able to pass on their skills to other women in their neighbourhoods (communities).¹³

4.5.5 Phasing and implementation

The strategy has short, medium and long-term interventions and activities in three phases as presented in Annex 1.5. The lessons learnt during the initial phases will enable an effective expansion of the programme or measure to other areas.

4.6 Nwoya District



4.6.1 Opportunities and constraints

The availability of an estimated 0.42 million ha of cultivable lands, offers a huge opportunity for area expansion that could lead to significantly increased production and on-farm job creation, as well as prospects for agro-industrialization. The opening of just 20 per cent of this area could yield at least a further 264,250 metric tonnes of output and US\$23.5million worth of tradable supply every year. Constraints to realising this opportunity include, limited capacity of small holder farmers to open new land, or successfully manage farm operation. Use of rudimentary farm implement and lack of resources to procure farm mechanization services continue to limit area expansion. Again, limited use of improved seeds, and lack of technical knowledge among the farming community, exacerbated by poor extension services has kept production and productivity low.

¹³ See Section 3.3, Issue No. 2, activity 4.

However, opportunities are beginning to emerge with some of the interventions that have been initiated under the UN JP3 to stimulate economic growth in the district. Construction of a fruit processing plant by Delight Uganda, the producer of cheers juice, is underway. With support of the district, Delight Uganda has acquired 1,000 acres of land to set up a demonstration farm, of which 400 acres have been cultivated with mangoes. The UNJP3 is helping to identify farmers with above 10 acres of land using a GPS. The aim is to register 1,000 farmers with 8,000 acres of farm land planted with mangoes and pineapples to supply the factory. The district is committed to attracting more investment in key priority sectors listed below, and addressing the binding constraints highlighted above.

4.6.2 Priority enterprises

The district administration has now established as priority sectors for commercial production and trade: rice, maize, groundnuts, and sim sim (Table 8), and welcome investment in three key service sectors: hotel and tourism, education and health, as strategic services for economic transformation. These sectors shall remain the foundation of the district development plans and activities, and shall define district's future engagement with development partners and investors.



Sim sim



Rice



Maize

This strategy shall tackle the underlying constraints to increasing productivity and output as the key priority issues along with market constraints, which have for long undermined the development of these enterprises. The district shall, in addition, implement and support measures and programmes geared towards improving the quality of local products and provision of technical and financial assistance to local producers, traders and exporters, to develop and sustain supply for both local and international markets.

Table 8: Nwoya District: Priority enterprises and challenges

Priority Enterprises		Challenges
Commodities	Services	
Rice Maize Groundnuts Sim sim Others Fruits Honey	Tourism, Hotel, National Parks Transport Education Development of recreation/ cultural centres at Purongo. Sport hunting	Inadequate market / low commodity/farm gate prices Low level of production – low land utilization for production Low value addition High pest and disease incidences Poor storage Poor post-harvest handling Poor feeder roads network Limited use of improved seeds Weak agricultural extension system /services Lack of agriculture and trade finance Lack of access to electricity Attitude towards work and overdrinking Poor savings culture
Value addition		
Rice	Cleaning, packaging and branding	
Groundnuts	Cleaning, grinding into ground nut paste, oil, packaging and branding	
Maize	Milling, packing and branding Animal feeds, Pharmaceuticals	

Following extensive comparative analysis of commodity value chains, Nwoya district administration has selected as their priority, 4 sectors that fulfil four basic criteria, they are competitive and have growth potential; impact large numbers of people; the most critical to realising production and poverty alleviation opportunities; and are conducive to change.

In addition to the four agricultural enterprises, the district administration is committed to developing the tourism sector (e.g. development of the cultural sites in Purongo, and promotion of sport hunting), and improving transport infrastructure and services, education services.

4.6.3 SWOT analysis

The strength, weakness, opportunities, and threats (SWOT) matrix in Figure 14 reveals great scope for agricultural expansion and diversification. There is a ready market for rice, maize, groundnuts, and sim sim, from Kampala to South Sudan (although not many farmers are aware of this opportunity).

Figure 14: Nwoya District: Opportunities, strengths, threats and weaknesses

	Opportunity	Threat
	The land available for agriculture is under-utilised, with great scope for expansion and diversification	Market uncertainties (farmers are not aware of market availability); price fluctuation.
		Land disputes
	A ready available market for rice, maize, groundnuts, and sim sim, from Kampala to South Sudan	High level of illiteracy, and lack of self initiative
		High population of unemployed youth, who also lack skills
		Changes in weather pattern (unpredictable weather)
		Growing alcohol consumption at the expense of economic activities
Strengths	Strength	Strength
	Presence of cultural institutions to handle land dispute	Ability to diversify to other export markets
	Opportunity	Threat
	Abundant labour force	Failure to accord women rights to own rights.
		Poor savings culture
Weaknesses	Weakness	Weakness
	Inadequate market information to guide farmers in market oriented farming	Low capacity of farmers to participate in value chains
	Lack of business and entrepreneur skills	Inadequate quantity and poor quality of goods produced
	Poor attitude towards work	
	Poor road networks which demotivate produce buyers from reaching farmers	Poor links between different stakeholders, especially those providing facilitative services to producers and investors
	Failure to add value to products	
	Inadequate capital	

The SWOT matrix also reveals that, apart from inadequate market information to guide farmers in market oriented farming, there are several weaknesses, which the district ought to deal with, ranging from inconsistencies in supply due to weak productivity of traditional farming systems, to lack of extension services, roads infrastructure improvement and capacity issue at enterprise level. Again, what remains a threat are land disputes among the community, and the prevailing tenure system, can limit the pace of development unless solutions are found. Another threat is the poor attitude towards work. Alcohol consumption is on the increase and the trend of men shunning the farm leaving women responsible for agricultural production.

4.6.4 Measures to promote trade in targeted agricultural sectors

The District Administration of Nwoya has confirmed its commitment to increase production and promote trade in three major commodities: rice, maize, groundnuts, and sim sim. In furtherance of this commitment, the district administration agrees to undertake the following measures, and in the time frames laid out in Annex 1.6, taking advantage of the opportunities that exist.

Issue No 1: *Increasing agricultural production (output) and productivity*

The District administration recognizes that the land available for agriculture is under-utilised with great scope for expansion and diversification. Secondly, the relatively low current crop productivity levels per units of land, and labour offers considerable scope for greater efficiencies and for increased production through intensification of the existing cultivated areas. The third concern is lack of farm level initiative to cause the change, limited agricultural and business oriented knowledge among farming community and the poor quality of the service delivery that exists. Therefore, the district shall implement the following measures:

Measure 1: *Conduct village level sensitization outreach to help the community appreciate the value of agriculture for economic empowerment, and increase their awareness of opportunities that exist.*

The District Local Government (through local area council representatives and institutions in place) shall conduct a community outreach campaign to help the community understand the importance of agriculture as an engine for economic transformation (source for wealth creation). The community will be educated on how they can take advantage of the opportunities that exist in the four strategic sectors, namely, rice, maize, groundnuts, and sim sim, as well as emerging sectors such as fruits and honey. One of the goals is change people's mindset as change agent.

Measure 2: *Strengthening agriculture extension services by increasing resources allocated to the Production Department to cover cost of personnel, and staff mobility*

Agriculture extension staff at sub-country shall be assigned exclusively to provide extension advice to farmers. Much attention shall be given to strengthening capacity of extension staff in providing effective support and extension advice to farmers, encouraging two season production of rice, maize, groundnuts, and sim sim, increasing access to improved technology (high yielding varieties of seeds) and farm inputs, improving farmer knowledge and skills (including business skills) through training.

Measure 3: *Assign resources for land dispute mediation and conduct sensitization outreach*

The district administration will establish a plan to improve the land mediation and conflict resolution system in the district by providing financial and technical support to institutions like the District Land Tribunal, entrusted with the responsibility of handling land dispute cases. The district shall conduct sensitization outreach and train district community development officers and media practitioners on conciliation and dispute resolution mechanisms. The public shall be reached through radio programs and printed material, among other channels. The programme shall begin in 2013, and last three years.

Measure 4: *Regulating production and consumption of alcohol by enacting relevant bye-laws and sensitizing the community on danger of alcohol*

The District Council shall enact ordinance to regulate consumption of alcohol in the district. There shall be community outreach campaign to create awareness of the illegality of alcohol sales and consumption and under what circumstances they are deemed illegal. The district administration will seek to have this by-law enacted by 2013 and enforcement begins by 2014.

Measure 5: *Entrepreneur skills for district leaders – on how to promote business and how to sensitise the community*

Measure 6: *Open up more feeder roads*

The district shall use the available roads equipment to to open up access roads to connect farmers to the market.

Measure 7: *Increase access to improved technology /improve distribution of improved seeds to farmers*

The district shall promote access to improved technology and farm inputs (e.g. high yielding varieties of seeds, recommended practices and technology) through close collaboration with agricultural research centres and agro-input firms. Agro-input dealers shall be invited to open branch (s) in the district. Radio program shall be introduced to improve access to information on agricultural technology and farm inputs.

Measure 8: *Assisting farmers /farmers groups to improve their access to agricultural finance (through cooperatives and group liability schemes).*

The district shall embark on a programme to revive *Producer/Credit Cooperatives* and strengthen them to provide collective marketing infrastructure, and serve as conduits for channeling funds to farmers. The initiative shall begin in 2014. Attention will be given to putting in place and effective regulatory framework for operation of the credit cooperatives.

Measure 9: *Identify and promote partnerships/investment that will encourage maximum utilisation of land within the existing land tenure system e.g sharecropping.*

Sharecropping provides an alternative in areas where land acquisition is problematic.¹⁴The district (through the Production Department) shall undertake an opinion survey among landholders and investors to establish the viability of sharecropping and other similar schemes. The scheme can then be popularised through community education, and a mechanism can be devised to connect potential investors and landholders. In this context, the district shall advocate for a policy framework that allows landowners or the District to enter into joint ventures or Public-Private Partnership (PPP) arrangement with investors who wish to access land in the district for investment.

Issue No 2: *Increasing access to produce market, and improving farm-gate prices*

Lack of information amongst the business community on available trade opportunities and how to take advantage of them has been identified to be a hindrance towards greater engagement in production and trade. Inconsistencies in supply and inability to generate economies of scale, and achieve quality standards are other serious obstacles.

Measure 1: *Producing trade/market – related information and making it accessible to traders, farmers, youth and women associations and other users*

The district administration shall work closely with private sector organisations, NGOs and other development partners to help link farmers to buyers by organising market days, trade fairs, etc. Emphasis will be put on providing market related information (both local and international), improving the system for citizens to access the information by e.g. publishing it in central places and use of social media; organizing trade fairs as well as incoming and outgoing trade missions and act as match-makers for business people.

¹⁴ See Footnote 6.

Measure 2: *Construct silos (or modern produce stores) in Purongo and Alero, (establish bulking centres in every sub-country) and introduce Warehouse Receipt System*

The district shall facilitate the construction of silos in Purongo and Alero, and a produce store in each of the four sub-counties, to act as bulking centres that will feed into the two silos. These centres shall also be the venue for post-harvesting skill training. In the initial phase, support for the establishment or strengthening of small farmer marketing groups (SMGs) shall be provided.

Measure 3: *Facilitate formation of cooperatives to advocate for farmers interest*

See measure 8 under issue No.1.

Issue No3: *Develop human resource capacity to handle trade issues*

Measure1: *Trade orientation course for the District Local Council and departmental staff*

Nwoya Local Government administration shall work with the Ministry of Trade, Industry and Cooperatives or shall hire the service of a trade expert to help in the implementation of annual trade (policy) orientation course for members of the district local council and departmental staff.

The main objectives of the programme are to:

- v) Develop a cadre of skilled staff to lead and facilitate trade promotion exercises;
- vi) Enhanced awareness of the advantages associated with private-public partnership projects based on; and
- vii) Mainstream trade at all levels and eventually implement trade orientation course for local government administration throughout the country.

The program will be permanent and budgeted fully for 2013 and beyond. The district and central government (the Ministry of Trade, Industry and Cooperatives) will work together to identify the necessary resources and sources of support for this programme.

Measure 2: *Disseminate information and educate sensitizethe business community, tradersand the youthabout trade and business opportunities and related regulations*

The district will develop and conduct through traders' organisations, cooperatives, farmers, youth and women associations, among other mechanisms, an outreach program to inform and advise traders and business community of:

- i) Their rights and obligations (under present laws and regulations) in doing business locally, nationally, and across the border and concerning trade facilitation;
- ii) The remedies and courses of action available to businesses through arbitration mechanisms to enforce commercial contracts, including cross-border business dealings.
- iii) To build capacity of local traders to know what is involved in cross border trade, observe quality standards and to do business in a professional manner.

The initial phase of the business advisory outreach program will start by July 2013. The program shall be permanent and budgeted fully for 2013 and beyond.

Measure 3: *Entrepreneurial and business skills development for youth, women and the business community*

Attention shall be given to training the youth on alternative business enterprises other than boda boda, financial literacy for businesses.

Issue No 4: *Promote value addition technologies for the various enterprises*

Measure 1: *Facilitate investment in processing, in part through the provision of incentives and investment in storage and packaging production*

The district (in cooperation with development partners) shall establish by 2015, a Neighborhood Support Programme (NSP) targeting women's groups, to promote value addition and improve the social and economic status of women. It shall also provide training so that selected members of women's groups will be able to pass on their skills to other women in their neighbourhoods (communities).¹⁵

4.6.5 Measures to promote trade in targeted services sectors

The District Administration of Nwoya has confirmed its commitment to attract investment and promote trade in three potential service areas: hotels and tourism, health, and education. In furtherance of this commitment, the district administration agrees to undertake the following measures, and in the time frames indicated in Annex 1.6.

Measure 1: *Fostering national and global awareness of the district's cultural diversity, extensive and rich natural resources and bio-diversity, and business opportunities.*

The district shall prepare and disseminate tourism-related information through brochures, print and electronic media and with help of Ugandan missions abroad.

Measure 2: *Gazette potential tourism areas into tourism sites and develop infrastructure in the gazetted tourist sites*

Measure 3: *Develop cultural tourism by establishing a cultural village (cultural centres) at Purongo and other potential sites*

Measure 4: *Create incentives to attract private investment in the hospitality and tourism sector.*

4.6.6 Phasing and implementation

The strategy has short, medium and long-term interventions and activities in three phases as presented in Annex 1.6. The lessons learnt during the initial phases will enable an effective expansion of the programme or measure to other areas.

¹⁵ See Section 3.3, Issue No. 2, activity 4.

4.7 Pader District



4.7.1 Opportunities and constraints

The availability of over 400,000 hectares of cultivable lands offers a huge opportunity for area expansion that could lead to significantly increased production and on-farm job creation, as well as prospects for agro-industrialization. The opening of just 20 per cent of this area could yield at least a further 220,600 metric tonnes of output and 110,000 metric tonnes of tradable supply every year. Constraints to realising this opportunity include: limited capacity of small holder farmers to open new land, or successfully manage farm operation. Use of rudimentary farm implement and lack of resources to procure farm mechanization services continue to limit area expansion, and limited use of improved seeds, and lack of technical knowledge among the farming community has kept production and productivity low.

The district administration has now established as priority sectors for commercial production and development of trade: livestock, maize, and sorghum/groundnuts/sim simn (Table 9), and welcome investment in three key service sectors: hotel and tourism, transport, education and health services as strategic services sector for economic transformation. These sectors shall remain the foundation of the district development plans and activities, and shall define the district future engagement with development partners and investors.

4.7.2 Priority enterprises

Pader District administration is committed to promoting production and export of the following enterprises: livestock and livestock products, maize, groundnuts, and sim sim. This strategy shall tackle the underlying constraints to increasing productivity and output as the key priority issues along with market constraints, which have for long undermined the development of these enterprises.



Sim sim



Maize

*Sim sim*

The district shall, in addition, implement and support measures and programmes geared towards improving the quality of local products and provision of technical and financial assistance to local producers, traders and exporters, to develop and sustain supply for both local and international markets and enable indigenous producers and traders remain competitive in the changing national, regional and global trading environments.

Table 9: Pader District: Priority Enterprises and Challenges

Priority Enterprises		Challenges
Commodities	Services	
Livestock Maize Sorghum Groundnuts Others Beans Sim sim Cassava Potential Honey Soya beans	Tourism, Hotel, National Parks Transport Education Health Tourism: Development of recreation/ cultural centres at Aruu Falls, Dancers, Foods) Services potential Transport services – no tracks Business development services – for capacity building Financial services Tractor hire services Museum	Cattle rustling discourage people from restocking Attitude of farmers, livestock left on free range – rarely attended Lack of tradable land ownership rights, which would allow farmers to capture the value of land improvements and provide security for borrowing. Inadequate market, low commodity (farm gate) prices Low level of production and poor quality of goods produced;– low land utilization for production High pest and disease incidences Poor storage, post-harvest handling Poor feeder roads network Limited use of improved seeds Inadequate/weak agricultural extension services (system) Lack of agriculture and trade finance Limited access to electricity Low capacity of farmers to participate in value chains (low value addition); Poor savings culture and attitude towards work, and overdrinking Poor links between stakeholders, especially those providing facilitative services to producers and investors; Inadequate information to guide farmers in market oriented farming; Limited availability of (and access to) production/productivity enhancing inputs, equipment and machinery.

4.7.3 SWOT analysis

The SWOT (strength, weakness, opportunities, and threats) matrix in Figure 15 reveals enormous potential for the district in terms of resource endowment to supply existing national and regional markets including South Sudan with livestock, maize, sorghum, and groundnuts. The opportunities column identifies one important event, prevailing security, and global demand for food products. Maize demand outstrips supply and millers and processors e.g. Opit and Sons are purchasing maize from districts such as Masindi to supplement what is supplied locally. Some maize is being exported to Sudan and Somalia by Ugandan traders. Groundnuts have both a local and national market, with Owino Market in Kampala being the main trading point for groundnuts, nationally.

Although endowed with fertile land, the weakness the district faces is poor attitude of its people towards work (the bulk of agricultural production is by women, while increasingly, men folk have taken to drinking).

There is also a weakness in enterprise selection. Farmers lack technical knowledge leading to poor adoption of improved technologies hence low crop yield. One identified threat is land wrangles among the community, which can jeopardise the implementation of this strategy and current plans to revitalize the economy.

Figure 15: Pader District: Opportunities, strengths, threats and weaknesses

Opportunity	Threat
The land available for agriculture is under-utilised with great scope for expansion and diversification	Land wrangles/disputes and lack of tradable land ownership rights due to current tenure system.
A ready available market for produce, and livestock, from Kampala to South Sudan (high demand for food in S. Sudan)	Exploitation of farmers by middlemen who offer low prices, or buy standing crops in the gardens before they are harvested Cattle rustling
Availability of market for maize by Mukwano and Opit & Sons Millers in Gulu, WFP, and other traders in Kampala for farmers that are growing maize, and emerging market for sorghum in breweries.	Poor animal husbandry practices. Livestock left to move freely – fuel conflicts. Animals destroy crops.
Availability of market for groundnuts through the large produce buyers in Gulu, Lira and Kampala, among others.	Changes in weather pattern - unpredictable weather
Storage facility in place (in certain areas) where farmers will collectively bulk their maize, groundnut & other produce	
Some farmers have Ground Nut /Maize Sheller and Maize Mills, which can be used to add value	High level of illiteracy
Presence and willing of SACOO e.g Agaro to provide an organized farmers groups will loans	Poor savings culture and attitude towards work, over drinking

Strengths	Strength	Strength
	Availability of vast fertile land	Ability to diversify to other enterprises and export markets
	Presence of strong cultural institutions to resolve resource conflicts e.g. land disputes and Inter-tribal conflicts	
Opportunity		Threat
	Abundant labour force	Negative cultural belief – e.g. towards women
	Synergy: Cooperation from other development partners CPAR, ZOA, LWF (Lutheran World Federation), COOPI, Concern Worldwide, World Vision, War Child, MERCY CORPS	
Weaknesses	Weakness	Weakness
	Farmers are not aware of market availability (lack of market information, high level of illiteracy). Incentive s to produce is lacking.	Fear to produce large quantities of sorghum of which they may fail to find market
	Poor road networks which demotivate produce buyers from reaching farmers	Poor links between different stakeholders, especially those providing facilitative services to producers and investors.
	Lack of business and entrepreneur skills	Insufficient trade information/trade facilitation measures
	Farmers are hesitant to access credit in fear of high interest rate and other charges	Negative mindset
	Failure to add value to products	Low level of education
	Information gap on quality standards, prevailing market prices;	Fewfarmers belong to farmers group. No big produce traders. Traders not organized.

Another serious threat is fluctuating market prices especially for maize and sorghum. This threat may be relieved by diversifying into other enterprises, while exports can be diverted to other markets. In such a case, the district shall focus on looking for wider markets. The first threat, land disputes will require working closely with the cultural institutions.

4.7.4 Measures to promote trade in targeted agricultural sectors

The District Administration of Pader has confirmed its commitment to promoting trade in four strategic enterprises: livestock, maize, groundnuts, and sim sim through increased agricultural production and productivity, and improved access to market. In furtherance of this commitment, the district administration agrees to undertake the following measures, and in the time frames indicated in Annex 1.7, taking advantage of the opportunities that exist.

Issue No 1: Increasing agricultural production (output) and productivity

The land resources available for agriculture are under-utilised with great scope for expansion and diversification; while the relatively low current crop productivity levels per units of land, and labour offer considerable scope for greater efficiencies and for increased production through intensification

of the existing cultivated areas. The problem here is limited agricultural knowledge among farming community in Pader and the poor quality of the service delivery that exists. Therefore, the following measures shall be implemented:

Measure 1: *Strengthening agriculture extension services by increasing resources allocated to the Production Department to cover cost of personnel, and staff mobility*

The district administration shall dedicate one or two vehicles and staff members exclusively to extension work. Likewise, agriculture extension staff at sub-country shall be assigned exclusively to provide extension advice to farmers. Much attention shall be given to strengthening capacity of extension staff in providing effective support and extension advice to farmers, encouraging two season production, increasing access to improved technology and farm inputs (promote use of high yielding varieties of seeds), strengthening farmers–research linkages, improving farmer knowledge and skills through training; and equipping rural producers with business skills.

Measure 2: *Developing a community animal health programme*

The veterinary department shall be strengthened so that it can direct the district animal health programme. The department shall be supported to establish a system of effective disease surveillance as the initial step in disease control, a production and health monitoring system and the implementation of on-farm intervention. Attention shall be given to training farmers to identify early warning signs, basic management practices, and in use of cattle crush.

Measure 3: *Community sensitization outreach to encourage increased production*

The District Administration of Pader (through the district councilors) shall conduct a public outreach campaign to promote awareness of the opportunities for wealth creation through farming and trade. The initial phase of the outreach program will start by July 2013. The program will be permanent and budgeted fully for 2013 and beyond.

Serious mobilisation and sensitisation of farmers so that they know the importance of the type of farming they are carrying out, supplemented by exposure tours. Collaborate with development partners in promoting production by giving farm grants in a bid to transform farmers into commercial farming.

Measure 4: *Introduce programmes in district development plan that target women and youth and provide incentives for increase participation of women and youth in agricultural production and trade*

Measure 5: *Training farmers in animal traction and promoting supply and use of animal traction to expand farm level enterprise*

The district, in partnership with government programmes such as NUSAF and NAADS shall promote animal traction by providing farm-level training and facilitating access to ox-plough. The district shall train farmers groups in animal traction. The selected members of farmer's groups will then be facilitated by their district associations to pass on the skills acquired, to other farmers in their groups.

Measure 6: *Assisting farmers /farmers groups to improve their access to agricultural finance.*

The district shall embark on a programme to revive *Producer/Credit Cooperatives* and strengthen them to provide collective marketing infrastructure, and serve as conduits for channeling funds to farmers. The initiative shall begin in 2014 with meeting of community leaders (at sub-county level), identifying former cooperative workers, and conducting basic training, with support of the Uganda Cooperative Alliance (UCA) and MTIC. Attention will be given to putting in place and effective regulatory framework for operation of the credit cooperatives.

Measure 7: *Identify and encourage partnerships that will encourage maximum utilisation of land within the existing land tenure system e.g share cropping, etc.*

Sharecropping provides an alternative in areas where land acquisition is problematic.¹⁶ The district (through the Production Department) shall undertake an opinion survey among landholders and investors to establish the viability of sharecropping and other similar schemes. The scheme can then be popularised through community education, and a mechanism can be devised to connect potential investors and landholders. In this context, the district shall advocate for a policy framework that allows landowners or the District to enter into joint ventures or Public-Private Partnership (PPP) arrangement with investors who wish to access land in the district for investment.

Measure 8: *Open up the rural road network to boost production and marketing of the agricultural products*

The district shall use the available roads equipment to open more community and access roads, maintain and rehabilitate existing roads and construct bridges to connect farmers to the market.

Measure 9: *Assign resources for land dispute mediation and conduct sensitization outreach*

The district administration will establish a plan to improve the land mediation and conflict resolution system in the district by providing financial support to institutions such as the District Land Tribunal entrusted with responsibility of handling land dispute cases, and conducting sensitization outreach. The district will prepare a plan for capacity building on conciliation and alternative dispute resolution mechanisms for community development officers as part of its annual development plan. The district will also start conducting outreach to the public through radio programs and printed material by July 2013.

Issue No 2: *Increasing access to produce market, and improved farm-gate prices*

Lack of information amongst the business community on available trade opportunities and how to take advantage of them has been identified to be a hindrance towards greater engagement in production and trade. Some of the hinderences relate to economies of scale where commodities are not available in sufficient quantities to attract traders; others to quality of the products.

Measure 1: *Producing trade-related information and making it accessible to traders, farmers and other users and linking farmers to buyers*

The district administration shall work closely with development partners e.g. COOPI to help link farmers to buyers by organising market days. Emphasis will be put on providing information on local market rates and international rates publish information in central places to compare prices.

Measure 2: *Organise farmers day (farmers school) at parish level to sensitise/train them on post harvest handling, quality standards and value addition*

Attention shall be given to helping the farmers understand that success in farming, like any other businesses require high level of integrity, which should be reflected in quality of products they take to the market (drying, sorting, grading, etc.). Emphasis shall be put on education farmers add value to their products and raising capacity of farmers to handle post harvest losses.

Measure 3: *Construct bulking centres in all the sub-counties and link the centres to potential buyers in and outside the district; introduce warehouse receipt system at every sub-county*

Use of appropriate post-harvest handling technology such as tarpaulins for drying and hand shellers to improve grain quality and prices, and market access to institutional buyers such as WFP shall be

¹⁶ See Footnote 6.

emphasised. Stores shall be constructed at parish level while warehouses at sub county level (through cooperatives). Community access roads shall be improved to ease communication.

Issue No 3: *Develop human resource capacity to handle trade issues*

Measure 1: *Trade orientation course and out-country exposure visits for the district local council and administration*

Pader Local Government shall work with the Ministry of Trade, Industry and Cooperatives or shall seek the cooperation, advice, and technical assistance of a trade expert to help in the implementation of annual trade (policy) orientation course for members of the district local council. The district administration shall ensure that funding for this programme is included in the 2013/14 budget, and to begin the first workshops by June 15, 2013.

The main objectives of the programme are to: (i) build capacity of district head of department (both technical and political arm) to produce a cadre of skilled staff to lead and facilitate trade promotion exercises; (ii) enhanced awareness of the advantages associated with private-public partnership projects; and (iii) mainstream trade at all levels and eventually implement decentralised local governance system throughout the country.

The program will be permanent and budgeted fully for 2013 and beyond. The district and central government (the Ministry of Trade, Industry and Cooperatives) will work together to identify the necessary resources and sources of support for this programme.

Measure 2: *Provide capacity building in business and entrepreneur skills, financial support for start-up capital*

The district shall seek the cooperation, advice, and services of organization with track record in entrepreneurial and business skill development to train business proprietors and managers; including the youth on business start-up, financial literacy, basic record keeping, financing discipline, how to grow business, business formalisation and strengthening capacity of savings groups, on managing business start up capital and how to help small businesses upgrade.

Issue No 4: *Promote value addition technologies for the various enterprises*

Measure 1: *Facilitate investment in processing, in part through the provision of incentives and investment in storage and packaging production*

The district (in cooperation with development partners) shall establish by 2015, a Neighborhood Support Programme (NSP) targeting women's groups, to promote value addition and improve the social and economic status of women. The district shall provide training so that selected members of women's groups will be able to pass on their skills to other women in their neighbourhoods (communities).¹⁷

4.7.5 Measures to promote trade in targeted services sectors

The District Administration of Pader has confirmed its commitment to promoting trade and investment in four strategic services: hotels, transport, and education. In furtherance of this commitment, the district administration agrees to undertake the following measures, and in the time frames indicated in Annex 1.7, taking advantage of the opportunities that exist.

Measure 1: *Strengthening entrepreneurial and business skills of services operators*

The district shall seek the cooperation, advice, and services of organization with track record in entrepreneurial and business skill development to train service operators in the district (e.g. hotel mangers and staff) on approaches to business success and sustainability.

¹⁷ See Section 3.3, Issue No. 2, activity 4.

Measure 1: Foster national and global awareness of the district's cultural diversity, extensive and rich natural resources and bio-diversity, and business opportunities; most importantly, its commitment to create a climate conducive to international business activity.

The district shall prepare and disseminate tourism-related information through brochures, print and electronic media and with help of Ugandan missions abroad.

Measure 2: Create incentives to attract private investment in the hospitality and tourism sector

Measure 3: Gazette potential tourism areas into tourism sites and develop infrastructure in the gazetted tourist sites

Measure 4: Develop cultural tourism by establishing a cultural village at Aruu Falls, in other areas. Promote cultural dance and events tourism as alternative tourism.



4.7.6 Phasing and implementation

The strategy has short, medium and long-term interventions and activities in three phases as presented in Annex 1.7. The lessons learnt during the initial phases will enable an effective expansion of the programme or measure to other areas.

4.8 Institutional strengthening

The essential prerequisite for the success of such a programme is the operation of an effective commercial office. To this end, the District Local Government will work with the Ministry of Trade, Industry and Cooperatives to strengthen the presence and expand the capacity and role of the commercial office in the district.

IMPLEMENTATION PLAN, MONITORING AND EVALUATION MECHANISM

The detailed agenda for trade promotion is presented in the Action Plan in Annex 1.

This action plan includes activities and measures that the district administration shall implement to promote trade in the region. These measures reflect the discussions during the consultative mission in June 2012. It defines the responsible parties (the lead or implementing agency) and planned actions for each of the measures. It provides a tool for coordination of the various activities in different enterprises. The strategy has a built-in monitoring and evaluation mechanism. Implementation of this plan requires effective collaboration and coordination between the districts of Acholi sub-region and various stakeholders —the Ministry of Trade, Industry and Cooperatives (MTIC); the Ministry of Local Government (MoL); and the Ministry of Agriculture, Animal Husbandry and Fisheries (MAAIF); Uganda Exports Promotion Board (UEPB); Office of the Prime Minister (OPM), Uganda Investment Authority (UIA); the private sector, and the development partners.

4.9 Institutional Framework

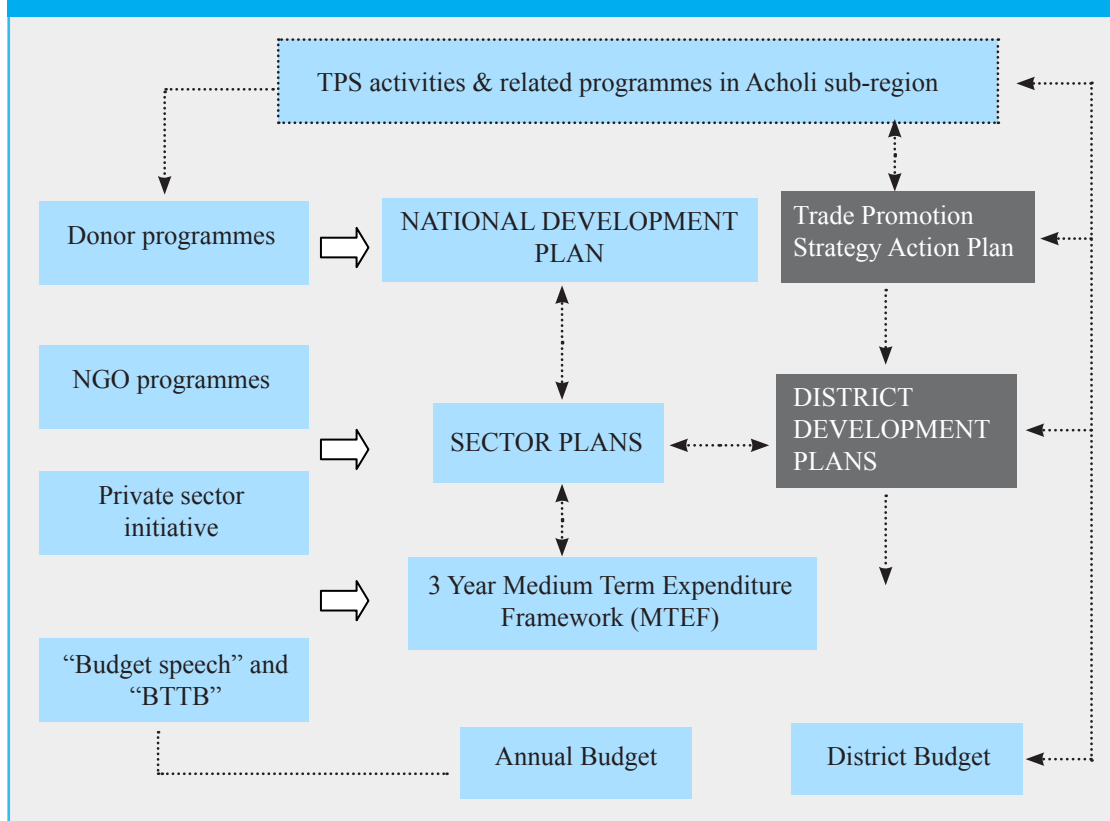
The plan implementation needs to be coordinated with key institutional stakeholders: MTIC, MAAIF, UEPB, private sector players (notably, National Chambers of Commerce and Industry, National Farmers Federation, Private Sector Foundation of Uganda), and development partners. The coordination of the plan /TPS shall be provided by the Trade and Development Forum (TDF) for Acholi Sub-Region. The current chair of the TDF is Gulu District, and will be supervised by the MTIC to ensure high-level political oversight. The TDF shall be responsible for monitoring and evaluation of the implementation of the TPS. In addition, the TDF shall submit annual reports to the MTIC Sector Review meetings organized annually, on the progress of the implementation of the TPS.

The District Commercial Office (DCO) will be the contact point for the TPS, responsible for the implementation of the strategy at district level. One of the DCOs will act as the secretariat (permanent secretariat) for the TPS, calling meetings and ensuring stakeholder engagement. It will be equipped with necessary facilities and at least 3 full time staff. The seven districts shall plan and budget for the additional resources necessary to support the activities of the TDF, initially. With time, the MTIC will assess the level of funding necessary to support the TPS and activities of the FDF and will be incorporated in the Budget Framework Paper.

4.10 Preparation of annual work programme as part of the district development plan

The activities provided in the TPS action plan in Annex 1 can be incorporated directly into the programme matrix in the district development plans and implemented accordingly. However, it is important to maintain the identity (treat it as a programme in the DDP) to ease the mobilisation and channelling of funding, and to be able to follow up the progress. Figure 16 illustrates how the TPS and TPS action plan activities and implementation relate to the national budget process.

Figure 16 The interaction between TSP and the budget process



4.11 Follow up mechanism

4.11.1 Monitoring, and evaluation of annual work programme

The regional forum will organize quarterly meetings to monitor the implementation of the action plan according to the performance indicators planned. To assess progress, the Trade and Development Forum shall meet every two months, but stakeholders at the districts shall meet at least once a month. Continuous engagements with stakeholders and TPS beneficiaries through meetings, trainings, etc., and other platforms e.g. local economic development (LED) framework will provide feedback that continues to inform the implementation process.

The annual evaluation of achievements of the TPS action plan will be made during annual meetings on the basis of reports prepared by the TDF secretariat under the supervision of the Coordinating CAO. The annual evaluation will be conducted internally by TDF secretariat, and a copy of the evaluation report will be sent to the MTIC.

4.11.2 Mid-term evaluation

The mid-term evaluation will be carried out in June 2015 by an independent consultant so as to get a neutral opinion on the implementation of the TPS. The report will be submitted to the presiding Chief Administrative Officer (TDF Chair). The goal will be to measure the progress made and to formulate appropriate recommendations according to the problems encountered during the implementation.

Table 10: Strategy performance indicators

a)		
Contribution to national development objectives	Contribution to enterprise growth and expansion of export base	Accomplishment of specific targets/initiatives (milestones)
Contribution to national export performance	Growth in volume and value-added of major export products (priority enterprises)	e.g. Exhibition Centre established
Contribution of exports to GNP	Net increase in number of exporters (from the sub-region)	Export Promotion Zone launched
Contribution of trade to new jobs created	Net increase in number of SMEs and volume of cross border trade activities	Joint projects undertaken with other agencies
Export growth in the sub-region	Increased numbers of women and youth SMEs activities	Bilateral trade agreement signed
	New products and services developed and successfully launched	7 silos constructed and warehouse receipt system launched in all 5 of the seven districts
b) Achievement of strategy objectives		

Annex 1: TPS Action Plan

Annex 1a. Cross Cutting Themes

Issue	Activity	Action	Lead Agency	Implementing Agency	Time Frame		
					S-T	M-T	L-T
Trade Promotion Help traders / exporters develop new markets for their products	1:	<i>Centralized information systems connecting market opportunities with local products to help local traders/exporters sell into the best market shall be established by 2014.</i>	DLG	DLG/MTIC			
	2:	The 1st Agricultural Exhibitions and Trade Fairs shall be held in 2014, in Pece Stadium in Gulu Town; and thereafter, continues to be an annual event.	GLG	DLG/TDF			
	3:	A Exhibition Centre shall be constructed in a selected location/town in Acholi sub-region (under PPP arrangement) to provide a permanent home for annual exhibitions and trade fairs	DLG	DLG/TDF			
	4:	Host/attract foreign business missions to the sub-region (incoming trade/investment missions) and organize business visits by local government officials and business delegations to selected targeted markets (outgoing trade missions), beginning 2015.	DLG	DLG/TDF			
	5:	Enhance capacity of small-scale cross-border traders and facilitate cross-border businesses and re-exports.	DLG	TDF/CBTA			

Annex 1a: Cross Cutting Themes

Issue		Action	Lead Agency	Implementing Agency	Time Frame		
					S-T	M-T	L-T
Support to enterprises	1:	Business development and exporters workshops shall be organised every six months, beginning 2013 to help upcoming traders gain export-oriented business skills.	DLG	DLG/TDF			
	Targeted assistance to help businesses build export capacity	2:	Foster entrepreneurship and apprenticeship amongst the youth in order to strengthen the export sector and create more jobs	DLG	TDF/EU		
		3:	Facilitating training and upgrading of skills needed for the business, cooperatives and SMEs sectors to become dynamic sectors	DLG	DLG/MTIC/EU		
		4:	Support to women's group that process, package and sell local cereals	DLG	DLG/UNCCI		
Trade Facilitation	1:	Relevant information and training related to technology, marketing and export procedures shall be made available to business community.	DLG	DLG			
	<i>Information dissemination on border procedures, taxes, etc</i>	2:	<i>Improvements will be made in customs clearance, and the existing transit transport network and its infrastructure.</i>	DLG	URA/DLG		
	<i>And simplified customs & transit procedures</i>	3:	<i>Identify and address Non-Tariff Barriers</i>	DLG	DLG		
	<i>(Reduce processes & procedures related to trading across borders)</i>	4:	Regular monitoring shall be carried out in order to avoid distortions in exports and imports.	DLG	DLG		
Roads, transportation, business & market infrastructure	1:	Lobby for introduction of a container service and bonded warehousing system	DLG	DLG			
		Upgrade the district road network and regularly maintain them	DLG				

Annex 1a: Cross Cutting Themes

Issue	Action	Lead Agency	Implementing Agency	Time Frame		
				S-T	M-T	L-T
Roads, transportation, business & market infrastructure	2: Lobby government to establish an Export Promotion Zone (EPZ) in Acholi sub-region to stimulate investment, exports and industrial development	DLG	DLG/MTIC			
	3: Extend electricity to Elegu and Apiriti border points and set up an industrial park in cross border area (Location 20 km from the Elegu border in Amuru) to promote rural industrialisation and help tap into the South Sudan markets	DLG	DLG /UEDCL			
	4: Expand and modernise Elegu market into a leading regional business hub and a one- stop centre and for all agricultural and industrial goods	DLG	DLG/UNCCI			
Trade Finance Increase access to trade finance and SMEs credit	1: Alternative financing mechanisms e.g. trade investment schemes, SME trade enhancement finance programme (SME-TEFP), and Trade Promotion Support Fund (TPSF) fund shall be initiated and used to mobilize funding for SMEs.	DLG	DLG (partnership with EADB, UDB)			
Improve cross border payment systems			Banks			
Trade Relations Management						
Removal of non-tariff barriers to goods & service trade and foster fair trade	1: Participate in bilateral and regional trade forums to promote and ensure a fair, more open bilateral trading environment and responding to barriers placed on the two-way flow of trade.	DLG	DLG/MTIC			
Strengthen cross border business-business networking and sharing of information	1: Encourage businesses to register with recognised business umbrella organisations such as Uganda National Chambers of Commerce and Industry, and district farmers association to improve sharing of information.	DLG	DLG/TDF			
	2: Help private sector connect with their peers in South Sudan and else where in the region, establishing mechanism to encourage networking among them.	DLG	DLG/TDF			

Annex 1a: Cross Cutting Themes

Issue		Action	Lead Agency	Implementing Agency	S-T	M-T	L-T
Strengthen cross border business-business networking and sharing of information	3:	Improve information sharing and adoption of effective methodologies for monitoring the trade relations between Uganda and its trading partners.	MTIC	MTIC/UBOS			

Annex 1.1: TPS Action Plan for Agago District

Issue	Action	Responsible agency	Time Frame		
			S-T	M-T	L-T
Agricultural production and productivity	1: Strengthening agriculture extension services by increasing resources allocated to the Production Department to cover cost of personnel, and staff mobility	CAO, DPO			
	2: Training farmers in animal traction and promoting supply and use of animal traction	DPO			
	3: Improve distribution of improved seeds and stock to farmers	DPO			
	4: Support farmers and farmers groups to improve their access to agricultural finance.	DCO			
	5: Assign resources for land dispute mediation and sensitize the community including local leaders on matters of land and development	Dist Land Office			
	6: Regulating production and consumption of alcohol by enacting relevant bye-laws and sensitizing the community on danger of alcohol				
	7: Foster competitive mindset and farm business exposure through training of farmers, study tours, field days, agricultural competitions				
	8: Open up the rural road network to boost production and marketing of the agricultural products				
Increase access to market, and farm-gate prices	1: Generating trade and market-related information and making it accessible to traders, farmers, youth	DCO			
	2: Trade orientation course for the District Local Council and departmental staff				
	3: Construct silos (stores) in Patongo and introduce Warehouse Receipt System	DCO			

CAO = Chief Administrative Officer. DPO = District Production Office/Coordinator

Annex 1.1: TPS Action Plan for Agago District

Issue	Action	Lead Agency	Implementing Agency	Time Frame		
				S-T	M-T	L-T
Human resource capacity to handle trade issues	4: Entrepreneurial and business skills development for youth, women and the business community		EU			
	5: Foster compliance with standard code of conduct for businesses and foreign traders		MTIC			
	6: Lobby banks to open up branches in the district		DLC			
	1: Trade orientation course for the District Local Council and administration		DCO			
	2: Community sensitization and provision of trade and market information		DCO			
	3: Disseminate cross-border related information and educate the business community, traders and the youth about domestic as well as cross border related opportunities and regulations		DCO			
Trade in Services	1: Foster national and global awareness of the district's cultural diversity, extensive and rich natural resources and bio-diversity, and business opportunities.		DCO			
	2: Develop business tourism, cultural and religious tourism, and an events-based tourism		DCO			
	3: Develop museums taking advantage of Acholi's rich history		DCO			
	4: Create incentives to attract private investment in the hospitality and tourism sector.		DCO			
	5: Gazette potential tourism areas into tourism sites and develop infrastructure in the gazetted tourist sites.		DCO			
Value addition	1: Facilitate investment in processing, in part through the provision of incentives and investment in storage and packaging production	DLG	DCO			
	Support the development of Trade & Development Forum (TDF) secretariat	DLG				

Annex 1.2: TPS Action Plan for Amuru District

Issue	Action	Lead Inst.	Implementing agency	Time Frame		
				S-T	M-T	L-T
Agricultural production and productivity	1: Strengthening agriculture extension services by increasing resources allocated to the Production Department to cover cost of personnel, and staff mobility	CAO's office	CAO, OPM, WFP, FAO Save the Children			
	2: Improve distribution of reputable seeds and stock to farmers	DPO	DPO, Victoria seeds, UNADA, NAADS			
	3: Introduce and promote agricultural mechanisation, especially the use of ox-ploughs.	DPO	DPO, RALNUC, ADFA, Save the Children			
	4: Identify and encourage partnerships that will encourage maximum utilisation of land within the existing land tenure system e.g share cropping	DPO	DPO, NRC, Kal Gwaro, ARLPI			
	5: Assisting farmers and farmers groups to improve their access to agricultural finance.	DCO	DCO, SACCO, DFCU, Centenary Bank			
	6: Opening up the rural road network to boost production and marketing of the agricultural products	DEO	DEO, JICA, ACTED, CAIP, RALNUC, NUDEIL			
Access to produce market, and improving farm-gate prices	1: Generating trade and market-related information and making it accessible to traders, farmers, youth and women associations and other users	DCO	DCO, Local Economic Development (UNCDF), ALREP, ADFA, AGRINET,			
	2: Promote silos in three strategic locations: Atiak, Amuru, and Pabbo	DCO	DCO, FAO, WFP, ALREP			
	3: Open bulking centres in every sub-county in the district	DCO	DCO, WFP			
	4: Inter-district memos to address the problem of taxation	CAO	CAO, ULGA			

CAO = Chief Administrative Officer. DPO = District Production Office/Coordinator, DEO = District Engineer's Office

Annex 1.2: TPS Action Plan for Amuru District

Issue		Action	Lead Inst.	Implementing agency	Time Frame		
					S-T	M-T	L-T
Human resource capacity to handle trade issues	5:	Promote business registration	DCO	DCO			
	1:	Trade orientation course for the District Local Council and administration	CAO	CAO, MTIC, ALREP,			
	2:	Community sensitization and provision of trade related information	DLC	DLC, DCO, UNCCI			
		Support the development of Trade & Development Forum (TDF) secretariat					
	3:	Disseminate cross-border related information and educate business community, traders and youth about domestic and cross border related opportunities and regulations	DCO	DCO, UNCCI			
	4:	Increase women and youth's participation in trade	DLC	DYC, UWEAL, EU			
	5:	Improve security of traders especially cross-border traders	DLC	DLC, Regional Police, RDC			
	6:	Develop and foster district participation in international trade through the initiation and coordination of inbound/outbound trade missions	CAO	CAO, UNCCI, RDC			
	7:	Lobby government to strengthen bilateral cooperation agreements with neighbouring countries	DLC	CAO/DLC			
	Trade in Services	1:	Foster national and global awareness of the district's cultural diversity, extensive and rich natural resources and bio-diversity, and business opportunities	DLC	DLC, RDC		
2:		Create incentives to attract private investment in the hospitality and tourism sector.	DLC	DLC/CAO			

Value addition	3:	Gazette potential tourism areas into tourism sites. Develop infrastructure in the gazetted tourist sites.	DLC	DLC/CAO			
	4:	Prepare and provide tourist centre with tourist related information and guides		DCO/DIO			
	5:	Strengthen entrepreneurial and business skills of service operators and to support service operators engaged in similar initiatives	EU	EU			
		Facilitate investment in processing, in part through the provision of incentives and investment in storage and packaging production	CAO	DLC/DCO			

CAO = Chief Administrative Officer. DPO = District Production Office/Coordinator. DIO = District Information Office, RDC = Office of RDC

Annex 1.3: TPS Action Plan for Gulu District

Issue	Action	Lead Inst.	Implementing agency	Time Frame		
				S-T	M-T	L-T
Agricultural production and productivity	1: Strengthening agriculture extension services by increasing resources allocated to the Production Department to cover cost of personnel, and staff mobility	CAO	CAO			
	2: Increasing farm access to finance by strengthening the capacity of Savings and Credit Cooperatives (SACCOs) and other microfinance institutions operating in the district	MTIC	MTIC/ DCO, UCA, AMFIU			
	3: Involvement of the social media to enhance communication	DIO	DIO			
	4: Introduction/promotion of agricultural mechanisation, especially the use of ox-ploughs.	DPO	DPO			
	5: Opening up the rural road network to boost production and marketing of the agricultural products	DEO	DEO			
Reduce landconflict, improve land ownership rights	6: Assign resources for land dispute mediation and conduct sensitization outreach	CAO	CAO/Lands Office			
	7: Identify and encourage partnerships that will encourage maximum utilisation of land within the existing land tenure system e.g. share cropping	DPO	DPO, Local Economic Development			
Increasing access to produce market, and improved farm-gate prices	1: Generating trade and market-related information and making it accessible to traders, farmers, youth and women associations and other users	DCO	DCO, Local Economic Development			
Raising awareness on trade and development issues	1: Trade orientation course and out-country exposure visits for the district local council and administration	CAO	CAO			

CAO = Chief Administrative Officer. DPO = District Production Office/Coordinator. DEO= District Engineering Office. DIO = District Information Office.

Annex 1.3: TPS Action Plan for Gulu District

Issue	Action	Lead Inst.	Implementing agency	Time Frame		
				S-T	M-T	L-T
Trade in Services	2: Community sensitization and provision of trade and market information		DCO			
	3: Disseminate cross-border related information and educate the business community, traders and the youth about domestic as well as cross border related opportunities and regulations	UNCCI	DCO, UNCCI/CBTA			
	1: Foster national and global awareness of the district's cultural diversity, extensive and rich natural resources and bio-diversity, and business opportunities.	CAO	CAO/UNCCI			
	2: Develop business tourism, cultural and religious tourism, and an events-based	DLC	DCO/DLC			
	3: Develop museums (e.g. war memorial museum) taking advantage of Acholi's rich history	DLC	DCO/DLC			
	4: Strengthen entrepreneurial and business skills of services operators	EU	EU			
	5: Gazette potential tourism areas into tourism sites. Develop infrastructure in the gazetted tourist sites.	DLC	DLC/CAO			
	6: Create incentives to attract private investment in the hospitality and tourism sector.	DLC	DLC/CAO			
Promote value addition technologies for the various enterprises	1: Facilitate investment in processing, in part through the provision of incentives and investment in storage and packaging production	DLC	DLC			
	Support the development of Trade & Development Forum (TDF) secretariat	DLC	CAO			

CAO = Chief Administrative Officer. DPO = District Production Office/Coordinator. DEO= District Engineering Office. DIO = District Information Office

Annex 1.4: TPS Action Plan for Kitgum District

Issue	Action	Lead Inst.	Implementing agency	Time Frame		
				S-T	M-T	L-T
Agricultural production and productivity	1: Strengthening agriculture extension services by increasing resources allocated to the Production Department to cover cost of personnel, and staff mobility	CAO	CAO			
	2: Train farmers in animal traction and promote wide use of animal traction to expand farm level enterprise	DPO	DPO, NAADS			
	3: Training farmers and fostering a business mindset in farming, and linking farmers to service providers	DPO	DPO, NAADS, Local Economic Develop.			
	4: Identify and encourage partnerships that will encourage maximum utilisation of land within the existing land tenure system e.g. share cropping	DPO	DPO, Local Economic Development			
	5: Assisting farmers and farmers groups to improve their access to agricultural finance.	DCO	DPO/DCO, Centenary Bank			
	6: Address storage problem through collective marketing	DCO	DCO			
	7: Allocate additional resources to improve feeder roads to boost production and marketing of the agricultural products	DLC	CAO			
Access to produce market, and improvement in farm-gate prices	1: Support for the establishment/strengthening of small farmer marketing groups, particularly in the context of facilitating collaboration and long-term relationships with processors such as Mukwano and other market participants.	UNCCI	DCO, UNCCI			
Human resource capacity to handle trade issues	1: Trade orientation course for the District Local Council and administration	CAO	CAO			
	2: Community sensitization and provision of trade related information	DLC	DLC/DCO			

Annex 1.4: TPS Action Plan for Kitgum District

Issue	Action	Lead Inst.	Implementing agency	Time Frame			
				S-T	M-T	L-T	
Services Trade	Disseminate cross-border related information and educate the business community, cross-border traders and the youth about domestic as well as cross border related opportunities and regulations	UNCCI	DCO/DYC, UNCCI				
	1: Foster national and global awareness of the district's cultural diversity, extensive and rich natural resources and bio-diversity, and business opportunities	DLC	CAO/DLC				
	2: Develop business tourism, cultural and religious tourism, and an events-based tourism	CAO	DCO				
	3: Develop museums (e.g. war memorial museum) taking advantage of Acholi's rich history	CAO	DLC/DCO				
	4: Create incentives to attract private investment in the hospitality and tourism sector.	DLC	CAO				
	5: Gazette potential tourism areas into tourism sites. Develop infrastructure in the gazetted tourist sites.	DLC	CAO				
	4: Strengthening entrepreneurial and business skills of services operators	EU	UNCCI, EU				
	Promote value addition technologies for the various enterprises	1: Facilitate investment in processing, in part through the provision of incentives and investment in storage and packaging production	CAO	DLC			
		Support the development of Trade & Development Forum (TDF) secretariat		CAO			

CAO = Chief Administrative Officer. DPO = District Production Office/Coordinator, EU= Enterprise Uganda

Annex 1.5: TPS Action Plan for Lamwo District

Issue	Action	Lead Inst.	Implementing agency	Time Frame		
				S-T	M-T	L-T
Agricultural production and productivity	1: Strengthening agriculture extension services by increasing resources allocated to the Production Department to cover cost of personnel, and staff mobility	CAO	CAO			
	2: Identify and encourage partnerships that will encourage maximum utilisation of land within the existing land tenure system e.g. share cropping	CAO	CAO/DPO, UNCCI,			
	3: Training farmers in animal traction and promoting supply and use of animal traction to expand farm level enterprise	DPO	DPO			
	4: Organise farmers day (farmers school) at parish level to sensitise/train them on post harvest handling, quality standards and value addition	DPO	DPO			
	5: Conduct community sensitisation outreach to revive the traditional granary storage system at household level to reduce post harvest losses	DLC	DLC/DPO			
	6: Assign resources for land dispute mediation and conduct sensitization outreach	DLC	CAO/DLC			
	7: Allocate additional resources to open up/improve feeder roads to boost production and marketing of the agricultural products	DLC	CAO			
	8: Establish an information management system and involve social and print	DIO	DIO			
	9: Build the capacity of farmers in modern agronomic practices through trainings, tours, demonstrations and agricultural competitions	DPO	DPO			
	Support the development of Trade & Development Forum (TDF) secretariat	DLC	CAO			

Annex 1.5: TPS Action Plan for Lamwo District

Issue	Action	Lead Inst.	Implementing agency	Time Frame		
				S-T	M-T	L-T
Access to produce market, and better farm-gate prices	9: Allocate additional resources to improve feeder roads	DLC	CAO			
	10: Develop irrigation infrastructure/scheme	DLC	DPO			
	1: Construction of bulking centres in all the 9 sub-counties and linking them (the centres) to potential buyers in and outside the district	DCO	DCO, UCCI			
	2: Training farmers in farm business skills	DCO	DCO			
Trade in Services	3: Conduct sensitisation outreach to encourage businesses to register	UNCCI	UNCCI			
	4: Organise trade fairs, market days and trade missions	UNCCI	DCO/UNCCI			
	1: Create incentives to attract private investment in the hospitality and tourism sector.	DLC	CAO			
	2: Gazette potential tourism areas into tourism sites. Develop infrastructure in the gazetted tourist sites.	DLC	DLC/CAO			
Promote value addition technologies for the various enterprises	3: Strengthening entrepreneurial and business skills of services operators	EU	EU/UNCCI			
	1: Facilitate investment in processing, in part through the provision of incentives and investment in storage and packaging production		DLC			
	Support the development of Trade & Development Forum (TDF) secretariat		DLC/CAO			

CAO = Chief Administrative Officer. DPO = District Production Office/Coordinator

Annex 1.6: TPS Action Plan for Nwoya District

Issue	Action	Lead Inst	Implementing agency	Time Frame		
				S-T	M-T	L-T
Agricultural production and productivity	1: Conduct village level sensitization outreach to help the community appreciate the value of agriculture for economic empowerment, and increase their awareness of opportunities that exist.	DLC	DLC/RDC, CAO			
	2: Strengthening agriculture extension services by increasing resources allocated to the Production Department to cover cost of personnel, and staff mobility	DLC	CAO			
	3: Assign resources for land dispute mediation and conduct sensitization outreach	DLC	CAO			
	4: Identify and encourage partnerships that will encourage maximum utilisation of land within the existing land tenure system e.g share cropping	DLC	DPO, Local Economic Development			
	5: Regulating production and consumption of alcohol by enacting relevant bye-laws and sensitizing the community on danger of alcohol	DLC	DLC			
	6: Entrepreneur skills for district leaders – on how to promote business and how to sensitise the community	EU	EU/UNCCI			
	7: Open up more feeder roads to boost production and marketing of the agricultural products	DLC	DEO			
	8: Improve distribution of improved seeds and stock to farmers	DPO	DPO,			
	9: Assisting farmers /farmers groups to improve their access to agricultural finance.	UNCCI	DCO			
Access to produce market, and better farm-gate prices	1: Trade orientation course for the District Local Council and departmental staff	CAO	CAO			
	2: Disseminate information and educate / sensitize the business community, traders and the youth about trade and business opportunities and related regulations	DCO	DCO/UNCCI			

Annex 1.6: TPS Action Plan for Nwoya District

Issue	Action	Lead Inst.	Implementing agency	Time Frame		
				S-T	M-T	L-T
Promote value addition technologies for the various enterprises	3: Entrepreneurial and business skills development for youth, women and the business community	EU	EU/DYC			
	4: Producing trade/market – related information and making it accessible to traders, farmers, youth and women associations and other users	DCO	DCO			
	5: Construct silos (or modern produce stores) in Parongo and Alero, (establish bulking centres in every sub-country) and introduce Warehouse Receipt System	UNCCI	UNCCI, DCO			
	6: Facilitate formation of cooperatives to advocate for farmers interest	DCO	DCO/MTIC, UCA			
	7: Create incentives to attract private investment in the hospitality and tourism sector.	DLC	CAO			
	8: Gazette potential tourism areas into tourism sites. Develop infrastructure in the gazetted tourist sites.	DLC	DLC			
	1: Facilitate investment in processing, in part through the provision of incentives and investment in storage and packaging production	CAO	UNCCI, Local Economic Development			
	Support the development of Trade & Development Forum (TDF) secretariat	DLC	CAO			

CAO = Chief Administrative Officer. DPO = District Production Office/Coordinator

Annex 1.7: TPS Action Plan for Pader District

Issue	Action	Lead Inst.	Responsible agency	Time Frame		
				S-T	M-T	L-T
Agricultural production and productivity	1: Strengthening agriculture extension services by increasing resources allocated to the Production Department to cover cost of personnel, and staff mobility	DLC	CAO			
	2: Developing a community animal health programme	DPO	DPO			
	3: Community sensitization outreach to encourage increased production	DLC	DLC, DPO			
	4: Identify and encourage partnerships that will encourage maximum utilisation of land within the existing land tenure system e.g. share cropping	DPO	Local Economic Development			
	5: Train farmers in animal traction & promote supply and use of animal traction to boost production	DPO				
	6: Assisting farmers /farmers groups to improve their access to agricultural finance	DCO	MTIC/UCA			
	7: Open up the rural road network to boost production and marketing of the agricultural products	CAO	DEO			
	8: Assign resources for land dispute mediation and conduct sensitization outreach	DLC	CAO			
Increasing access to produce market, and higher farm-gate prices	1: Producing trade-related information and making it accessible to traders, farmers and other users and linking farmers to buyers					
	2: Organise farmers day (farmers school) at parish level to sensitise/train them on post harvest handling, quality standards and value addition	DPO	DPO, COOPI			

Annex 1.7: TPS Action Plan for Pader District

Issue	Action	Lead Inst.	Implementing agency	Time Frame		
				S-T	M-T	L-T
Trade in services	3: Construct bulking centres in all the sub-counties and link the centres to potential buyers in and outside the district; introduce warehouse receipt system at every sub-county	UNCCI	UNCCI, DCO			
	1: Strengthening entrepreneurial and business skills of services operators	EU	EU, UNCCI			
Tourism	2: Create incentives to attract private investment in the hospitality and tourism sector.	DLC	CAO			
	3: Gazette potential tourism areas into tourism sites. Develop infrastructure in the gazetted tourist sites.	DLC				
Promote value addition technologies for the various enterprises	4: Develop cultural tourism by establishing a cultural village and events strategy	UNCCI				
	1: Facilitate investment in processing, in part through the provision of incentives and investment in storage and packaging production	CAO				
Issue: Gender, Youth & Environment	Mitigate the effects of trade on the environment through improved standards and incentives	District Env. Office				
	Support the development of Trade & Development Forum (TDF) secretariat	DLC	CAO			

CAO = Chief Administrative Officer. DPO = District Production Office/Coordinator. DEO= District Engineering Office. DIO = District Information Office

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Appendix B

Participants at the stakeholder consultative workshop, 20 – 21 June 2012, Hotel Kakanyero, Gulu

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9	Akello Rose	Kitgum	RepChairman	0787-814771
10	Akello Susan	Nwoya	District Youth Councillor	0711014120
11	Akena Tony	Nwoya	Youth Chairperson	0775-261645
12	Akumu Oliver	Amuru	Chairperson Youth Council	0787-677225
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14	Alwoch Joyce	Kitgum	LC5 Women Councilor	0758-516905
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Manyo Rose	District Councillor	0783 743054
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Odong C.A.	Deputy District Speaker	0751 347095
Balitamuto. A	Sgt At Arm	0789 782343
Oyeki Primus	ASST. Sgt At Arm	0777 439684
Olang Daniel	Asst. Sgt At Arm	0778 141474
Milton Ayoki	Consultant	

Participants at the Trade Promotion Strategy Second Stakeholder Consultative Meeting and Validation Workshop on 16-17 August 2012 at Hotel Free Zone in Gulu

Name	District	Position	Tel contact
Komakech Robert	Gulu	Chairman District Youth Council	0782-844752
Opira Francis	Nwoya	District Planner	0772-997263
Oola Eugene	Kitgum	District Planner	0772-358696
Ojo Samson	Anyry	District Planner	0776-466899
Onen Alfred Elkana	Lamwo	Rep Chief Administrative Officer	0772-357521
Edule Jasper	Agago	Resident District Commissioner	0775-130742
Mugisha John Chris	Gulu	LC5 Youth Council	
Akena Alfred	Pader	LC5 Chairman	0775-084488
Moro Mark	UNCCI	Director Northern Uganda	0772-422242
Omali Bolton	Agago	District Planner	
Akumu Oliver	Amuru	Female Youth Councillor	
Okidi Ochora (Dr)	Gulu	Representing CAO	
Okwir Robert	Pader	Representing CAO Pader	0755-5555355
Oundo Godfrey Ongwabe	CBTA	Chairman Cross Border Trade Assoc	
Dorothy Kandulukye	UWEAL	Information and Membership Officer	0716-095615
Atube Omach Anthony	Amuru	LC5 Chairman	0772-425946
Edule Jasper	Agago	Resident District Commissioner	0774-130742
Maj Mwesigye James	Amuru	Resident District Commissioner	0772-456598
Ochan Pamela Ayot	Agago	Female Youth Councillor	0787-397129
Kumakech F. Innocent	Nwoya	Chairman LC5	0777-364264
Oryeda G. Olal	Agago	Chairperson District Youth Council	0782-436418
Ocen Livingstone	Kitgum	District Commercial Officer	0772-848372
Yocana David	Agago	Representing Chairman LC5	0782-720745
Onkalit Richard	Lamwo	Representing Chairman LC5	0772-351670
Aluku Anthony Tolit	Lamwo	District Planner	
Kashaija Ronald	Pader	Representing RDC	0772-675937
Semei AD Okwir	Nwoya	Resident District Commissioner	0772-624278
Adoch Vicky	Kitgum	District Councillor	
Alwoch Joyce	Kitgum	District Women Councillor	
Anyonomach Susan K	Lamwo	District Women Councillor	
Lapyem Emmanuel	Kitgum	Representing Chairman LC5	
Ojok John Kennedy	Amuru	Representing CAO	0782-982362
Oyoo Richard George	Pader	Chairman Youth Council	0782-358824
Alima Joyce Reeni	Gulu	Chairman Youth Council	0782-575206
Odiya Wilfred Baguma	Amuru	Chairman Youth Council	0783-763817
Okello Tito	Amuru	Chairman Youth Council	
Otim Paul	AMFIU	Coordinator	0776-222253
Akena Tony	Nwoya	Chairman Youth Council	0775-261645

Oloya Hamoh JB	Nwoya	Representing CAO	0713-246433
Aciro Anna	Lamwo	District Youth Councillor	0773-782405
Ociti Dennis Omoya	Lamwo	Chairman District Youth Council	0782-687660
Aceng Hellen	Pader	Women Youth Councillor	0757-140798
Atim Betty	Gulu	Women Youth Councillor	0782-568188
Ocen Richard Kwang	Lamwo	Representing Chairman LC5	0773-346652
Komakech Patrick	Agago	District Youth Councillor	0779-709263
Akidi Grace	Nwoya	Dist. Sec. Committee	0777-328232
Jurua Charles	Agago	Assistant Chief Administrative Officer	0772-356433
Apoto Cladys	Agago	Youth Councillor	0774-723720
Ojara Martin M.	Gulu	Chairman LC5	0777763640
Oumu George	Enterprise Ug	Director	
Milton Ayoki	-	Consultant	

Participants at the Private Sector Stakeholder Meeting on 30-31 August 2012 at Hotel Kakanyero, Gulu

Name	District	Position	Tel contact
Okeny Mark	Kitgum	Chairperson Chamber of Commerce, Businessman	0772-353686
Laker Susan Olanya	Nwoya	Business woman, Construction	0772-061677
Awany Tony	Nwoya	Chairperson Nwoya Farmers Association	0772-865555
Okumu Patrick	Amuru	Chairman UNCCI Amuru District	0777-674747
Aligech George	Pader	Director UNCCI	0772-438570
Olwedo Pius Omara	Gulu	Chairman Gulu Contractors Association	0775-779221
Okwera Alfred	Kitgum	Vice Chairman UNCCI Kitgum	0783-548500
Bongomin Francis	Amuru	Trade Information Officer	0715-403802
Ochan Abari John	Agago	Proprietor Lalal Agro Services Ltd / Lalal Guest House	0772-891991
Kwarena Peter Bob	Lamwo	Farmers Representative	0777-648338
Aciro Christine	Lamwo	Farmer	0777-36308
Odong Grace	Kitgum	Farmers Association	0712-625400
Omara Johnson	Lamwo	Farmer Representative	0779-948789
Olal Andrew	Lamwo	Businessman	0784-768916
Daramoi Patrick	Lamwo	Hotel and depot proprietor	0756-461428
Kidega Christine Ocaya	Lamwo	Health centre proprietor and Farmer	0711-214858
Aloyo Joyce Odera	Lamwo	Restaurant proprietor	0784-774615
Latim George	Kitgum	Vice Chairperson Kitgum Business Community	0794-460850
Bongomin K. Francis	Nwoya	Agro input distributor, Chairman Produce Buyers	0774-203513
Oluba Polycarp	Nwoya	Ajalo-Ngala F/S	0791-271289
Dratea Rose	Amuru	Chairperson Produce Buyers	0772-861619
Cissy Chanty Ojok	Gulu	Chairperson UNCCI	0782549925
Akulu Christine	Gulu	Businesswoman	0772-951552
Oola Beatrice	Amuru	Businesswoman	0712-909095
Milton Ayoki	-	Consultant	

Footnotes

- 1 Value chains are sectoral arrangements that allow buyers and sellers of a commodity who are separated by time and space to progressively add and accumulate value as product passes from one member of the chain to the next. Agriculture product value chains (agrichains) include chain of activities ranging from input provision via production, transportation, processing, and marketing to the final consumer.

The United Nations (UN) Peace Building Joint Programme on Livelihoods and Local Economic Recovery for Acholi Sub region (JP3) commenced its full implementation in 2011. JP3 is one of the three Peace Building Programmes that are implemented by the UN Agencies in Uganda to Northern Uganda, specifically the Acholi Sub Region. JP3 is jointly implemented by International Organization for Migration (IOM), World Food Programme (WFP), United Nations Capital Development Fund (UNCDF), Food and Agriculture Organisation (FAO) and UNDP as the lead agency. One of the outputs of the UNDP component in JP3 is a trade promotion strategy (and an action plan) for the district administrations of the Acholi sub region.

The strategy is a product of a wide level of consultation undertaken between May and August 2012. It comes at a critical moment for the people Acholi and Uganda in general, as peace returns to Northern Uganda and the East African market enlarges (South Sudan, Somalia, etc). The strategy provides a platform for various stakeholders in both the public and private sector, to engage towards transforming society of Acholi sub-region from a purely subsistence livelihood to a prosperous one by year 2025.