



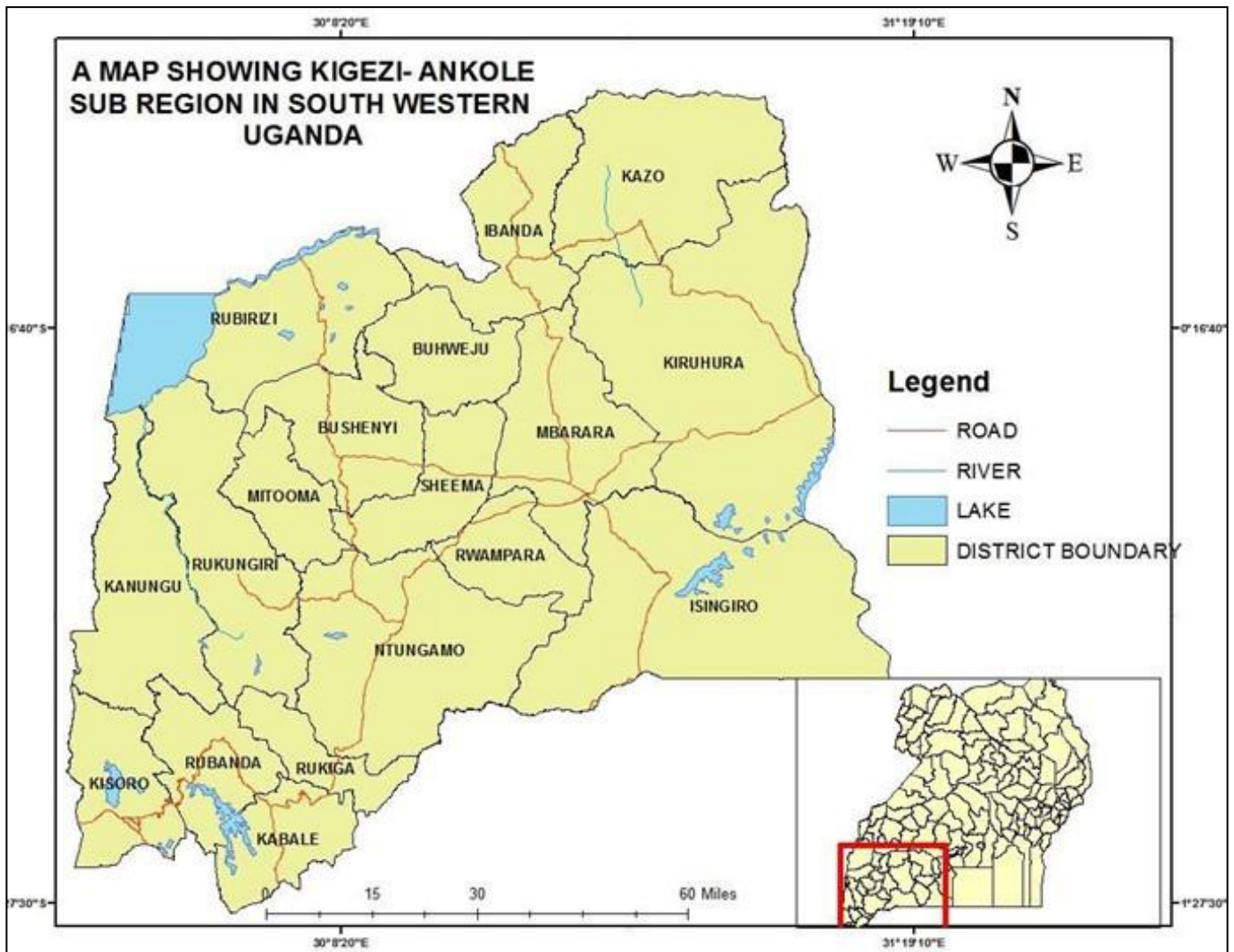
SOUTH WESTERN UGANDA REGIONAL DEVELOPMENT FORUM

REGIONAL DEVELOPMENT PLAN 2020/2021 – 2029/2030

February 2023

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MAP OF SOUTH WESTERN REGION AND ITS LOCATION ON THE MAP OF UGANDA



VISION: A secure South Western Uganda that is productive, prosperous and harnesses its resources for inclusive sustainable development.

MISSION: To increase investments that will enhance production and productivity, savings, employment and wealth creation.

CORE VALUES: Accountability, responsiveness, participation, partnership and inclusiveness.

THEME: A vibrant regional economy with shared prosperity for all citizens.

GOAL: Improved quality of life with an average household income of UGX 20 million (US\$ 5400) by 2030.

FOREWORD

The South Western Uganda Regional Development Forum (SWRDF) derives its legitimacy from the 1995 Constitution of Uganda and Uganda's Decentralization Policy Framework (1992), the Local Government Act - CAP 243 (1997 as amended), National Planning Authority Regulations (2018) and the Companies Act No.1 of 2012. The Forum was approved by the political leadership of the South Western Uganda Districts, City and Municipal Local Governments represented by respective District Chairpersons, Municipal Mayors and countersigned by the Chief Administrative Officers and Town Clerks.

To move the development agenda forward, the forum developed a 10-year Regional Development Plan (2020/2021-2029/2030) whose goal is to improve the quality of life with an average household income of UGX 20 million (US\$ 5400) by 2030.

To meet this goal, the Plan has six (6) strategic objectives which include;

- Creating a vibrant local economy that sustainably utilizes the regions' growth opportunities in agriculture, tourism, minerals, financial services, trade, industry, and cooperatives for increased production and productivity by 2030;
- Improving the infrastructure in the region for enhanced inter-district linkages;
- Strengthening inclusiveness and meaningful participation of disadvantaged populations in local development initiatives in the region by 2030;
- Prioritizing integrated Preventive Health Services in the health service delivery system and within Communities by 2030;
- Creating a market-oriented skilled labour force that harnesses employment opportunities in the region by 2030 and,
- Establishing a robust research, innovation and evidence-based programming system that responds to local development needs and priorities in the region by 2030.

The region is well-endowed with abundant natural resources and growth opportunities. The major thrust of this plan is how to harness and use the region's resources in a coordinated manner for socio-economic development to the benefit of current and future generations.

I wish, desire, and believe that the Regional Forum will ensure that the implementation of this plan is well coordinated and fully aligned to the NDPIII and sector development plans to positively impact the quality of service delivery.

I call upon the Central Government, Development Partners/actors, Non-Governmental Organisations (NGOs), Cultural and Traditional institutions, Faith Based Organisations, the private sector organizations, and the entire region to work in tandem and support the implementation of this Plan in pursuit of a common goal.

I wish to appreciate all stakeholders who contributed to the development of this plan, and I call upon all the Local Governments (LGs) and all stakeholders to operationalize it for the betterment of our citizens.

For God and My Country

Dr Joseph Muvawala
Executive Director
National Planning Authority

ACKNOWLEDGEMENT

The South Western Regional Development Plan (SWRDP) for the period 2020/2021-2019/2030 has been prepared under the legislative provision of the Local Governments Act Section 35 (CAP 243) which mandates Local Governments to prepare and submit comprehensive and integrated development plans. It was guided by Uganda's Vision 2040, the Comprehensive National Development Framework (CNDPF), and is aligned with the aspirations of the Third National Development Plan (NDPIII).

This Development Plan was developed through a participatory planning process. It involved consultations with several key stakeholders, including Chief Administrative Officers, planners, District Chairpersons and Mayors, business community and farmers, youth and women, religious leaders and academia, and vulnerable groups which is in line with government policy on decentralization.

I express deep appreciation to all the stakeholders, including all local governments in the region who participated in formulating this Plan. Specifically, I want to thank the members of South Western, Uganda Regional Development Forum (SWRDF), initially led by Mr. Patrick Kaihwa (RIP) - former District Chairperson, Kabale.

Special thanks go to Elizabeth Glaser Paediatric AIDS Foundation (EGPAF) led by Dr. Edward Bitarakwate and the USAID-funded Uganda Learning Activity (ULA) for logistical and coordination support rendered to the team. I want to thank the Mbarara University of Science and Technology Team led by Dr. Viola Nyakato for the research support to SWRDF that greatly informed the drafting of this development plan. I also thank Mr. Benson Bagorogoza for his technical support in revising and finalizing the plan.

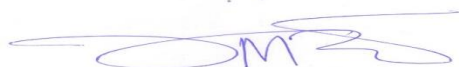
I am grateful to National Planning Authority (NPA) leadership for their continued technical guidance and for ensuring that the plan development process was aligned with the national development frameworks and guidelines.

My sincere thanks and appreciation go to all SWRDF Steering Committee members for their remarkable service and commitment to the forum and for supporting the processes for completing the development plan.

On behalf of South Western Regional Development Forum (SWRDF), I express our special gratitude to the United States Agency for International Development (USAID) financial and technical resources used to formulate this plan.

Finally, I re-echo my appreciation to the USAID-funded Uganda Learning Activity (ULA) team for their excellent technical support and coordination, which was instrumental to the successful development of this plan.

For God and my Country,



Associate Professor Mesharch Walto Katusiimeh
Chairperson
South Western Regional Development Forum

CONTENTS

MAP OF SOUTH WESTERN REGION AND ITS LOCATION ON THE MAP OF UGANDA....I	
ACKNOWLEDGEMENT	IV
CONTENTS.....	V
LIST OF TABLES	VII
LIST OF FIGURES.....	VII
ACRONYMS	VIII
GLOSSARY.....	X
EXECUTIVE SUMMARY	XIII
CHAPTER ONE: INTRODUCTION AND RATIONALE.....	1
1.1 BACKGROUND	1
1.1.1 Geographical Location and Physical Features	2
1.1.2 Climate	3
1.1.4 Administration of the Region	4
1.1.5 Development Stakeholders and Partners	4
1.2 RATIONALE AND PURPOSE FOR DEVELOPMENT PLAN	5
1.3. LEGAL AND POLICY CONTEXT	5
1.4. DEVELOPMENT PLAN FORMULATION PROCESS.....	6
1.4.1. SWR DEVELOPMENT PLAN APPROVAL.....	6
1.5. STRUCTURE OF THE PLAN	7
CHAPTER TWO: SOUTH WESTERN REGION DEVELOPMENT OUTLOOK – SITUATION ANALYSIS	8
2.1 INTRODUCTION	8
2.1.1 Analysis of Potentials, Opportunities, Constraints and Challenges of SWR 8	
2.1.2 Key Development Indicators of SWR	11
2.2 DEVELOPMENT SITUATION ANALYSIS	12
2.2.1 Economic Development	12
2.2.2 Economic / Productive Infrastructure	20
2.3 HUMAN AND SOCIAL DEVELOPMENT	22
2.3.1 Health	22
2.3.2 Education	23
2.3.3 Water and Sanitation	24
2.3.4 Community Development and Social Protection	25
2.4 ENVIRONMENT AND NATURAL RESOURCES	26
2.5 URBAN DEVELOPMENT AND PHYSICAL PLANNING	26
2.6 SUMMARY OF DEVELOPMENT ISSUES INFORMING THE SWRDP FORMULATION	27
CHAPTER THREE: STRATEGIC DIRECTION.....	29
3.1 STRATEGIC DIRECTION	29
Goal: Improved quality of life with an average household income of UGX 20 million (US\$ 5400) by 2030	31
3.1.2 Strategic Objectives	31

3.2	SWR DEVELOPMENT PLAN THEORY OF CHANGE	31
3.3	KEY RESULTS AND TARGETS	32
3.4	SWRDP DEVELOPMENT INTERVENTIONS	37
CHAPTER FOUR: FINANCING, COSTING AND RISK MANAGEMENT		45
4.1	SUMMARY OF FINANCING SOURCES FOR THE PLAN PERIOD (2020/21 – 2029/2030)	45
4.1.1	Funding Gap	46
4.2	COSTING OF PRIORITIES AND RESULTS FOR THE PLAN PERIOD 2020/2021 – 2029/2030	47
4.2.1	Summary of Program and Interventions	47
4.3	RESOURCE MOBILISATION STRATEGY	59
4.4	RISK MANAGEMENT	60
4.5	CLIMATE RISK MANAGEMENT	63
CHAPTER FIVE: SWR DEVELOPMENT PLAN IMPLEMENTATION, COORDINATION FRAMEWORK AND COMMUNICATION AND FEEDBACK STRATEGY		66
5.1	IMPLEMENTATION ARRANGEMENTS	66
5.2	INSTITUTIONAL ARRANGEMENTS	66
5.2.1	Mandate of SWRDF in the Development Plan Implementation	67
5.2.2	Role of Districts, Cities and Municipal Local Governments	67
5.2.3	Role of NGOs, CSOs and Media	68
5.2.4	Role of Development Partners	68
5.2.5	Role of the Private Sector	68
5.2.6	Role of Ministries, Departments and Agencies (MDAs)	68
5.3	COORDINATION AND PARTNERSHIPS FRAMEWORK	68
5.4	PRE-REQUISITES FOR SUCCESSFUL IMPLEMENTATION OF THE SWRDP	69
5.5	COMMUNICATION AND FEEDBACK STRATEGY	69
5.5.1	Communication Goals	69
5.5.2	Target Audience	70
5.5.3	Communication Plan	72
CHAPTER SIX: MONITORING EVALUATION AND LEARNING		74
6.1	INTRODUCTION	74
6.2	SWRDF M&E FRAMEWORKS	74
6.2.1	SWRDP Progress Reporting	74
6.2.2	Joint Annual Review of the SWRDP	74
6.2.3	SWRDP Mid-Term Evaluation	74
6.2.4	SWRDP End of Plan Evaluation	74
6.3	M&E EVENTS AND KEY ACTORS	75
6.3.1	Roles and Responsibilities of Key Actors	75
6.4	MAJOR MONITORING AND EVALUATION EVENTS	77
ANNEXES		79
	ANNEX 1: CLIMATE RISK ASSESSMENT	79
	ANNEX 2: SWRDP RESULTS FRAMEWORK	91
	ANNEX 3: PROFILES OF THE SWRDF STEERING COMMITTEE MEMBERS	106

LIST OF TABLES

TABLE 1: DEVELOPMENT POTENTIALS, OPPORTUNITIES, CONSTRAINTS, AND CHALLENGES.....	9
TABLE 2: PERFORMANCE OF SWR ON SELECT SUSTAINABLE DEVELOPMENT GOALS.....	11
TABLE 3: MAJOR AGRO-PRODUCTS.....	13
TABLE 4: DESCRIPTION OF SWRDF CORE VALUES.....	29
TABLE 7: SWRDP STRATEGIC DEVELOPMENT INTERVENTIONS AND PROJECTS.....	37
TABLE 8: FINANCING FRAMEWORK (UGX IN MILLIONS).....	45
TABLE 9 COST OF PROGRAMS AND INTERVENTIONS.....	47
TABLE 10: ANTICIPATED RISKS AND MITIGATION MEASURES.....	60
TABLE 11: COMMUNICATION STRATEGY GOALS.....	70
TABLE 12: TARGET AUDIENCE FOR ATTAINING SUCCESSFUL POPULARISATION AND BUY-IN OF SWRDP.....	70
TABLE 13: COMMUNICATION PLAN.....	72
TABLE 14: MAJOR MONITORING AND EVALUATION EVENTS.....	77

LIST OF FIGURES

FIGURE 1: SWRDP FUNDING SOURCES.....	xv
FIGURE 2: AVERAGE MONTHLY RAINFALL (MM) 2014-2019.....	3
FIGURE 3: LAKE RUTOTO/NKUGUTE "WHY AFRICA IS AFRICA'.....	16
FIGURE 4: SWR DEVELOPMENT TRAJECTORY.....	30
FIGURE 5: SWR THEORY OF CHANGE.....	32
FIGURE 6: INSTITUTIONAL IMPLEMENTATION FRAMEWORK.....	67

ACRONYMS

ADB	Africa Development Bank
AIDS	Acquired Immune Deficiency Syndrome
ATMs	Agriculture, Tourism and Minerals
CAIIP	Community Agricultural Infrastructure Improvement Program
CDCS	Country Development Coordination Strategy
CMD LGs	Cities Municipalities and District Local Governments
CSOs	Civil Society Organisations
DDP	District Development Plan
DPs	Development Partners
EGPAF	Elizabeth Glaser Paediatric AIDS Foundation
ENABEL	Belgium Development Cooperation
FAO	Food Agriculture Organisation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ICT	Information Communication Technology
LED	Local Economic Development
LGDP	Local Government Development Plan
LGs	Local Governments
LLGs	Lower Local Governments
MAAIF	Ministry of Agriculture Animal Industries and Fisheries
MDAs	Ministries, Departments and Agencies
MoFPED	Ministry of Finance Planning and Economic Development
MoLG	Ministry of Local Government
MoTC	Ministry of Science and Technology
MUST	Mbarara University of Science and Technology
NAADS	National Agriculture Advisory Services
NDP	National Development Plan
NDPI	First National Development Plan
NDPII	Second National Development Plan
NDPIII	Third National Development Plan
NEMA	National Environment Management Authority
NFA	National Forest Authority
NGOs	Non-Government Organisations
NITA-U	National Information Technology Authority-Uganda
NPA	National Planning Authority
OWC	Operational Wealth Creation
Pa.	Per Annum
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
POCC	Potentials, Opportunities, Challenges and Constraints
RCI	Regional Coordination Initiative
RDP	Regional Development Plan
SACCOs	Savings and Credit Cooperative Organization
SDGs	Sustainable Development Goals
SNV	Netherlands Development Organisation
SoW	Scope of Work
SWOT	Strengths, Weaknesses, Opportunities and Threats
SWRDF	South Western Regional Development Forum
SWRSDP	South Western Regional Development Plan
UBoS	Uganda Bureau of Statistics
UNDHS	Uganda National Demographics and Health Survey
UGX	Uganda shillings
ULA	Uganda Learning Activity

UNBS	Uganda National Bureau of Standards
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
URA	Uganda Revenue Authority
USAID	United States Agency for International Development
USD	United States Dollars
UWA	Uganda Wildlife Authority
VaDPs	Vulnerable and Disadvantaged Persons

GLOSSARY¹

Crosscutting issues: These are issues that can contribute to accelerating or derailing development progress. It is therefore prudent that they are prioritized. They are, i) Gender, ii) Environment, iii) Human rights, iv) Disability, v) Nutrition, vi) Governance, vii) Population and Development, viii) Science and Innovation, ix) Child health, x) Social Protection, xi) Climate Change xii) HIV/AIDS and xiii) Culture and Mindset. Disaster preparedness is another issue being added though this may be district specific.

Decentralized Planning: Planning where local governments make their own development plans guided by the national strategic direction.

Development Planning: This is the process of identifying problems, needs, priorities, resources and designing action plans with a view to improving the welfare of the people. The development planning process includes plan formulation, implementation, monitoring and evaluation.

Development Policy: A general course of action or proposed overall direction that a government or other institution is, or would be, pursuing and which guides ongoing decision-making regarding development planning and execution.

Environmental Mainstreaming: A continuous process of identifying environment and natural resource issues/ opportunities that contribute to the development goals of an activity identifying potential impacts and mitigation measures, budgeting for the intervention, monitoring the implementation of Environment and Natural Resources (ENR) intervention and mitigation in order to reduce the negative impacts of development Programs” (NEMA) or “Integrating environmental activities in policies, plans, Programs and projects” NEMA or “Bringing environmental issues from the ‘background’ into the ‘lime light’” Ministry of Local Government.

Financing Framework: Arrangements to raise and use the resources necessary to implement a development plan.

Gender Mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated.

¹ Adopted from NDPIII for 2020/2021 – 2024/2025

Indicators: Qualitative or quantitative factors or variables that provide a simple and reliable means to measure achievement or to reflect changes connected to an intervention or to help assess the performance of a development actor.

Likely risk: Event / threat that is bound to happen at some point or circumstances occasionally encountered.

Livelihood Analysis: This is a deep look at what activities people do to go through life, meeting their basic needs and solving the problems that they face.

Local Government Development Stakeholders: Includes all people, organizations and institutions that are interested and concerned about the development of the local government.

Local Government Planning Cycle: This is the regular period covered by the planning activities of a local government every 5 years.

Long Term Planning: This the inspiration type of planning and usually for a period of more than 10 years.

MDA Development Plan: A specific plan focusing on several programs. According to the NDPIII, examples of the 18 programs include agro-industrialization, tourism development, mineral-based development, etc.

Medium Term Planning: The type of planning that usually takes a period of 5-10 years.

Monitoring and Evaluation Matrix: This is a simple table in which the results of checking on the progress of development activities are fitted and documented.

Physical Planning: Planning that focuses on the allocation and use of physical space. In Uganda physical planning has been an established practice in urban local governments but is increasingly becoming a major development issue even for non-urban local governments.

Planning Call Circular: This is the official written communication specifying the procedures, processes, timeframes and roles and responsibilities involved in a planning cycle by national and local government units. In Uganda, planning call circulars are issued by the National Planning Authority at the start of each planning cycle.

Population Profile: This is a summarized description of the demographic characteristics of the country / local government. The population profile focuses on the key aspects of the population that are important to consider in a planning process (population sizes, distributions, settlements, etc.).

Program: A Program is a group of related interventions/projects that are intended to achieve a common objective with a specified timeframe.

Progress Reporting: This is a short write up periodically produced to show what is happening to the development interventions being implemented.

Project Profile: This is a summarized description of each specific project to be implemented in development plan.

Risk Mitigation: A course of action to address the identified risks.

Risk: Any event either a threat or missed opportunity that may have an impact on the achievement of objectives of the program.

Short Term: A planning period of one (1) to five (5) years.

Situation Analysis: A description of the general state of affairs affecting development, arising from the natural resources, the human resources, and the progress achieved from past development efforts that are important for the future of the local government.

Strategic Development Direction: This is an agreed development path that a county / local government should take to arrive at the desired vision results. The strategic direction guides the smaller efforts and activities that a local government undertakes.

Strategic Objectives: Strategic objectives are long-term aims or goals that a region will hope to attain over a period of 5 to 10 years.

Value Chain Analysis (VCA): VCA is a tool predominantly used in the private sector to characterize activities required to deliver final products. Value Chain Analysis entails a “full range of activities which are required to bring a product or service from conception, through the different phases of production (involving a combination of physical transformation and the input of various producer services), delivery to final consumers, and final disposal after use”. If a supply chain is “what” and “where”, a value chain describes the “who”, “how”, and “why”. The principal elements that define the “who, how, and why” are geography, input/output, institutions, and governance. Governance is the most important of these, as it determines how the other three elements work together to bring a product or service to its end use. Value chains can also help highlight inefficiencies that may forestall a particular intervention from achieving its maximum possible output.

EXECUTIVE SUMMARY

South Western Region is comprised of Ankole and Kigezi sub-regions. Ankole comprises eleven (11) districts, one (1) city and four (4) municipal councils, while Kigezi comprises six (6) districts and three (3) municipal councils.

The South Western Regional Development Forum (SWRDF) was born out of the need for the local governments in the region to work together and harness synergies and linkages to address regional development needs and priorities that require collective action. The leadership of the SWRDF is composed of persons drawn from diverse sections of society including academia, politicians, district technical officers, private sector, youth and women leaders and representatives of civil society organizations (CSOs). Organizationally, the Forum is of a 15-member steering committee led by a Chairperson, Vice Chairperson, and a General Secretary.

The South Western Uganda Regional Development Forum was desirous of coming up with is a development framework for the regional development cooperation hence the development the South Western Regional Development Plan (SWRDP). The plan offers a platform for joint mobilization and utilization of resources and increasing bargaining power through common voicing by individual districts, cities and municipal local governments.

The South Western Regional Development Plan (SWRDP) was established through a participatory and consultative process that began in 2018. SWRDP is aligned to the 2016 – 2021 USAID / Uganda Country Development Cooperation Strategy (CDSC 2.0), which emphasizes a paradigm shift from a sector-based to program-based approaches. Furthermore, the plan provides a harmonized strategic direction that embraces the development needs, desires, and interests of stakeholders in SWR. Lastly, the Plan is in tandem with the Third National Development Plan (NDP III) for 2020/21- 2024/25, which undertakes a program-based approach for sustainably addressing key development challenges such as high population growth rates, increasing youth unemployment, environmental degradation, overreliance on subsistence agriculture, marginalization of vulnerable groups and low resilience to shocks and stress.

This situation analysis of the SW region brings out regional potentials and opportunities, which can be harnessed to spur development. The analysis presents the constraints and challenges that the region needs to address to mitigate the negative effects posed on the development agenda of the region. Lastly, it presents the region's development situation in terms of economic development, productive infrastructure, human and social development areas, key indicators and development issues. The analysis considers key areas below.

Economic Development: A development situation analysis carried out on key growth opportunities in agriculture, tourism, mineral and trade, industry and cooperatives and financial services highlights the gains and/achievements in each of the sectors and the challenges faced.

Economic / Productive Infrastructure: The analysis brings out the situation in the region with respect to the economic / productive infrastructure including water for production, transport, energy, and ICT.

Human and Social Development: The analysis presents the regional situation in terms of health, education, water and sanitation, community development and social protection.

SWR Development Priorities: Twelve regional development priorities were generated from consultations with key stakeholders and research. The priorities guided the formulation of the SWRDP, and these include:

- 1) Commercialization of agriculture
- 2) Local revenue generation, mobilization, and utilization
- 3) Infrastructural development
- 4) Tourism development
- 5) Promotion of regional trade
- 6) Industrialization
- 7) Development of the mining sector
- 8) Promotion and utilization of preventive health
- 9) Investment and promotion of marketable skills based education
- 10) Sustainable natural resources management
- 11) Empowerment of marginalized and vulnerable populations
- 12) Promotion of research, innovation and evidence-based programming.

Strategic Direction: The development plan is 10 years - 2020/2021 – 2029/2030. The SWRDP has a vision, mission, goal, and core values:

Vision: A secure South Western Uganda that is productive, prosperous and harnesses its resources for inclusive sustainable development.

Mission: To increase investments that will enhance production and productivity, savings, employment, and wealth creation.

Goal: Improved quality of life of the population with an average household income of UGX 20 million (US\$ 5400) by 2030.

Core Values: Accountability, responsiveness, participation, partnership, and inclusiveness.

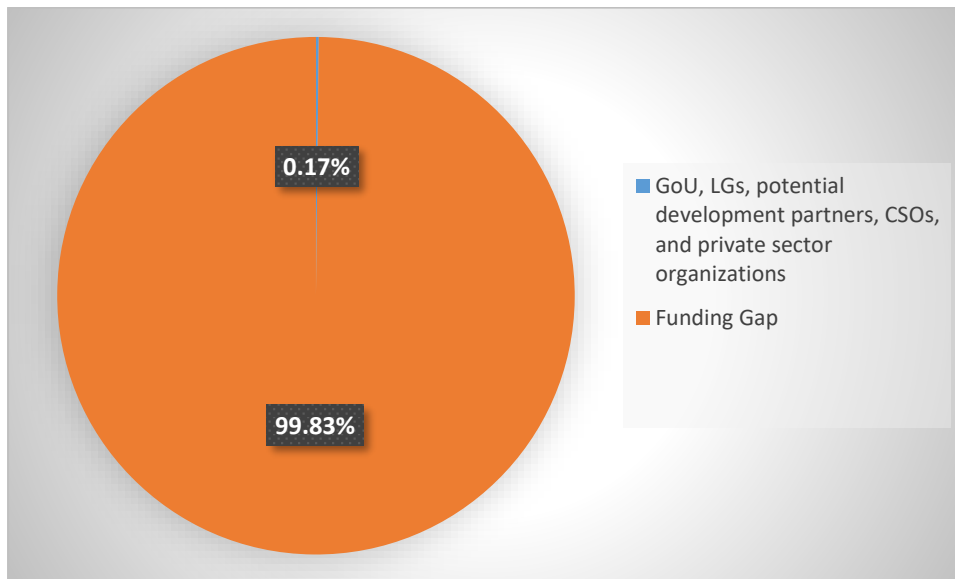
The strategic objectives of the SWRD include:

- 1) To create a vibrant local economy that sustainably utilizes the region's growth opportunities in agriculture, tourism, minerals, financial services, trade, industry and cooperatives for increased production and productivity by 2030.
- 2) To improve the infrastructure in the region for enhanced inter-district linkages by 2030.
- 3) To strengthen inclusiveness and meaningful participation of disadvantaged populations in local development initiatives in the region by 2030.
- 4) To prioritize integrated preventive health services in the health service delivery system and within communities by 2030.
- 5) To create a market-oriented skilled labor force that harnesses employment opportunities in the region by 2030.
- 6) To establish robust research, innovation, and evidence-based programming system that responds to local development needs and priorities established in the region by 2030.

The financing framework identifies the financial and other resource requirements to implement the SWRDP to attain its goal. The major contributors include GoU member LGs, potential development partners, CSOs, and private sector organizations.

The estimated cost of the Plan is 29,814,468,750,000 Uganda shillings twenty-nine trillion, eight hundred fourteen billion four hundred sixty-eight million seven hundred fifty thousand shillings only (USD 7,798,710,110). The estimated funding from the identified sources (expected members' contributions and the position paper submitted to the central government - table 8) is 51,951,400,000 Uganda shillings fifty-one billion nine hundred fifty one million four hundred thousand shillings only (USD 13,589,171). This implies that there is a funding gap of 29,762,517,350,000 Uganda shillings twenty-nine trillion, seven hundred sixty two billion five hundred seventeen million three hundred fifty thousand shillings only (USD 7,785,120,939) as illustrated in the graph below:

Figure 1: SWRDP funding sources



The SWRDF is responsible for pursuing the resource mobilization strategies as outlined in chapter 4 of the Development Plan. The Forum is expected to organize the processes of prioritizing, planning, selecting projects, monitoring, broadening the resource channels and coordinating with partners to mobilize and effectively utilize resources required to implement the Development Plan.

Risk Management: Management of risks is important for the successful implementation of the Plan. Twelve (12) anticipated risks that may threaten plan implementation and the realization of its goal and vision have been highlighted in table 10 and their potential impacts and suggested mitigation measures are laid out. Member LGs may not have the requisite capacity to handle the risks.

Implementation Strategy: The implementation of the SWRDP will adopt a program-based approach in line with NDP III strategy. Achievement of progress will require engagement of the SWRDF, member LGs (i.e., districts, city and municipalities) CSOs / NGOs, private sector organizations, and support by MDAs and Development Partners.

Communication and Feedback Strategy: The communication strategy in chapter 5 of the development plan provides avenues for internal communication and feedback for the SWRDF. It highlights communication activities for marketing and public relations through defined communication goals. The strategy has four major components: communication goals, target audience, communication plan and channels.

Monitoring and Evaluation Arrangements: In liaison with the SWR stakeholders, the forum will ensure continuous resource mobilization and utilization, and participation in monitoring and evaluating the implementation of the development plan. Furthermore, the forum will establish the mechanisms to follow up and oversee the implementation of activities in the prioritized programs, namely Agro-industrialization; Mineral Development; Tourism Development; Natural Resources Environment, Climate Change, Land and Water Management; Private Sector Development; Sustainable Energy Development; Development Plan Implementation; Integrated Transport Infrastructure and Services; Community Mobilization and Mind-Set Change; Human Capital Development; and Innovation, Technology Development and Transfer.

CHAPTER ONE: INTRODUCTION AND RATIONALE

1.0 Introduction

This Chapter provides the Regional Development Plan background, highlights the formulation process, policy context, rationale and purpose, regional and international obligations and the structure of the development Plan.

1.1 Background

South Western region comprises Ankole and Kigezi sub-regions. The Districts, City and Municipal Local Governments in Ankole sub-region include Kiruhura, Mbarara, Mbarara City, Kazo, Rwampara, Ibanda, Isingiro, Ntungamo, Sheema, Bushenyi, Mitooma, Rubirizi, Buhweju, Ibanda Municipality, Ntungamo Municipality, Sheema Municipality and Bushenyi-Ishaka Municipality while Kigezi sub-region is comprised of Rukiga, Kabale, Rubanda, Kisoro, Rukungiri, Kanungu, Kabale Municipality, Kisoro Municipality and Rukungiri Municipality. The main tribes include, among others: Bakiga, Banyankole, Bafumbira, Batwa, Banyaruguru, Bahororo and Batagwenda. The main languages spoken include Rukiga, Runyankole, Rufumbira and Runyaruguru.

The South Western Regional Development Forum (SWRDF) was born out of the need to work together, harness synergies and create linkages to address regional development needs and priorities that require collective action. It is a regional legal body that was formed after a series of consultations spearheaded by a Steering Committee in pursuit of inclusive sustainable development of Kigezi and Ankole sub-regions. The leadership of the SWRDF is composed of persons drawn from diverse sections of society including: academia, politicians, district political leaders, district technical officers, private sector, youth and women leaders and representatives of Civil Society Organizations (CSOs).

The Forum is composed of a 15-member steering committee, which includes a Chairperson, Vice Chairperson, and a General Secretary. The committee also has other members representing different constituencies including the private sector, district technical officers, political leaders, Civil Society Organisations (CSOs), Academia, youth and women.

The forum has been supported by the USAID Mission in Uganda through Elizabeth Glaser Paediatric AIDS Foundation (EGPAF) / Regional Health Integration to Enhance Services (RHITES) South Western, centrally located in Mbarara City. Currently, it is also supported by Uganda Learning Activity to develop the plan. SWRDF is linked to other established Regional Development Fora, such as the Northern Uganda Regional Development Forum (NURDEF) and Karamoja Regional Development Initiative (KAREDI). Additional capacity is provided through a working framework with universities and research institutions such as Mbarara University of Science and Technology (MUST), Kabale University, Kyambogo and Makerere University which offer research and technical support for evidence-based planning and programming.

The South Western Regional Development Plan (SWRDP) was developed out of a consultative process that began in 2018 and is aligned with the 2016 – 2021 USAID / Uganda Country Development Cooperation Strategy, which emphasizes a paradigm shift from a sector-based approach to program-based approaches.

The SWRDP provides a harmonized strategic direction that embraces the development needs, desires and interest for Ankole and Kigezi sub-regions. It is the first institutionalized development plan where all the region's Cities, Municipalities and District Local Governments draw a joint direction towards a common vision, mission and Strategic Development Goals.

This development plan is in tandem with the Third National Development Plan (NDP III) 2020/21- 2024/25, which undertakes a program-based approach for sustainably addressing key development challenges such as high population growth rates, increasing youth unemployment,

environmental degradation, overreliance on subsistence agriculture, marginalization of vulnerable groups and low resilience to shocks and stresses. The development plan complements the Uganda Vision 2040, which offers development paths and strategies to operationalize Uganda’s Vision statement: "a Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years". It is aligned with the National Development Plan III (2020/21 to 2024/25) which stipulates the Country’s medium-term strategic direction. The Development Plan is further aligned with the five-year development plans for cities, municipalities and district local government development plans in the region. The Development Plan recognizes the importance of the national Local Economic Development (LED) policy and strategy that enables local governments to improve business environments and the private sector involvement in economic growth and job creation.

The development plan also takes cognizance of the regional and global development obligations. The key regional and global agenda informing this development plan include; Africa Agenda 2063, Agenda 2030, East African Community (EAC) vision 2050. The Development Plan recognizes the issues that arise as a result of the regional and global challenges such as; regional conflicts leading to large scale population displacements and loss of markets, climate change and epidemics such as COVID 19.

1.1.1 Geographical Location and Physical Features

The South Western Region internationally borders the Democratic Republic of Congo (DRC) to the west, Rwanda and Tanzania to the south. Locally, the region borders with Rwenzori sub-region in the north and Buganda region in the east. The South Western region is divided into two sub-regions: Ankole and Kigezi, with an estimated population of 3,946,200 people (Ankole 2,627,700 and Kigezi 1,318,500)². The SW region has eight border points (Katuna, Bunagana, Kyanika, Mirama Hills, Ishasha, Kyeshero, Kamwezi and Kikagati). These provide an opportunity for thriving regional trade and forex earnings. These border points enable access to Tanzania, Democratic Republic of Congo (DRC) and Rwanda; with the DRC poised to continually look to Uganda for trade.

The two sub-regions are endowed with diverse physical features, landforms, and landscapes. Kigezi sub-region is characteristic of mountainous terrain, while Ankole sub-region is characterized by both mountainous (i.e., Buhweju and Rubirizi, and some parts of Rwampara, Ntungamo, Ibanda and Sheema districts) and plain terrains with mostly savannah vegetation. The region has a conducive climate with temperatures ranging from 20°C to 30°C and bimodal rainfall ranging from 1,200mm to 1,500mm per annum.³



The favourable evergreen environment is conducive for agriculture. The region is a centre of numerous ecological zones in Africa, which has given it the

² UBoS, 2014

³ UBoS 2020

advantage of having a rich biodiversity with several endemic species.⁴

The landscape and landforms have provided a bedrock for diverse economic activities: mixed farming, agroforestry, tourism and mining. Within the region, crops such as coffee, tea and bananas remain a source of income and livelihood for most of the population. Within both sub-regions, land ownership, use and productivity are highly gendered.⁵



In addition, the region is known for Bwindi Impenetrable rain Forest, Mgahinga Gorilla park, a UNESCO World Heritage Centre and home to highly endangered Mountain Gorillas and Queen Elizabeth National Park home to 95 mammal species and over 500 bird species. Together with Virunga National Park, the parks are designated as a 'lion conservation unit' by the International Union for Conservation of Nature. Other important forests for biodiversity and conservation found in the region are: Echuya Forest Reserve, Kalinju-Imaramagambo Forests and Kasyoha-Kitomi Forest

Reserve.⁶

1.1.2 Climate

The entire South Western Region's favorable climate (rainfall, weather and sunshine) has offered opportunity for growth of the agriculture sector. The favorable temperature, rainfall distribution and fertile soils, especially in Kigezi are rated very high, with productivity greater than average. The favorable temperature, and rainfall distribution (**Figure 1**) supports a wide range of crops and livestock in the region.

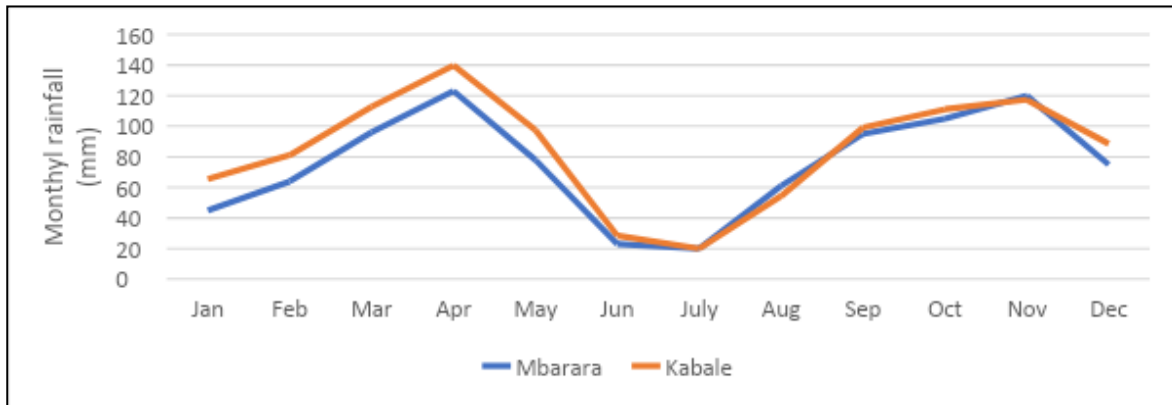
Figure 2: Average monthly rainfall (mm) 2014-2019⁷

⁴ IRG 2006

⁵ Twongirwe et al 2019, 2020

⁶ (Plumptre 2002; Uganda Wildlife Authority 2020

⁷ UBoS statistical abstract, 2020



1.1.3 Socio – Cultural Context

Historically, the region is endowed with a diverse population with a rich culture. Its location, linked with national borders, creates further interactions within Uganda and beyond. The Kigezi sub-region was organized under clan leadership headed by the chief of clans whereas the Ankole sub-region was organized along the Kingship system headed by a King (Omugabe). The inhabitants in this region for long have had a long history of interaction within and among communities from neighbouring countries⁸ of Rwanda, DRC, and Tanzania.

1.1.4 Administration of the Region

The region currently has two cities (Mbarara City and Kabale City⁹) and six municipalities¹⁰; 18 District Local Governments¹¹; 199 Lower Local Governments (Sub-Counties / Divisions / Town Council); 987 parishes and 9,014 villages.¹²

1.1.5 Development Stakeholders and Partners

The South Western Uganda region has several development stakeholders and partners that include international and local organizations and agencies. The major stakeholders and partners such as public agencies and institutions, USAID, UN Agencies, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the World Bank, Africa Development Bank, Netherlands Development Organisation (SNV), ENABEL, Non-Government Organisations, religious organizations and institutions, private sector and the media.

The development stakeholders and partners are involved in various sectors, such as agriculture, finance, health, education, production and marketing, mining, community development, roads and transport, water, environment and tourism, relief, housing, information, communication and telecommunication (ICT) and industry, manufacturing and commerce.

⁸ Smith & Karugire (1972); Scarpa 2021

⁹ Kabale City is yet to be operationalized, but it was approved by parliament of the Republic of Uganda

¹⁰ (Kisoro, Rukungiri, Ntungamo, Ibanda, Sheema, Bushenyi-Ishaka)

¹¹ Mbarara, Rwampara, Ntungamo, Rukiga, Kabale, Rubanda, Kisoro, Rukungiri, Kanungu, Mitooma, Bushenyi, Sheema, Buhweju, Ibanda, Kazo, Kiruhura, Rubirizi and Isingiro

¹² UBoS, 2020

1.2 Rationale and Purpose for Development Plan

The South Western region population has been growing exponentially (UBOS, 2020). The dependency ratio is still high, despite the reduction from 95% and 90% in 2016/2017 in Ankole and Kigezi respectively¹³ to 84% for both sub-regions¹⁴ in 2019/2020. The regional leaders have recognized the need for a regional development agenda that:

- 1) Harnesses environmental and natural resources protection,
- 2) Improves access to health care and education, affordable and reliable transport systems,
- 3) Strengthens utilization of renewable power and energy resources, improved market, communication, housing, tourism and security and preservation of culture.
- 4) Improves agricultural production and productivity, employment and incomes is essential.
- 5) In addition, investing in research and research organizations and institutions will promote evidence-based practice and innovation for development.

The South Western Uganda Regional Development Plan is a development framework for the regional development cooperation. The plan offers a platform for joint mobilization and utilization of resources and increasing bargaining power through common voicing by individual districts, cities and municipal local governments. This helps them to avoid duplication of resources, reduce conflicts and promote competition and harmonious regional development.

To promote intra and inter-district program-based development and reduce duplication of activity financing and implementation, the South Western Uganda Regional Development Plan (SWRDP) provides synergies and linkages with individual local government five-year development plans (2020/21-2024/25).

1.3. Legal and Policy Context

District, City and Municipal Local Governments are semi-autonomous administrative bodies according to the 1999 Local Government Act and 1995 Constitution of the Republic of Uganda. They are mandated to enact, enforce relevant bye-laws and implement policies. Both the Constitution and the Local Government Act (cap 243) empower the Local Governments to collaborate among themselves and with other development partners for service delivery. Local Governments have substantial relevant technical and political human resources. They have duly elected political leadership responsive to community needs.

Article 178 of the 1995 Constitution of the Republic of Uganda (as amended), the 1997 Local Government Act (Sect. 8 sub 1a, 1b; sub 2 and Sect. 35 and Sect. 36) and the National Planning Authority Act 2002 (part 3, Section 7, sub-1, 2a & 2d and 2i; Section 8, 1) provide a legal basis for the development of the SWRDP. Article 190 of the Constitution provides district councils with the mandate and obligation to prepare comprehensive and integrated development plans incorporating the plans of Lower Local Governments (LLGs) for submission to the National Planning Authority.

Public-private partnership Act 2015 (Sections 37-45) empower LGs to form partnership with the private entities under different agreements such as concessions; Operation and maintenance; lease, develop and operate; build, own and maintain; build, own, operate and transfer; design,

¹³ d'Errico & Di Giuseppe 2018/ UDHS 2020

¹⁴ Uganda National Household Survey 2019/20

build, finance and operate; build, own and operate for effective service delivery. This gives credence to the region to form partnerships with non-state actors in this process.

The revised Local Government Development Planning Guidelines of 2020 provide a framework for the formulation of harmonized decentralised plans within local governments. It ensures that decentralised development plans are well linked to the overall national development strategic direction as well as to the sector development goals. The revised Local Government Development planning guidelines of 2020, Chapter 3 provides processes as a guide for development and formulation of development plans. This same process has guided the development of the SWRDP 2020/21 to 2029/2030.

At the policy level, the development plan for the region recognizes international, regional and national policy frameworks. At the international level the plan tackles a number of strategic issues in the Sustainable Development Goals (SDGs) such as ending hunger, gender equality and poverty reduction. The SDGs were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

Regionally, the plan is associated with the East African Agenda 2050 which envisages that by 2050 per capita incomes will grow ten-fold to US\$10,000 thereby moving the region into upper-middle income category. East African Vision 2050 elaborates the region's commitment to radiate a stable macroeconomic policy framework that will provide the foundation for higher and more sustained growth between now and 2050.

1.4. Development Plan Formulation Process

This development plan was prepared through a participatory and consultative process. A mix of both top-bottom and bottom-up approach was used through review of relevant documents, stakeholder consultations and development plan formulation. All these processes were driven – through the regional development Steering Committee and supported by development planning experts from Mbarara University of Science and Technology (MUST), National Planning Authority(NPA) and USAID

A research team from Mbarara University of Science and Technology (MUST) conducted a desk review of relevant documents. Undertook thematic sector research to obtain comprehensive data that informed the development plan. This was further refined by a consultant hired by Uganda Learning Activity. The following were consulted to generate input from stakeholders: Local Government political and technical leadership (Chief Administrative Officers, Community Development Officers, Production Officers, Planners and District Chairpersons), District Resident Commissioners, the private sector (the business community) and representatives of women and youth. At policy level, there were consultations with MDAs such as National Planning Authority, Dairy Development Authority, UMOJA Conservation Trust, Ministry of Tourism, Wildlife and Antiquities, Ministry of Trade and Industry, Ministry of Agriculture, Animal Industry and Fisheries, National Investment Authority, National Forestry Authority, and Uganda Micro Finance Support Centre. Private Sector Agencies such as the Private Sector Foundation of Uganda were also consulted. The engagements informed the drafting of the South Western Uganda regional development trajectory, which included development vision, goal, strategic development objectives, development pillars and drivers.

1.4.1. SWR Development Plan Approval

The draft Regional Development Plan was subjected to a validation process involving representatives from cities, districts, municipalities, NPA, Ministry of Local Government, development partners and other relevant ministries, departments and agencies (MDAs). This was

to gain approval of the political and technical teams, enhance ownership of the plan and ultimately facilitate implementation and monitoring. The final copy was approved by the SWRDF.

1.5. Structure of the Plan

The South Western Regional Development Plan has six chapters and three annexes.

Chapter one provides an introduction and background, rationale, policy context, formulation process, purpose and rationale, plan structure, as well as the regional and international context/obligations.

Chapter two presents the situational analysis highlighting the potentials, opportunities, constraints and challenges (POCC), key development indicators, and the issues arising from the situation analysis that underpins the strategic direction.

Chapter three sets out the strategic focus (direction) of the plan that is aligned to the National Development Plan III and Uganda Vision 2040. It discusses the vision, development goal, strategic objectives and strategic interventions as well as expected results and targets over the 10-year plan period.

Chapter four highlights the costing of the plan, highlights the financing sources and strategies for resource mobilisation as well as risk management.

Chapter five brings out implementation arrangements, coordination framework as well as the communication and feedback strategy.

Chapter six highlights the monitoring and evaluation framework for the plan, including the key stakeholders, process, capacity building and learning.

Annexes include Results Framework, Climate Risk Assessment, profiles of the steering committee members.

CHAPTER TWO: SOUTH WESTERN REGION DEVELOPMENT OUTLOOK – SITUATION ANALYSIS

2.1 Introduction

This chapter presents the situation analysis of the region. The analysis brings out the regional potentials and opportunities, which can be harnessed to spur development. It also presents the constraints and challenges the region needs to address to mitigate the negative effects they pose on the region's development agenda. Lastly, it highlights the key indicators and development issues arising from the analysis.

2.1.1 Analysis of Potentials, Opportunities, Constraints and Challenges of SWR

Table 1 shows the development potentials and opportunities the region needs to harness as well as challenges and constraints that the region needs to mitigate to achieve its aspirations, as enshrined in this development plan.

Table 1: Development potentials, opportunities, constraints, and challenges

POTENTIALS ¹⁵	OPPORTUNITIES ¹⁶
<ol style="list-style-type: none"> 1) Availability of arable land: Land is a key resource for the region and supports farming especially livestock and crop husbandry across the region with almost all crops doing well. 2) Presence of high value raw materials for agro industrialisation. 3) Mineral Potential: SWR is endowed with minerals namely: beryl, bismuth (bismutite), copper, gold, iron ore, lithium, tin (cassiterite), tungsten (wolframite / scheelite), silver and zinc. Exploitation of these minerals will spur development in the region. 4) Tourism potential: The region is home to a number of national parks and game reserves, which are vital for enhancing activities along the tourism value chain. 5) Forests, flora and fauna: the region boasts of abundant flora and fauna in forests such as Bwindi impenetrable, Mgahinga Gorilla park, Ecuya and planted forests. These enhance tourism development, industrial growth and agriculture development as well as climate change mitigation. 6) A young and active population: This provides a source of labour that is critical for growth of the region once harnessed and skilled. 7) Existence of urban centres across the region: The region currently has one city (Mbarara), 8 municipalities, Town councils and rural growth centres. These urban entities present substantial potential for industrialisation and trade. 8) Existence of two (2) Public and eight (8) private universities: These offer research and training opportunities that facilitate development agenda 	<ol style="list-style-type: none"> 1) Peace and security: The region has over time enjoyed peace that is critical for development and poverty reduction. It encourages investment and allows people to live healthy lives. 2) Conducive political climate: Through political and technical structures of governance, citizens participate in activities that affect their wellbeing directly or through their elected representatives. 3) Conducive legal and policy environment: There are many legal and policy instruments the region can exploit to support the region’s development agenda. There is an enabling legal framework. Empowers Local Governments to budget, assess, levy, collect and utilize local revenues and provides a conducive business environment. 4) A growing civil society and media: These provide a platform to hold both elected leaders and civil servants accountable for effective service delivery as well as mobilising the population to engage in meaningful development and participation in government programs. 5) Strategic geographical location: SWR borders three (3) countries namely DRC, Rwanda and Tanzania. This provides great opportunities for cross-border trade. Trade links between the SWR and neighbouring countries give Ugandan enterprises a ready market for both industrial and agricultural products as well as supply of tradable commodities. 6) Rural electrification initiative: There is expansion of the national grid in the region which will continue to enhance industrialization, trade and commerce. 7) Stakeholder partnerships and collaborations: Through meaningful Government partnerships and collaboration with various stakeholders e.g. private sector, CSOs and development partners the region will be able to make strides in the right direction.
Constraints¹⁷	Challenges¹⁸

¹⁵ These are internal factors, advantages and resources which when used can enable the LG to enhance its chances of achieving the selected development targets and aims.

¹⁶ These are the external factors (beyond the LG’s control) that positively influence development in the LG.

¹⁷ Constraints: These are disadvantages coming from internal factors such as failures in institutional, human and physical resources, etc. that might hinder the LG from achieving the selected development targets. Examples of constraints are an uneducated and unskilled labour force, environmental hazards, rapid population growth, ethnic conflicts, etc.

¹⁸ These are external factors or obstacles (outside the LG’s control) that may hamper smooth development effort.

<ol style="list-style-type: none"> 1) Corruption: Loss and/or misuse of public resources continue to hamper service delivery in Government institutions and non-Government Institutions in the region. 2) Lack of commitment: There is general lack of commitment to decisively act on identified cases of corruption through political interference. 3) Poor / negative community mind-set: The communities have poor perceptions towards development initiatives / programs mainly due to poor involvement and participation at inception of programs. 4) Low processing capacity of agriculture products: Most of the agricultural products are marketed in raw form with no or limited value addition. This leads to low accrued incomes to the farmers. 5) Limited access to markets: This is due to the poor marketing infrastructure and lack of information on possible markets and prices. 6) Inadequate Capacity in LGs: There are demonstrated capacity gaps especially in rural LGs at all levels in terms of human resource, facilities and equipment as well as financial resources. 7) Low capacity in development planning and budgeting: LGs in SWR lack the requisite personnel and funds to undertake participatory planning and budgeting as envisaged in the LGDP Guidelines (NPA, 2020). 8) Environmental degradation: The region is faced with poor agricultural practices such as overgrazing, over cultivation, and wetland degradation. These are causing adverse climate change, water shortages, poor yields etc. 9) Large unskilled youth population: Currently, there is a big workforce that is ill-equipped for the job market, especially service-based sectors which require appropriate skills. 	<ol style="list-style-type: none"> 1) Regional conflicts: These pose direct negative development implications to SWR in particular and Uganda in general as well as the Great Lakes region as a whole. For example, the tensions between Rwanda and Uganda adversely impacted trade, and conflicts in Eastern DRC have affected cross-border trade. 2) Refugee influx: SWR has had many refugees coming over the years and this affects development in the region. This puts enormous pressure on the available resources and service delivery units. 3) Inadequate Capacity Building to LGs by the Centre (MDAs): Inadequate technical support to cities, municipalities and district local governments by MDAs continue to hamper the ability of LGs to perform to expected levels. 4) Limited Local Resources/Rvenue Sources: The existence of national tax laws that limits local government capacity to institute productive local tax sources. This is further compounded low capacity of LGs to formulate bye-laws and ordinances to allow exploitation of other possible sources. 5) Vulnerability of land ownership by marginalised communities: The inability of the government to holistically address land issues of the marginalized communities such as the Batwa in the region. 6) Poor functionality of Anti-Corruption Agencies: Corruption continues to thrive in spite of existence of these agencies. This discourages reporting corruption cases and thus increased loss of public resources. 7) High Cost of Doing Business: High interest rates and cost of power tariffs negatively affect production and trade as well as financial inclusion.
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2.1.2 Key Development Indicators of SWR

A comparative score on the SDG indicators in Table 2¹⁹ shows that generally, South-Western Uganda compares favourably on most indicators with the national figures. SWR scores above the national average on employment, quality education and good health and well-being. However, the scores are low on nutritional indicators for the two sub-regions. A significantly higher percentage (55%) of households in Kigezi are food poor compared to 38% of households in Ankole. This implies that interventions should address the rampant malnutrition in the sub-region. Generally, Ankole sub-region has better scores on several aspects of the measures of the progress towards achievement of SDGs than Kigezi sub-region.

Table 2: Performance of SWR on Select Sustainable Development Goals

SDG	Indicator	National Outlook	Ankole	Kigezi
1) No Poverty	1) Proportion (%) of people who are poor	20.3	13.2	27.8
	2) Average median monthly income (UGX)	190,000	195,000	133,000
3) Zero hunger	4) Mean dietary Energy Consumption (Kcal/person/day)	2393	2310	2572
	5) Proportion (%) of food poor households	39	38	55
6) Good health and well-being	7) Proportion (%) that suffered illness or injury	19.4	11.9	7.3
	8) Proportion (%) of households that are within 5 km of a health facility	90.3	89.1	91.5
9) Quality education	10) Percentage (%) of persons aged 10 years and above who are literate	76.1	83.2	78.3
11) Gender equality	12) Primary school enrolment and gender parity (%)	1.03	1.09	1.05
13) Clean water and sanitation	14) Access to improved sources of water (%)	79.3	54.6	59.8
15) Affordable and clean energy	16) Proportion (%) of households that use clean energy for lighting (Grid electricity, solar, dry cells / batteries)	58.7	68.8	56.8
17) Decent work and economic growth	18) Labour force participation rate (LFPR)	52.3	48.4	43.4
	19) Employment to Population Ratio (EPR)	38.8	40.6	35.0
	20) Unemployment rate	8.8	5.2	11
20) Industry, innovation and infrastructure	21) Households that use grid electricity for lighting	18.9	8.1	7.7

¹⁹ UNHS 2019/20

2.2 Development Situation Analysis

2.2.1 Economic Development

This sub-section focuses on key growth opportunities in agriculture, tourism, mineral development, trade, industry and cooperatives, and financial services.

2.2.1.1 Agriculture

The SWR local economy has substantially grown with high output levels in agriculture, trade and commerce. The major products traded in are: coffee, tea, dairy products, beef, timber, matooke, honey, fruits and vegetables, grains, (worth \$1,020.6million) minerals and tourism. The region has for long been participating in regional cross-border trade with neighbouring countries of Rwanda, DRC, Burundi and Tanzania. In 2017 the region was reported to have contributed only 9.5% to the national GDP. The region is characterized by unequal Gross Domestic Product (GDP) per capita where Mbarara district has the highest of USD 1,013 and lowest in Rubanda district at USD 136 in 2017.²⁰

The region is agriculturally rich, with most households deriving livelihood from non-traditional cash crops and livestock which are gaining high market value. Traditional cash crops such as coffee and tea contribute to household income while at the same time attracting agro-processing industries. In districts such as Kabale, Kanungu and Kisoro agro- processing is increasing, in turn increasing farmers' income and employment opportunities²¹.

In most Local Governments in the region, less than 3% of the total budget is from local revenues (Nyakato et al 2020), resulting in chronic budget deficits and thus ending up depending on Central Government financial transfers, and in turn affecting allocation to the agriculture sector.

SW Uganda's agriculture largely depends on the very conducive climate (two seasons in a year) and good weather of abundant sunshine with low temperatures in addition to very fertile soils. The sub-region produces a wide variety of food and cash crops, including Banana/Matooke, potatoes, maize, beans, millet, cassava, vegetables, coffee, tea and a variety of fruits. Animal rearing (cattle/cows, goats and sheep) is widely practiced.

The UNHS 2019/20 indicates that a large proportion of households still depend on subsistence agriculture, with 54.1% in Ankole and 56.4% in Kigezi sub-regions, which is above the national average of 52.8%. With respect to earnings from commercial farming, Ankole sub-region has 24.6% and Kigezi sub-region 29.2% of households. Much as the proportion of households earning from commercial farming is higher than the national average of 18.9%, more effort is still necessary to reduce the number of households still dependent on subsistence agriculture in the two sub-regions.

The earnings from farming are also seasonal, with 25.1% of households in Ankole and 31.1% of households in Kigezi earning seasonally. These seasonal earnings strain a household's liquidity flows. This is constrained by the poor saving culture. Other than coffee and tea that are cash crops, the most commercialized crops are bananas, beans and potato (**Table 3**)

²⁰ Investment study 2021

²¹ Investment study 2021

Table 3: Major agro-products

AGRO - PRODUCT	DESCRIPTION
1. Banana / Matooke	Banana is a staple food in SWR and increasingly becoming a source of income and an important non-traditional export crop. Kigezi produces 20,416 metric tons while Ankole produces 3,542,392 metric tons ²² . Banana produce presents a high industrial potential through juice, wine and assorted post-harvest food stuffs. The industrial potential of banana and the emerging opportunities for export is an opportunity for people in Kigezi and Ankole to exploit
2. Irish potato (solanum tuberosum)	In Kigezi, due to the off-season use of available swamps and valley bottoms, potato farmers can produce almost all year round and consequently fetch higher off-season prices ²³ . Kigezi highlands produce about 60% of all the potato produced in Uganda, making it the most important producing area in the country ²⁴ . Potato production is mainly driven by urbanization and population growth driven by the fast-food industry (chips and crisps). Potato is the leading source of income in many households.
3. Milk	The dairy sector is one of the leading agricultural export income earners in the country and is one of the priority sectors identified in the NDPIII. Uganda earned about \$205m (UGX 750b) from exporting dairy products (to the UAE, Syria, Japan, Oman, USA, Nepal and Bangladesh) in 2020, with the sector currently growing at an average rate of 8% per annum. Much of the milk in Uganda is produced in South Western Uganda with 60% of 483 milk collection centres in Uganda located in SWR. Out of the country's 2.89 million dairy processing entities, 71% are found in Southwestern Uganda. Dairy development authority statistics (2021) indicate that the cattle population in SW Uganda is estimated at 3.35 million head of cattle with an annual milk production estimated at 1.17 billion litres. One of the sector's biggest challenges is poor milk handling practices. This is compounded by the fact that the formal marketing channel can handle only 20% of the milk produced ²⁵ .
4. Coffee	Coffee is generally grown in the entire SWR. Coffee remains the highest foreign exchange earner in Uganda. In 2019, Uganda earned revenue US\$. 438.5 million (AFBF, 2020). Statistics indicate that in 2018, Kigezi and Ankole sub-regions produced 2818MT and 3751Mt of Robusta coffee, respectively. Yields for Robusta coffee were 1.6t/ha in Ankole and 1.4t/ha in Kigezi, which are higher than the national average of 0.9t/ha ²⁶ .
5. Tea	Currently, tea growing is in all districts in Kigezi, East Ankole (Ntungamo, Rwampara, Mbarara, and Isingiro) and West Ankole (Bushenyi, Buhweju, Bunyaruguru, Mitooma and Sheema districts) with an estimated acreage of 21,932 hectares. In terms of ownership, out-growers have the highest proportion of 91.8% compared to factory owned plantations. In 2018, the sub-region produced 29,091,176 kilograms of tea whose contribution was mainly from North Kigezi and West Ankole. In terms of processing capacity, West Ankole has the highest with an annual estimate of 21,270,000 kilograms of made tea and Kisoro and Kabale having the least i.e., 1,640,000 kgs of made tea.

²² MAAIF/UBOS 2021

²³ Okwadi, 2013

²⁴ FAO, 2008

²⁵ Mbowa et al., 2012

²⁶ UBoS Annual agriculture Abstract, 2020

AGRO - PRODUCT	DESCRIPTION
	Since 2019, UDC in collaboration with Kigezi Highland Tea Ltd has facilitated the planting of tea by out growers of an additional 10 million tea seedlings in Kabale and Kisoro. In Kigezi, 15.3 million seeds were planted in 2014, 16.3 million in 2015 and 18.3 million by March 2016.
6. Apiculture	Southwestern Uganda has a very high potential for beekeeping, given its floral diversity, however this potential is under exploited to meet the high demand for Kigezi and Ankole honey in the country. The main beekeeping and honey producing districts are Kisoro, Mbarara, Ntungamo, Kabale, Bushenyi, Rubirizi and Rukungiri districts. Most apicultural activity is rudimentary and traditional based on unskilled labour and subsistent. Currently, The Uganda National Apiculture Development Organization(TUNADO) through World of bees is undertaking various initiatives to develop beekeeping in the sub-region including the facilitation of market access for the farmers inbuilt input credit to the members, training sessions, equipment supplies and Agro-forestry / mixed farming initiatives aimed at drawing more farmers into the apiculture value chain. Pearl diaries in Mbarara has also ventured into supporting bee farmers as part of its honey processing initiatives.

In the agricultural sector, there have been investments especially by the central Government under Operation Wealth Creation (OWC) program, through the provision of inputs for coffee, tea, fruits, and animals to a number of farmers. There has been substantial investment in the agriculture infrastructure, including roads under Community Agriculture Infrastructure Improvement Program(CAIIP) II, market facilities, post-harvest handling and storage facilities, machinery – tractors, common use facilities – milk collection units, coffee haulers and maize mills as well as the establishment of agriculture research and training institutions for training and technology transfer. Private sector investments in agriculture have visibly increased in production, processing and marketing for coffee, tea, fruits, milk and herbal drink factories such as Highland milk processing in Kisoro, Numa grain processing at Kabwohe, Kazire juices and milk products processing plants in Rushere, Mbarara and Isingiro. Public and private financial institutions that offer agricultural credit facilities have increased.

Adopting technology innovations for production, processing and value addition will minimize losses and increase production and productivity. However, a small number of farmers in the region have embraced agriculture technologies due to a lack of information about new technologies and access to credit²⁷.

For the last five years, the government and other partners have implemented the following key interventions to foster agricultural development:

- 1) Agro-inputs distribution to farmers under Operation Wealth Creation (OWC) and NAADS;
- 2) Construction of Kisoro Tea Factory at Nyakabande;
- 3) Potato processing plant in Kisoro;
- 4) Completion of Kayonza tea factory in Kanungu;
- 5) Construction of Centre of excellence in Bushenyi for food manufacturing and food processing;
- 6) Completion of Uganda Crane Creameries Cooperative Union milk processing plant with a capacity of 500,000 litres per day in Mbarara;

²⁷ Kunuthia and Mabaya 2017

- 7) Regional post-harvest handling, storage and value addition facilities in key strategic locations for example Amos dairies, Pearl for milk processing in Greater Mbarara; and
- 8) Construction of irrigation scheme in Isingiro District.

Challenges

- 1) Land fragmentation and low soil fertility. High population especially in the Kigezi sub-region has increased pressure on the land and consequently caused land fragmentation and loss of soil fertility.
- 2) Inadequate and sometimes –poor-quality inputs such as seed, fertilizers and drugs. This is compounded by high cost of these inputs.
- 3) Emerging pests and diseases that need to be investigated through research and implementation of innovative approaches to address the challenges.
- 4) Limited bargaining power of the farmers. This is difficult as each farmer goes it alone with very limited coordination of farmers.
- 5) Lack of effective enforcement of regulations governing production and marketing of agriculture products.
- 6) Inadequate value addition.

2.2.1.2 Tourism

According to the Investment Study report (2021), South Western Uganda is endowed with various geographic features that make it a preferred destination area for tourists. The region has eight (8) national parks and game reserves. With Kigezi having a unique bio-diversity that has not been fully tapped into for conservation, health, ecological, experiential/ immersion travel and development tourism. Tourist attractions include: Lake Mburo National Park (the home of the famous Eland, Zebras and Uganda Kob), the ancient Mugore rocks associated with the Cwezi and Ankole long-horned cattle, Queen Elizabeth National Park (home for climbing lions, Elephants, Buffaloes, Reptiles), Ankole Kingdom palace and royal tombs, River Rwizi, Rwampala hills and Igongo cultural centre in Ankole; Lake Bunyonyi, the Muhabura mountain ranges, Mgahinga Gorilla National Park and Bwindi Impenetrable National Park (home to half -53.9% of the world’s rare mountain gorillas making it a UNESCO world heritage site) in Kigezi.

The study further points out other tourist attractions, including; crater lakes, especially in Rubirizi district, the breath-taking sceneries in the Kigezi highlands, Nkore cultural sites, the mooted ‘Kiga’ and Mpororo culture centres in Kabale and Rukungiri respectively. Kalinzu forest, Kyambura wild Reserve, the green terraced interlocking hills and steep-sided valleys, rock shelters/caves in Kabale including the catena landscape and the great lakes Agro-tours and museum in Rukiga district. One of the fascinating natural features in the sub-region are the variously formed crater lakes in both Kigezi and Ankole. Lake Rutoto also known as Nkugute provides an amazing reflection on the African map; a lake shaped as Africa, in Africa. There is great potential for entertainment and filming. This can be better exploited by linking this resource to the corporate world sector players and celebrities for better identity and affiliation with big brands. There are several hot springs including Kitagata in Sheema district, Nyamasiizi Hotspring in Rubanda district near Mafuuga forest and Ihimbo hotspring in Rujumbura and Mineera in Rubabo, and Kikumbi on Katuna road in Kabale District near the border with Rwanda.

Figure 3: Lake Rutoto/Nkugute "Why Africa is Africa"



The sub-region provides calming savannah plains with incredible views, breathtaking scenery and up-close encounters with a rich variety of animal and plant species (fauna and flora); butterflies, primates, reptiles, amphibians, mammals and birds in the Ishaasha sector of Queen Elizabeth National Park found in Kanungu. The SW tip of the country in Kisoro at Mt. Sabyinyo is located at the flash point of Congo, Rwanda and Uganda. This area also offers a rare geo-political feature where one spot is in three countries; one can be in three countries simultaneously and legally (Uganda, Rwanda and Congo). The first survey mark stone for Uganda is at this point.

The Birunga Mountain ranges are a potential high selling point for the country. This part of Kigezi is the perfect launch pad for viewing two of the World' most rare animals; the mountain gorillas, tree climbing lions in Ishaasha, bird watching, cultural tourism, health tourism and nature walks for rest and recreation. With over 300 bird species and forest trails in the Batwa community (the most indigenous community in the great lakes' region), mountain biking and cycling tours are a spectacular event including Lake Bunyonyi, the second deepest lake in east Africa with unique fish that breed in very deep waters. In order to promote tourism in the region government, private sector and other development partners have established enabling tourism infrastructure such road and ICT infrastructure, Domestic and community tourism, personnel training, hotel facility financing.

In the recent past, there has been remarkable visibility and investment in the tourism sector characterised by:

- 1) Increasing construction and upgrading of tourism roads
- 2) Construction of recreational facilities,
- 3) Increased domestic and community tourism,

- 4) Training in hotel management and hospitality (increased training institutions and personnel).
- 5) Increased investment in ICT resulting in real-time exchange of information about tourism opportunities and potentials in the region.

Challenges:

- 1) Poor tourism roads, for example (Kabale-Bunyonyi-Muko road, Mgahinga, Nkuringo sector of the Bwindi National Park, the Rukungiri – Kanungu road)
- 2) Unfavourable sharing of tourism revenue with communities. Poor revenue sharing agreements with national parks where Mgahinga National Park gave a paltry 46 million UGX (about US\$ 13,000.00) to the community. This leads to a disregard of the natural park by the neighbouring community and the resulting episodic poaching as an alternative trade in animal parts that seemed to have a higher return.
- 3) Expensive charges on nationals that would want to tour their country
- 4) Poorly trained tour operators with low skill and a uncompetitive attitude.

2.2.1.3 Minerals

SWR is one of Uganda's areas with the widest variety of precious metals. There is a wide range of minerals across the SWR from Kisoro, through Kabale, Mbarara and Buhweju all the way to Kanungu. Documents were accessed from Government records²⁸ and private sector players.

Beryl is mainly found in Ntungamo, Bushenyi, Kanungu and Rukungiri districts. The deposits at Ishasha have the largest known potential. Beryllium metal is used to make lightweight metal alloys for aircraft and nuclear reactors.

Bismuth (bismutite) occurs in association with native gold and wolframite at Rwanzu in Kisoro district; Kitahurira in Kabale district; Kitwa and Muramba in Kanungu district. Bismuth is used in making special alloy steel.

Copper: Deposits exist in Kampono and Kitaka in Mbarara district. Copper is also reported in Buhweju and Bushenyi district. Copper is mainly used in making electrical conductors.

Gold is widely distributed in SW Uganda: Kahengyere and Muti in Buhweju and Mashonga in Kyamuhunga in Bushenyi district; Kitaka in Mbarara district; Chiruruma, Chilima, Bugarama, Mugyera in Kabale district; Murindi, Mpororo, Rubuguri and Karamba in Kisoro district; Bikongozo valley in Rukungiri district; Kashenyi, Kanungu, and Muramba in Kanungu district. Most gold production has been by small producers, including licensed miners and artisans. Production statistics from artisanal miners is only indicative given the fact that most operators are not licensed and even the licensed ones tend to under-declare hence most of the gold is transacted through dubious channels. The commonest use of gold is in gold bullion, followed by jewellery and electronics especially in the computer industry.

Iron Ore: There is very high quality (90-98% Fe₂O₃) at Butare in Kabale district; Kashenyi, Kyanyamuzinda and Kamena in Kisoro district with total resources more than 50 million tons, which contains negligible sulphur, phosphorus and titanium. Hematite iron ore with a resource of 2 million tons occurs at Mugabuzi in Mbarara district. There has been minimal production of iron ore in Uganda, mainly for use as an additive in the steel scrap smelting in

²⁸ Ministries, departments and Agencies

Jinja and for special cement by Hima Cement. The principal use of iron ore is in the making of steel.

Lithium: This is found at Ruhuma in Kabale district; Mwerasandu, Lwamwire and Nyabushenyi in Ntungamo district. Lithium has been exploited only from Nyabushenyi (Ntungamo). Amblygonite the ore of lithium is used mainly as a non-metallic mineral, especially in chemicals.

Tin (cassiterite): Tin is found in Mwerasandu, Kaina, Nyinamaherere in Ntungamo district; Kikagati and Ndaniyankoko in Isingiro district and Burama Ridge on the Kabale/Ntungamo border. Tin is also found at Rwaminyinya in Kisoro district and Kitezo in Mbarara district and these may have large potential tonnage. Tin is used mainly for coating iron/steel to minimize rusting and also making cans for the food industry.

Tungsten (wolframite/scheelite): Numerous tungsten deposits are found at Nyamuliro, Rushunga and Ruhija in Kabale district; Kirwa, Mutolere, Rwamanyinya, Mpororo and Bahati in Kisoro district. The main deposits that have been mined are Nyamuliro, Kirwa, Ruhija, Mutolere, Rwamanyinya and Bahati in Kabale and Kisoro districts. Tungsten is mainly used in making armor plate in military equipment, manufacture of filaments for electric bulbs and in making tungsten-carbide for drilling bits.

Silver is found at Kitaka in Mbarara district. Silver is used for monetary purposes, plated silverware, photographic and chemical industries and in electrical conductors.

Zinc is found at Kitaka in Mbarara district. Zinc is used in galvanizing, dye castings, alloyed with copper to form brass, precipitating gold and in medicines and chemicals.

In addition, the sub-region is endowed with rare pumice rocks with multiple uses and value, including being used as an abrasive (industrial, domestic, health and multipurpose), especially in polishes, pencil erasers, and the production of stone-washed jeans. Pumice rocks serve a variety of functions in construction as material for roads, pavers, road curbs, and reinforcement as well as decorative, art and monuments. There are coltan and tantalite deposits in Ntungamo. Kanungu and Rukungiri also have oil deposits.

Challenges:

- 1) The mining sector is largely shrouded in corruption, secrecy, double dealings and information asymmetry. Information is not readily available to LGs on the minerals existing within the region.
- 2) LGs do not have an idea or control over who mines what and where. Even the mining royalties due to districts are never reemitted, paltry as they are. The mining sector setup is largely inaccurate for the benefit of the few.
- 3) Weak mineral sector management/governance. The sector is mainly in the hands of very few players that are well connected and protected by many layers of influence.

2.2.1.4 Trade, Industry and Cooperatives

Regarding industry, there is a regional industrial sub-station, rehabilitation and upgrade of selected industries and establishment of industrial parks. The establishment of common border posts equipped with modern ICT and a harmonised trade policy has further enabled cross-border trade.

Most processing in SWU is dependent on agriculture, leading to agro-enterprises, especially in the dairy sub-sector. The main players are; Pearl Dairy Farms Limited in Biharwe, Kashari Mbarara with an installed capacity of about 500,000 litres per day, Amos Dairies Uganda Limited at Akageti, Kiruhura district with a capacity of 400,000 litres, Paramount Dairies

Limited in Kakoba Mbarara City with an installed capacity of 15,000 litres, GBK Dairy Products Limited in Mbarara with a capacity of 50,000 litres and Vital Tomosi Dairy Limited in Rushere, Kiruhura district with a capacity of 100,000 litres. Other industries are, Nile Breweries, Coca-Cola soft drinks plant, printing, steel plant, metal casting and fabrication, NUMA foods, Kazire drinks factory, other packing activities for preservation as well as milling and packaging for value addition on a small scale. Other opportunities for industrial growth were power generation such as the 6MW mini dam in Ishaasha, the construction of all-weather roads, thermal energy for tea drying in Kanungu which shall variously improve local government revenues for improved social services.

Challenges:

- 1) There are expensive electricity costs, especially for startups given the high connection charges to 3 phase electricity and high charges.
- 2) Unregulated trade is common in the region leading to sub-standard products on the market.
- 3) Inadequate storage/warehousing facilities and inadequate/ low production.
- 4) Lack of well developed and managed product value addition systems.
- 5) Low productivity that cannot attract and sustain industrialization.
- 6) Lack of industrial/growth/incubation centres, weak and few cooperatives and lack of industrial parks / areas.

2.2.1.5 Financial Services

One of the drivers of the region's growth is access to financial services availed by the existence of numerous formal and informal financial institutions. There are diverse Savings and Loan Associations, Accumulating Savings and Credit Associations (ASCA), Rotating Savings and Credit Associations (ROSCA), SACCOs and Commercial Banks. Access to credit by persons aged above 18 in Ankole is estimated at 20% which is higher than the national rate at 19% and that of Kigezi is lower at 12% (UNHS 2019/2020). Access to agricultural credit is 58% with over 11 commercial and microfinance institutions offering agricultural credit in the region and over 4000 SACCOs and cooperative savings countrywide²⁹. However, the cost of borrowing is prohibitively high, ranging between 20% to 36% pa³⁰. Currently mobile money transactions are a key facilitator in financial transactions, people using mobile money nationally are estimated at 51% with Ankole slightly above the national level at 52% while Kigezi is below the national level at 42%³¹.

Challenge:

Expensive credit. While Uganda has made great strides in improving access to financial services, the cost of credit has remained high. Financial institutions (commercial banks and various financial institution tiers) tend to levy high interest rates ranging between 22% and 25% which renders majority of the population unserved by credit. Development banks (Uganda Development Bank - UDB and the East African Development Bank (EADB) have not offered financing solutions.

²⁹ (MAAIF Annual Performance Report 2017/2018; Agriculture Financial Year Book, 2020; UBoS, 2015; Ministerial Statement on Parish Development Model, 2021/2022; Adokonyero and Mbowa, 2017)

³⁰ UBoS, 2020

³¹ UNHS 2019/2020

2.2.2 Economic / Productive Infrastructure

2.2.2.1 Water for Production

There is water stress in some parts of the region especially in the cattle corridor of Kiruhura, Isingiro and Mbarara as well as rift valley of Bwambara in Rukungiri and the sub-counties of Nyamirama and Kihiihi in Kanungu District. Farmers in the cattle corridor generally lack access to adequate water for production due to the limited practice of irrigation systems. The region has experienced prolonged drought spells over the years, which affects livestock. The adverse weather conditions often resulted in crop failure and livestock loss, contributing to increased households' food insecurity and monetary poverty.

There are opportunities for micro irrigation schemes and fragile hydro-ecological systems (lakes, many swamps, rivers, streams, lakes, valley tanks) which could be exploited to better farming in the region. According to the sector performance report 2020, government constructed six valley tanks in some districts as follows: Mbarara (2), Butambala (1), Rukungiri (1), Ntungamo (1), and Bushenyi (1).

Challenges:

- 1) Seasonal water sources which greatly affect the water sources available.
- 2) Invasion of weed that is threatening existing water bodies especially River Rwizi.
- 3) Prolonged droughts that are threatening water bodies.
- 4) Sedimentation of existing water bodies.
- 5) Complexity in drilling associated with low water points in some of the districts.
- 6) Destruction /poor management water catchments and or pollution of water bodies
- 7) Encroachment and destruction of forests, swamps, rivers and lakes

2.2.2.2 Transport

The sub-region has critical transport infrastructure in place, especially transport with about 90% of the districts linked by tarmac roads³². There are air fields and aerodromes in; Kihiihi, Kabale, Kisoro and Mbarara. All these facilitate national and regional trade. However, intra-district roads remain in poor conditions.

Poor transport infrastructure affects the region's primary tradable commodities i.e. tourism and agriculture. Despite the central government's attempts to increase tourism, there has been limited investment in transport. Farmers rely on roads to transport agricultural products. The agricultural sector is one of the largest industries in Uganda. The inadequate road infrastructure elevates the cost of transportation. Hazardous road conditions may require farmers to use more gasoline, thus raising the price of transportation. For the region to develop, there is a need for strategic investments in railway and air transport systems to complement the existing road infrastructure.

Some of the transport infrastructural projects in the NDP III planned for South Western Uganda include:

- 1) Nkuringo-Rubuguri-Muko- Kisoro (54Km),

³² Investment Study report 2021

- 2) Mgahinga National Park Headquarters (14.0km),
- 3) Rubuguri-Nteko Road (22.0km);
- 4) Kisoro-Lake Bunyonyi road,
- 5) Improvement and upgrade of Kisoro airport,
- 6) Hamurwa-Kerere-Kanungu/Bulema-Buhoma-Butogota-Hamayanja-Ifasha-Ikumba (149.0Km)
- 7) Upgrading Rukungiri-Kihihi-Ishasha/Kanungu Road (79km).

Challenges:

- 1) Inadequate funding hinders the procurement of new machines and vehicles that are necessary for opening up new roads and for road maintenance.
- 2) Encroachment on road reserves and unplanned urban roads.

2.2.2.3 Energy

The main energy sources in the region are electricity (grid), solar and charcoal/firewood. According to the Uganda National Household Survey(2019/20), majority of the people in the region use solar for lighting (Ankole 53.2% and Kigezi 41.7%). This is followed by electricity (grid), with Ankole at 8.1% and Kigezi at 7.7%, below the national average of 18.9%.

Regarding energy for cooking, the region is heavily dependent on firewood and charcoal, with 83.9% and 13.3% of the households in Ankole using firewood and charcoal respectively. In Kigezi sub-region, the proportion of households using firewood stands at 88.5% while charcoal is 10.0%. Only 0.8% and 0.2% in Ankole and Kigezi respectively use electricity for cooking. The main reasons for the very electricity use are unavailability of grid, high cost of connection, and high power tariffs.

The report indicates that over 70% of the firewood/charcoal used in the region is got from the bush/forests (Ankole 74.2% and Kigezi 80.9%) while the proportion who get from planted forests are 12.0% for Ankole and 10.5% for Kigezi. This implies that there is a need to intensify tree planting and reduce environmental degradation.

In the Regional Trade and commerce sector, the electricity network has been expanded, as part of the national grid expansion. The Government has endeavoured to connect households and businesses to the grid through the following interventions:

- 1) Grid expansion line to Muko to aid the exploitation of iron ore
- 2) Masaka-Mbarara Grid Expansion Line
- 3) Industrial substation upgrade for Mbarara
- 4) Industrial Substations Upgrade (rehabilitating the existing substation to accommodate industrial power supply 320kv and 400kv).

Challenges:

- 1) Low energy demand – the region still experiences low demand for electricity as result of high connection fees and high power tariffs
- 2) Power Reliability-Low power reliability caused by inadequately maintained power infrastructure
- 3) Low Private Sector Participation - Private sector investments in the electricity sub sector continue to be inadequate.
- 4) High cost of electricity that is a hindrance to many households for domestic use as well as for small scale industries.
- 5) Inadequate use of renewable energy.
- 6) Scarcity of forests as a source of wood fuel energy.

2.2.2.4 Information, Communication and Technology (ICT)

There is increasing ownership of ICT assets and communication gadgets at the household level that include: television (Ankole 11%; Kigezi 7.5%); ownership of radio (Ankole 45.1% and Kigezi 36.6%); mobile phones (Ankole 76.4% and Kigezi 67.1%); Computers / laptops (Ankole 1.1% and Kigezi 0.8%); use of computer for person age 10 years and above, (Ankole 1.1% Kigezi 1.1%) and internet usage (2.2% for Kigezi), mainly used for networking and financial transactions on mobile money. Use of mobile money services stands at 52% for Ankole and 42% for Kigezi³³.

The region has embraced e-reforms by the Government, such as e-financial transactions for electronic payment gateway for government financial transfers and payment of salaries. The unified messaging and collaboration system has also been adopted. Almost all Local Governments, Municipalities and Cities are connected to the internet through the National Backbone Infrastructure Project through the optical fiber cable based network³⁴.

The major service providers for private internet access is by mobile telecom companies such as MTN, Airtel, Uganda Telecom that are contributing to increasing tele-density. Traditional communication infrastructure for TV and Radio is available and accessible by the local communities³⁵.

Challenges:

- 1) Low uptake of services by many LGs especially due to lack of terminal equipment, computers, and local Area Networks (LANs).
- 2) High cost of services and end user devices.

2.3 Human and Social Development

2.3.1 Health

The Southwestern region is divided into two sub-regions: Ankole and Kigezi, with an estimated population of 3,946,200 people (Ankole 2,627,700 and Kigezi 1,318,500) respectively³⁶. Like the rest of the country, the region's population is predominantly young with over 65% aged below 25 years³⁷.

According to the Ministry of Health, South Western Uganda has; 91 clinics, 507 Health centre II, 183 Health centre III, 43 Health centre IV, 21 Hospitals, 4 specific/ specialized clinics and 2 regional referral hospitals that are also teaching hospitals attached to Mbarara University and Kampala International University western campus³⁸. Districts also appreciated the role Village Health Teams (VHTs) play in the health sector. VHTs are very critical in sensitization campaigns, in offering first aid, helping in referrals to nearby health clinics etc.

³³ UDHS 2020

³⁴ NITA Uganda 2017; UNCTAD 2020

³⁵ NITA Uganda 2017

³⁶ UBoS, 2014, UBoS 2020

³⁷ UBoS, 2020

³⁸ MoH National Health Facility Master List, 2018

The sub-region has some health indicators lower than the national average. These include; the consumption of food rich in vitamin A and the proportion of children that are stunted. The proportion of children with a minimally acceptable diet was 27% in Ankole and 17.3% in Kigezi. Statistics indicate that 71.4% of households in Kigezi fed vitamin A-rich foods compared to 58.8% in Ankole³⁹.

The proportion of the population using water from improved sources is 58.9% in Ankole and 54.6% in Kigezi⁴⁰. According to the UNHS 2019/20, the proportion of people who suffered illness/injury within 30 days before the study was 11.9% in Ankole and 7.3% in Kigezi, with malaria being the main cause of illness at 40.5% and 43.6% for Ankole and Kigezi respectively.

Immunization coverage was at 97%, Infant Mortality Rate at 43/1,000, Literacy Rate at 75% in Kigezi and 76.5% in Ankole, Life Expectancy 63.7, 32% of vacant positions in health facilities, health staff absenteeism 48% and drug stock-outs at 36%⁴¹.

It is therefore important that investment in health to improve the health of the population is prioritised. The 6.2% expenditure on health by the government of Uganda (NDP III, 2018) is inadequate. It is also far less than the 15% recommended in the Abuja declaration in 2001 for governments to spend on health. The region thus considers health as one of its areas for intervention.

Recently, the health sector has seen increased investment in private and public infrastructure, training and research institutions, ambulance services, ICT, the establishment of specialised centres, oncology in Mbarara Regional Referral Hospital and promotion of specialized child health services. The staffing norms of the health system is well established and there is increasing training and recruitment of the health workforce.

Challenges:

- 1) Understaffing (few health workers - doctors, midwives, laboratory personnel), low motivation and high attrition.
- 2) Poor management, lack of records and data for evidence-based decisions, making wastage of some resources, poor maintenance culture, lack of supervision / weak M&E frameworks.
- 3) Underfunding. Some programs are underfunded such as reproductive health, sanitation and hygiene; training for VHTs; poor or no facilitation for the VHTs; referrals in terms of transport etc.
- 4) Districts along the border face cross border movements which sometimes cause health challenges in the districts.

2.3.2 Education

According to the UNHS 2019/20, the region generally has good school enrollment at the primary and secondary school levels. The Net Enrollment Rates for primary school is 84.1% and 86.7% for Ankole and Kigezi, respectively, above the national average of 81.1%. At the secondary school level, the rates are 28.7% for Ankole and 29.4% for Kigezi, respectively, with

³⁹ Investment study report 2021

⁴⁰ UNHS 2019/20

⁴¹ (UDHS, 2016; UNHCO, 2017; Human Resources in Health, 2019/2020; Tusubira et al., 2020; Agaba et al., 2021.

the national average of 29.0%. The literacy rates are generally high at 85.5% and 84.7% for Ankole and Kigezi, respectively, compared to the national figure of 80.8%.

The investment study 2021 indicates that whereas the region reportedly has high literacy rates, the school dropout rate is high (girls 63.4%, boys 59.7%) with a worse manifestation at primary school level. A gendered trend shows a low primary school completion among boys in districts such as Kabale and Isingiro. According to the National Population and Housing Census of 2014, secondary school completion rate among young persons aged 18-30 years for the region (Ankole 32.9% and Kigezi 33.5%) is lower than the national average (37.4%). Kigezi has 191 secondary schools while Ankole has 314, contributing differences in student-teacher ratio (1:20 Ankole) and (1:24 Kigezi)⁴².

The region is host to two (2) Public Universities, Mbarara University of Science and Technology and Kabale University, two campuses for Makerere University Business School (MUBS) and Kyambogo University as well as Uganda Management Institute (UMI) which is a degree awarding institution. Eight private universities and over one hundred (100) other tertiary institutions exist. These contribute to research and development by conducting research for policy design and development programming.

Currently, the main on going interventions include:

- 1) Construction of classroom and teachers houses
- 2) Training of teachers
- 3) School inspection

Challenges:

- 1) Understaffing. A number of education institutions are not adequately staffed. This is coupled with low motivation and high attrition.
- 2) Poor management, lack of records and data for evidence-based decisions, lack of supervision and inspection.
- 3) High school dropout rates linked poverty and negative attitudes.
- 4) New curriculum is still a challenge due to lack of training for teachers on the curriculum and hands-on activities for learners.

2.3.3 Water and Sanitation

The UNHS 2019/20, indicates that 59.5% of the households in Ankole sub-region use water from an improved source, while in Kigezi, the proportion stands at 54.6% below the national average of 79.4%. In terms of distance to an improved source, the situation is generally good with 94.2% and 97.0% of the households in Ankole and Kigezi accessing an improved water source within three (3) kilometres. According to the Sector Performance Report 2020, Water and Sanitation Development Facility (WSDF) operates in the South Western Region in 18 Districts⁴³. WSDF- South Western has constructed 91 Piped Water Supply and Sanitation Systems, serving 825,320 people. Currently, 2,802 Villages in the South- Western Jurisdiction are being served. During the FY 2019/20, 4 piped Water Supply and Sanitation Systems were

⁴² Education abstract, 2017; Education and sports sector annual performance report, 2017; National Population and Housing Census, 2014.

⁴³ Buhweju, Bundibugyo, Ibanda, Isingiro, Kabale, Kabarole, Kamwenge, Kanungu, Kiruhura, Kisoro, Kyotera, Lyantonde, Mbarara, Mitooma, Ntungamo, Rakai, Sembabule, Sheema.

constructed to completion and served an additional population of 45,951 people and 77 additional Villages. The Investment study report (2021), points out that all District Local Governments in the region included water supply in their development plans. Some of the current interventions include:

- 1) Construction is on-going in the towns of Karago II (Kabalore) and 2nd Office Block (Mbarara)
- 2) Designs ongoing for the towns of Rushango, Nabigasa, Bethlehem, Kibugu, Rubirizi, Bukinda, and Nyakashaka)
- 3) Kahengye water project is designed to supply Rwashamaire, Nyamunuka, Kebisoni, Buyanja, Rukungiri Municipality, Bugangari and Nyakagyeme .

Challenges:

- 1) Limited funding to facilitate the Rural Water and Sanitation Regional Centres (RWSRCs) operations in the country affected service delivery among the DLGs.
- 2) Delays in land acquisition: Land acquisition for housing Water and Sanitation Facilities like Water Reservoirs, Water Source Areas, and Sanitation Facilities take quite a lot of time. This has caused a lot of time loss in procurement / contract management and thus delays in delivering outputs within the planned time-frame.

2.3.4 Community Development and Social Protection

Culturally, the region has diverse tribes, languages, customs, norms and beliefs. Indigenous communities in the region are Banyankole, Bakiga, Bafumbira, Batagwenda, Bahororo, Banyaruguru and Banyarwanda. Some of the minority indigenous groups include Batwa and Banyabutumbi. The persistent social cultural barriers to gender equality are rooted in unequal gender relations and related traditional norms and practices. Sexual and gender based violence is one major social challenge that cripple gender equality and equity policy and programming initiatives. Over 30% women above 18 years in the country are estimated to experience physical or sexual violence, a situation that worsened during the COVID 19 pandemic⁴⁴. Southwestern Uganda is host to over 150,000 refugees and asylum seekers from countries such as DRC, Rwanda, Burundi, Somalia and South Sudan⁴⁵.

The region is host to the marginalised groups of indigenous people – the Batwa and Banyabutumbi. The Batwa in particular have faced eviction 1991 from their natural habitat - the bwindi impenetrable forest due to wild life conservation efforts. This presents human rights issues, shallow conservation strategies, stereotyping leading to evicting an entire community. Currently, about 60% of the Batwa do not own land, with more than half (about 54%) of the land owned by the batwa being unregistered and close to half (about 42%) having no documentation or sales agreement (USAID, 2021).

Challenges:

- 1) Gender disparities, marginalization and social exclusion. There is noticeable widening labor gaps by gender, low incomes for women, child marriages, and sexual and gender based violence (SGBV) cases.
- 2) Noticeable exclusion of minority groups particularly the Batwa.

⁴⁴ Katana et al 2021

⁴⁵ Bapolisi 2021

2.4 Environment and Natural Resources

The region is endowed with a favourable climate, soils and soil texture is largely conducive for agricultural and other productive activities. However, more recently, the region has experience climatic variations with negative effects on the natural resources capacity, destabilizing agricultural livelihood.

There is abundant flora and fauna in forests such as Bwindi impenetrable, Ecuya and planted forests. The National parks such as Bwindi Impenetrable Forest National Park, Mgahinga Gorilla National Park, Queen Elizabeth National Park and Lake Mburo National Park, and the attractive landscapes, the crater lakes, geysers / hot springs). There are over 48 crater lakes, geysers / hot springs) with good roads, airfields, electricity, ICT facilities, hotels and recreation facilities. There is increasing support and investment in renewable energy sources, such as solar and biogas.

However, the region's natural resource base is degraded: approximately 41% of Uganda's total area is experiencing degradation, with soil erosion being the most common form of degradation (Cooper 2018) which has both agricultural and ecosystem impacts.

Majority of the people live in rural areas and depend on natural resources for their livelihoods engaged mainly in subsistence farming using rudimentary tools. This over-dependence on the environment and natural resources has resulted into soil erosion and land degradation.

Challenges:

- 1) Continuous degradation of natural resources especially wetlands, river banks and forests.
- 2) Over-dependence on the natural resources has resulted into soil erosion and land degradation.
- 3) Climate change has negatively impacted the resources.

2.5 Urban Development and Physical Planning

SWR has one city of Mbarara, seven municipalities⁴⁶ a number of town Councils and Rural growth centres (RGC). These urban centres act not only as a nucleus for development but also as a source of revenue for the member LGs. However, the aspect of physical planning has not yet been fully appreciated. Many of the urban centres do not have detailed physical development plans and where they exist; their implementation and enforcement have been very poor. This accounts for their disjointed pattern of development, poor physical and social infrastructure. The physical planning units (PPUs) in the LGs of SWR, focus on achieving organized communities in a coordinated manner with compatible land uses and viable physical patterns.

Challenges:

- 1) Inadequate capacity (i.e. funding, facilities, and personnel).
- 2) Under-staffing especially in offices whose roles complement physical planning, e.g. surveying.

⁴⁶ Kabale, Kisoro, Rukungiri, Ntungamo, Ibanda, Sheema and Bushenyi-Ishaka

- 3) Low appreciation of the value of physical planning by both the local leaders and communities.
- 4) Land tenure system (customary), which makes it hard to open up roads and access land for planning purposes.
- 5) Negative political interference and influence.
- 6) Weak monitoring and enforcement.
- 7) Weak laws that are very stringent to deter people from abusing the existing plan e.g. the Town and Country Planning Act (1964).

Given the above challenges, jointly coordinated efforts are required to tackle the task of guiding development in such forms and patterns that will further the attainment of better urban conditions. Therefore, the LGs in South-Western region have to play a great role in influencing planning and servicing of land for private and public sector investment by providing the necessary information pertaining to land acquisition and utilisation. It is also essential to emphasise developing policies / ordinance that address the critical urban planning challenges.

2.6 Summary of Development Issues Informing the SWRDP Formulation

In addition to the POCC analysis, the following issues inform the strategic direction of the plan.

- 1) Weak coordination among the LGs in the region. Over the years, individual LGs have been planning and implementing in silos thus limiting hiring of resources and ideas. This is made worse by lack of inter-district implementation of projects that link neighbouring districts.
- 2) Limited linkages across product value chains. Most development interventions are not well linked or at best intermittently linked to value chains. The Agro-sector for example is specifically faced with low productive capacity, low quality and inconsistent supply throughout the year due to inadequately supported productive value chain.i.e. from input, production, markets, value addition and marketing.
- 3) Poor post harvest handling. The lack of storage facilities (silos) coupled with poor transport, loading and off-loading, harvesting pre-mature crops has been a major factor in dwindling incomes to the farmers.
- 4) Compromised quality of products. The general lack of standards was also linked to many uncoordinated small-scale producers keep the quality low.
- 5) The cost of doing business is high, manifesting in high interest rates and power tariffs, thus affecting financial inclusion. While Uganda has made great strides in improving access to financial services, the cost of credit has remained high. Financial institutions (commercial banks and various financial institution tiers) tend to levy high interest rates ranging between 22% and 35% which renders majority of the population unserved by credit. Development banks (Uganda Development Bank -UDB and the East African Development Bank (EADB) have not offered financing solutions to the sub-region.
- 6) Gender disparities, marginalization and social exclusion. There is noticeable widening labor gaps by gender, low incomes for women, child marriages, and SGBV cases. This is further compounded by exclusions particularly, the Batwa.
- 7) Limited community participation in development programs.
- 8) Limited collaboration among local governments in the region affects their ability to work together on projects/programs of common interest.
- 9) Limited social accountability.
- 10) The region is endowed with diverse natural resources that are important for Local Economic Development such as minerals, forests, lakes, rivers, wetlands and national parks.
- 11) The region depends on a few traditional tradable commodities with limited value addition in and outside the region such as milk, banana, tea, potato and coffee.

- 12) Local revenue base by Local governments remains low, making them dependent in Central Government transfers.
- 13) Inadequate infrastructure development including Railway and Air transport.
- 14) There is an increasing burden of refugees. This put pressure on the existing services and negatively impacts the budgets of the hosting LGs since resources are normally given based on the population figures of the LGs excluding refugees.
- 15) Utilisation of agricultural technologies remains low
- 16) Climatic variations pose a great challenge to development if not mitigated. The Uganda climate change and health assessment (USAID, 2013) shows that, several diseases that are currently endemic in Uganda are likely to increase in prevalence and distribution due to climate change and SWR is not an exception to this finding.
- 17) At the national level of Uganda the drive towards technology adoption is visible and provides good ground for the region's application in the key strategic areas/sectors.
- 18) Most of the population has embraced ICT for communication and financial transactions.
- 19) Universities and research institutions are strategic partners for Research and Development

SW Regional Development Priorities

The South Western Regional Development Plan is guided by 12 Regional Development Priorities generated from a wide range of consultations with key stakeholders of the region and evidence generated from thematic research. These are listed below:

- 1) Commercialization of agriculture
- 2) Local revenue generation, mobilization, and utilization
- 3) Infrastructural development
- 4) Tourism Development
- 5) Promotion of Regional Trade
- 6) Industrialization
- 7) Development of the Mining sector
- 8) Promotion and Utilization of Preventive Health
- 9) Investment and promotion of Marketable Skills Based Education
- 10) Sustainable Natural Resources Management
- 11) Empowerment of Marginalized and Vulnerable Populations
- 12) Promotion of research, innovation and evidence-based programming.

CHAPTER THREE: STRATEGIC DIRECTION

This Chapter presents the strategic direction for the South Western region for the 10 years 2020/2021 – 2029/2030. The areas of focus are based on the strategic direction of the region. It is further informed by the region's environment and the analysis presented in chapter 2.

3.1 Strategic Direction

Vision: A secure South Western Uganda that is productive, prosperous and harnesses its resources for inclusive and sustainable development

Mission: To increase investments that will enhance production and productivity, savings, employment and wealth creation

Core Values: Accountability, responsiveness, participation, partnership and inclusiveness.

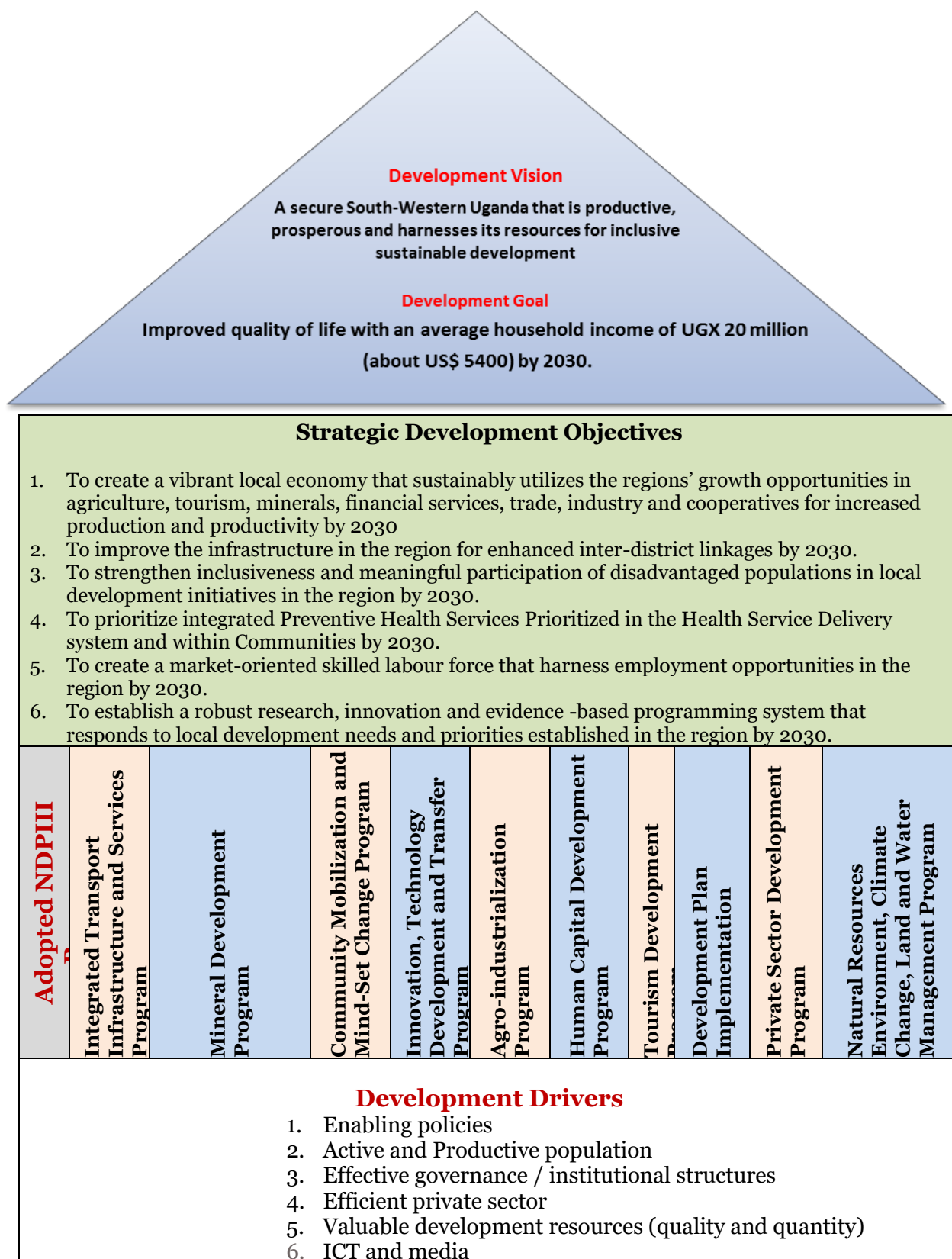
SWRF embraces and subscribes to a set of principles and norms that shall symbolize the moral fabric and culture of the region and guide service delivery and interaction with all our stakeholders. To enhance uniformity in their adoption and application, the region's core values are described as shown in **Table 4**.

Table 4: Description of SWRDF Core Values

VALUE	DESCRIPTION
1) Accountability and Transparency	SWRDF consult and are accountable SWRDF embrace zero tolerance to corruption
2) Responsiveness	SWRDF care! We serve! We add value! SWRDF provide prompt feedback
3) Partnership	SWRDF map interests and work collaboratively
4) Inclusiveness	SWRDF strive for engendered, climate-smart, and inclusive programming

Development Trajectory: SW region's development Plan will be anchored on the following trajectory:

Figure 4: SWR Development Trajectory



Goal: Improved quality of life with an average household income of UGX 20 million (US\$ 5400) by 2030.

3.1.2 Strategic Objectives

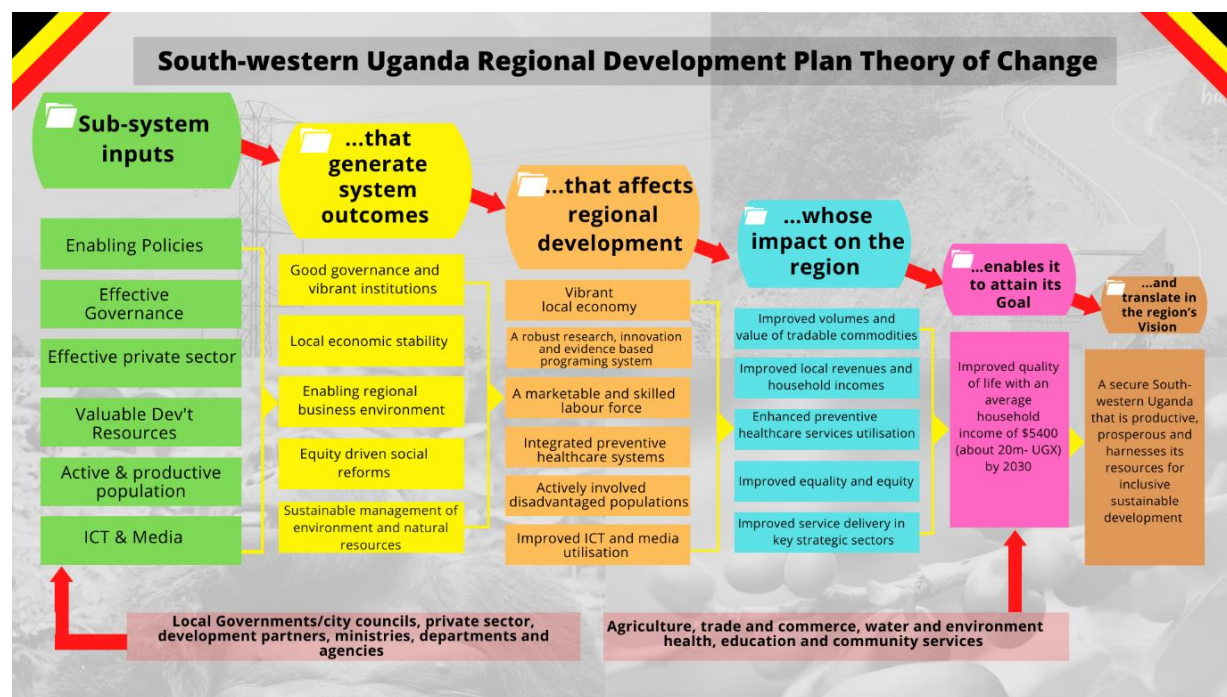
The strategic objectives for the plan are the following:

- 1) To create a vibrant local economy that sustainably utilizes the regions' growth opportunities in agriculture, tourism, minerals, financial services, trade, industry and cooperatives for increased production and productivity by 2030.
- 2) To improve the infrastructure in the region for enhanced inter-district linkages by 2030.
- 3) To strengthen inclusiveness and meaningful participation of disadvantaged populations in local development initiatives in the region by 2030.
- 4) To prioritize integrated Preventive Health Services in the Health Service Delivery system and within Communities by 2030.
- 5) To create a market-oriented skilled labour force that harness employment opportunities in the region by 2030.
- 6) To establish a robust research, innovation and evidence -based programming system that responds to local development needs and priorities in the region by 2030.

3.2 SWR Development Plan Theory of Change

The Theory of Change (ToC) for SWR Development Plan provides a comprehensive illustration of how and why a desired change is expected to happen in a particular context. It illustrates the requirements for the sub-system inputs that will generate system outcomes that affect regional development whose impact on the region enables it to attain its development Goal and thus translate into the region's Vision. The Theory of Change for SWRDP is based on analyses of the contribution of the effective development program and project implementation through strengthened institutional linkages, collaboration and partnerships for inclusive socio-economic transformation of South -Western Uganda. It presents the context in which the envisaged change takes place and describes the required interventions, desired outcomes, and medium-term impacts on the different development indicators. This ToC describes the intervention logic at regional level as well as at city and local government level. The envisaged change is a secure, productive, prosperous, sustainable and inclusive development of South Western Uganda with a sustainable vibrant local economy that is able to increase employment in own micro and small enterprises among the population; increased access to better preventive health services, increased volumes and qualities of agro-products in the domestic and regional markets; increased own and formal employment; and increased number of disadvantaged and vulnerable persons socially and economically included and improved research able to provide evidences for development programming system that responds to local development needs and priorities in the region. This change will be achieved through integral stakeholder collaborations in the implementation of interventions.

Figure 5: SWR Theory of Change



3.3 Key Results and Targets

Table 5 presents the key results and indicators for measuring them as well as baseline values (2019/20) and 10-year targets

Table 5: Key Development Results and Targets

KEY RESULTS	CHANGE INDICATOR	BASELINE ⁴⁷ 2019/2020		10 YEAR TARGET	
		Ankole	Kigezi	Ankole	Kigezi
Impact					
A secure South Western Uganda that is productive, prosperous and harness its resources	Proportion of people who are poor	13.2	27.8	11.0	25.0
	Employment population ratio	40.6	35.0	45.0	40.0
	Proportion of households dependant on subsistence farming	54.1	56.4	40.0	40.0
FINAL OUTCOME					
Improved quality of life with an average household income of UGX 20 million (US\$5,400) by 2030.	Proportion of households that are food insecure	38.0	55.0	25.0	35.0
	Average median monthly income	195,000 (\$51)	133,000 (\$34.7)	250,000 (\$65.4)	200,000 (\$52.3)
	Proportion of population with access to Universal health care (within 5km of HF)	89.1	91.5	100	100
ADOPTED INTERMEDIATE OUTCOMES					
1) Increased volume and quality of agricultural, tourism and minerals in the regional markets	Number of skilled artisanal miners	TBD	TBD	150.0	150.0
	Proportion of households in the mining and quarrying	1.9	0.0	2.5	2.0

⁴⁷ Uganda National Household Survey 2019/20

KEY RESULTS	CHANGE INDICATOR	BASELINE ⁴⁷ 2019/2020		10 YEAR TARGET	
	Proportion of local people earning from tourism activities along the value chain	TBD	TBD	5.0	5.0
	Number of tourists visiting key tourist attractions in SWR	TBD	TBD		
	Proportion of households earning from commercial farming	26.4	29.2	36.0	39.0
2) Improved infrastructure to stimulate the region's production and productivity	Length of motorable inter-district roads (kms)	TBD	TBD		
	Length of paved roads (kms)	569 ⁴⁸	330	700	450
3) Enhanced local revenue collection and utilization	Proportion of LG budgets financed through local revenue	5.49	1.91	10.0	5.0
4) Increased number of disadvantaged and vulnerable populations accessing social services	Proportion of vulnerable populations accessing social services	TBD	TBD	100	100
	Proportion of households with vulnerable and marginalized persons participating in savings schemes under the PDM	TBD	TBD	100	100
5) Increased representation of disadvantaged and vulnerable in decision-making process	Proportion of households with vulnerable and marginalized persons participating in public development initiatives	TBD	TBD	80.0	80.0
	Proportion of vulnerable and marginalized persons empowered	TBD	TBD	80.0	80.0

⁴⁸ Annual Performance report 2019/20, UNRA

KEY RESULTS	CHANGE INDICATOR	BASELINE ⁴⁷ 2019/2020		10 YEAR TARGET	
6) Improved skills and competences in preventive health service delivery	Proportion of approved staff structures filled with skilled personnel.	TBD	TBD		
7) Increased community practices of healthy lifestyle	Proportion of households with access to improved water source	54.6	59.8	80	75
	Proportion of households with access to sanitation facility	98.5	99.3	100	100
8) Marketable skills-oriented training institutions strengthened	Proportion of TVET institutions providing market oriented courses	TBD	TBD	80.0	80.0
	Potential Labor Force (PLF)	21.1	22.1	25.0	25.0
	Unemployment Rate	5.2	11.0	5.0	10.0
	Employment to Population Ratio (EPR)	40.6	35.0	50.0	45.0
9) Increased number of young people engaged in non-traditional educational employment (tourism, mining, horticulture, forestry, animal feed making, art and design).	Proportion of young people engaged in non-traditional educational employment	TBD	TBD	20.0	20.0
	Number of young people completing market-oriented courses.	TBD	TBD		
10) Effective research collaboration and partnerships among universities, research institutions and local governments established and utilized	Number of collaborative partnerships among universities, research institutions and local governments	0	0	8	8
	Number of joint research papers published	0	0	20	20
	11) Proportion of research outputs utilized for development programming by local governments and other development partners in the region	0	0	20	20

Source: Uganda National Household Survey 2019/20.

Table 6 presents the Region’s Goal, Strategic Objectives, and Adapted intermediate outcomes that form the basis for development interventions/projects and outputs.

Table 6: Regional Objectives and Adapted Intermediate Outcomes

Goal	Improved quality of life with an average household income of UGX 20 million (US\$5,400) by 2030.	
STRATEGIC OBJECTIVES (SO)	ADOPTED INTERMEDIATE OUTCOMES	
SO 1: To create a vibrant local economy that sustainably utilizes the regions’ growth opportunities in agriculture, tourism, minerals, financial services, trade, industry and cooperatives for increased production and productivity by 2030	1) Increased volume and quality of agricultural products, tourism and minerals in the regional markets. 2) Enhanced local revenue collection and utilization.	
SO 2: To improve the infrastructure in the region for enhanced inter-district linkages.	1) Improved infrastructure to stimulate the region’s production and productivity.	
SO 3: To strengthen inclusiveness and meaningful participation of disadvantaged populations in local development initiatives in the region by 2030.	1) Increased number of disadvantaged and vulnerable populations accessing social services. 2) Increased effective participation and representation of disadvantaged and vulnerable in decision-making process.	
SO 4: To prioritize integrated Preventive Health Services in the Health Service Delivery system and within Communities by 2030.	1) Improved skills and competences in preventive health service delivery. 2) Increased community practices of a healthy lifestyle.	
SO 5: To create a market oriented and skilled labour force that harnesses employment opportunities in the region by 2030.	1) Marketable skills-oriented training institutions strengthened. 2) Increased number of young people engaged in non-traditional educational employment (tourism, mining, horticulture, forestry, animal feed making, art and design).	
SO 6: To establish a robust research, innovation and evidence -based programming system that responds to local development needs and priorities established in the region by 2030.	1) Effective research collaboration and partnerships among universities, research institutions and local governments established and utilized.	

3.4 SWRDP Development Interventions

This section provides a summary of adopted programs and SWRDP development interventions. *Table 7* below presents the SWRDP objectives and interventions by adopted NDPIII programs.

Table 5: SWRDP Strategic Development Interventions and Projects

SWRDP OBJECTIVES	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	PROPOSED PROJECTS
1. To create a vibrant local economy that sustainably utilizes the regions' growth opportunities in agriculture, tourism, minerals, financial services, trade, industry and cooperatives for increased production and productivity by 2030	Agro-industrialization Program	1) Establish and manage of organic fertilizer plants	1. Support to Affordable Mechanization of Agriculture 2. Promoting Agricultural Storage and Post-handling Infrastructure 3. Commodity Based Regional Agricultural Processing and Marketing Centre 4. Establishment of small-scale Irrigation systems 5. Establishment of agro-industrial park(s)- Creating an agricultural hub
		2) Mobilize and training farmers on establishing and running organic fertilizer plants	
		3) Link farmers / farmer groups to institutions offering affordable mechanization equipment	
		4) Explore and identify viable sources of water for irrigation	
		5) Establish irrigation demonstration sites	
		6) Acquire, install and maintain irrigation equipment(s)	
		7) Link farmers to institutions providing affordable agriculture financing and insurance facilities, as well as acquiring finances and insurance	
		8) Mobilizing farmers to establish viable commodity-based cooperatives	
		9) Mobilize private sector to establish appropriate technology solutions	

SWRDP OBJECTIVES	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	PROPOSED PROJECTS
		10) Establish post handling storage and processing infrastructure (Silos, dryers, warehouses, cold rooms of various scales and capacities at sub-county, district and zonal areas)	
		11) Improve transportation, logistics and infrastructure such as refrigerated trucks and cold rooms for priority commodities as well as the railway services	
	Mineral Development Program	1) Identify and mobilize investments / investors for priority and high value minerals per catchment	1. Support sustainable mining and transformation 2. Support to Kabale regional mines office and mobilization for mining
		2) Mobilize artisanal miners into viable groups / cooperative for funding and adoption of sustainable mining technologies	
		3) Empower LGs to make bylaws for the sector and efficiently collect royalties	
	Tourism Development Program	1) Identify and promote non-traditional tourism commodities / services	1. Support to the tourism sub-sector (health tourism, eco-tourism, cultural and agro-tourism, local culinary journeys and food treats) 2. Support Development of tourism development plans for LGs 3. Supporting scaling up tourism infrastructure in SWR
		2) Identify, catalogue and aggressively market tourism potentials of the region	
		3) Partner with the private sector to develop and market museums and heritage sites for cultural promotion	
	Natural Resources Environment, Climate Change,	1) Organize annual community-based tree planting campaigns	

SWRDP OBJECTIVES	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	PROPOSED PROJECTS
	Land and Water Management Program	<p>towards restoration of the degraded natural forests at Sub-county level</p> <p>2) Map and restore wetlands that are becoming extinct within priority catchments</p> <p>3) Establish functional wetland protection committees at the sub-county level</p> <p>4) Support private sector for commercial environment friendly tree plantation development per District</p> <p>5) Protect major water bodies in the region</p> <p>6) Establish functional water management committee at Sub-county level</p> <p>7) Explore alternative water sources for water insecure areas at District level</p> <p>8) Conduct annual reviews of water resource management at District level</p> <p>9) Raise awareness and improve human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p> <p>10) Identify and train households to use renewable energy sources</p> <p>11) Establish eco-friendly municipal and city waste collection and sorting facilities, and systems for recycling and reuse as a remedy for immense methane emissions from open landfills</p>	<ol style="list-style-type: none"> 1. Support climate change advocacy including maintenance and restoration of wetlands. 2. Sustainable utilization and management of water resources. 3. Wetland and water catchment system restoration 4. Establishment of automatic weather stations 5. Enhancing community resilience to impacts of climate change and disasters through promoting (Tree planting, afforestation and Agro-forestry, addressing bare-hills).

SWRDP OBJECTIVES	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	PROPOSED PROJECTS
		12) Build gender response capacity in climate change monitoring and evaluation systems through integration in local government performance assessment and national monitoring frameworks	
	Private Sector Development Program	1) Secure and protect border points for cross border trade	1. Support producers and business community to enhance Local and cross-border trade
		2) Maintain high quality standards in the value chains of priority tradable commodities	
		3) Enforce the East African Trade protocols	
	Sustainable Energy Development Program	1) Promote use of renewable energy solutions (e.g., solar water pumping solutions, wind water pumping solutions and solar drying)	1. Promote utilisation of sustainable energy in the region
		2) Promote uptake of alternative and efficient cooking technologies in rural areas (e.g., domestic and institutional bio-gas)	
	Development Plan Implementation Program	1) Identify and exploit potential non-traditional local revenue sources for LGs	1. Local revenue enhancement 2. Institutional support to establishment and coordination of SWRDF
		2) Establish and maintain a robust and accountable local revenue management system	
		3) Support to LGs market infrastructure and revenue database to enhance revenue base	
2. To improve the infrastructure in the region for enhanced inter-district linkages.		1) Provide affordable and reliable transport means (for trade, tourism and mining, airfields)	1. Inter-operable and multi-model transport system improvement including airstrips in the region.

SWRDP OBJECTIVES	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	PROPOSED PROJECTS
	Integrated Transport Infrastructure and Services Program	2) Maintain an upgrade existing transport infrastructure such as railway for trade and development 3) Apply and mainstream ICT in trade and development system	2. Support maintenance of inter-district road network
3. To strengthen inclusiveness and meaningful participation of disadvantaged populations in local development initiatives in the region by 2030.	Community Mobilization and Mind-Set Change Program	1) Carry out needs assessment of the disadvantaged persons 2) Stakeholder engagement 3) Designing and implement interventions aimed at providing services to disadvantaged persons 4) Carry out policy buy-in activities 5) Identifying and training local agencies to spearhead mind-set activities 6) Popularizing and institutionalizing mind-set Change activities / programs 7) Documenting success stories for scaling up 8) Integration of mind-set change into development programing 9) Conducting Women and Youth entrepreneurship needs assessment study 10) Designing and implementing gender sensitive entrepreneurship initiatives for women and youth income generation and employability 11) Mobilize women and youth to participate in Skills development initiatives under the arrangements such as Regional Incubation	1. Community Mobilization and Mind-set change to support operationalization of the parish development model 2. Youth and Women Entrepreneurship Development

SWRDP OBJECTIVES	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	PROPOSED PROJECTS
		<p>centers/hubs and vocational institutions</p> <p>12) Establishing and running entrepreneurship initiatives for vulnerable and disadvantaged persons (VaDPs)</p> <p>13) Establishing the number of women engaged and benefiting from Local Governments' development plans and activities (Gender research)</p> <p>14) Examining Local development programs mainstreaming gender and including gender sensitive bylaws</p> <p>15) Using Gender inclusive champions to influence society</p> <p>16) Gender Mainstreaming in Local Development Programs</p>	
<p>4. To prioritize integrated preventive health services in the health service delivery system and within communities by 2030.</p>	<p>Human Development Program</p>	<p>1) Lobbying for additional funding for PHC</p> <p>2) Support to partners engaged in health promotion and education program activities</p> <p>3) Establish surveillance centres for communicable and non-communicable diseases</p> <p>4) Develop and implement community mobilization activities that promote healthy lifestyle sub-county level</p> <p>5) Support government and non-government institutions to deliver healthy lifestyle programs and activities at the sub-county level</p>	<p>1. Primary healthcare prioritization and programing</p>

SWRDP OBJECTIVES	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	PROPOSED PROJECTS
		6) Carrying out routine immunization and sanitation campaign 7) Recruiting, training and equipping community Health Workers / VHTs 8) Providing social protection for vulnerable and disadvantaged persons per district	
5. To create a market oriented and skilled labour force that harnesses employment opportunities in the region by 2030	Human Development Program	1. Identify and engage communities experiencing high school dropout rates at primary and secondary levels 2. Ensure that school completion for primary and secondary levels is improved and sustained in the region 3. Conduct needs assessment on priority skills needed for regional development 4. Mobilize and sensitize public and private vocational training institutions about priority skills for regional development 5. Mobilize resources to support priority vocation training 6. Partner with private and public vocational training institutions to establish and run incubation and training centers and deliver priority skills development for first time trainees and re-tooling/continuous training 7. Establish and run business clinics at the sub-county level to	1. Vocational Education Strengthening project 2. Establishment of regional youths' skills development centre 3. High precision skilling to support value addition

SWRDP OBJECTIVES	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	PROPOSED PROJECTS
		equip youth and women with entrepreneurial knowledge and skills 8. Mobilize youth and women in and out of school to participate in internship and practicums for employment 9. Offer mentorship and coaching programs for youth and women to tap into non-tradition education employment areas	
6. To establish a robust research, innovation, and evidence -based programming system that responds to local development needs and priorities established in the region by 2030.	Innovation, Technology Development and Transfer Program	1) Establish and maintain functional partnerships for universities, research institutions and LGs 2) Work with universities and research institutions to acquire R&D infrastructure 3) Allocate funding and carry out evidence-based planning and programming 4) Establish a research and innovation fund 5) Conduct research pieces on critical needs / problems for the region 6) Establish and maintain specialized regional innovation hubs, multipurpose and industrial parks 7) Training human resource in ICT, innovation, science and technology (Proactively adapt to the national) 8) Technology Transfer and Adoption Strategy by LGs	1. Research on Sustainable development and poverty reduction by universities 2. Construction reforms and industry innovations 3. Research and Development 4. Technology Transfer

CHAPTER FOUR: FINANCING, COSTING AND RISK MANAGEMENT

This chapter specifies SWRDP financing Framework for the 10 years. It also presents a matrix showing resources and projections by main sources - GoU and member LGs, potential development partners, CSOs / NGOs, and private sector organisations (PSOs).

4.1 Summary of Financing Sources for the Plan Period (2020/21 – 2029/2030)

The financing framework identifies the financial and other resource requirements to effectively implement the SWR development plan to attain its goal. The projected resources are based on the submission of Fundable Proposals for SWRDF⁴⁹ to PS/ST – MoFPED, December 2021, and annual contributions from member Local Governments as per the MOU between SWRDF and LGs as well as Institutions of Higher Learning.

Table 6: Financing Framework (UGX in Millions)

Sources of Financing	Total Contribution \$ 2020/21	Total Contribution \$ 2021/22	Total Contribution \$ 2022/23	Total Contribution \$ 2023/24	Total Contribution \$ 2024/25	Total Contributions 2025/26	Total Contributions 2026/27	Total Contributions 2027/28	Total Contributions 2028/29	Total Contributions 2029/30	GRAND Total Contributions	(%) Share by source of	Off Budget Contributions
1) Central Government Contributions ⁴⁹	0	300.0	1,362.8	3,314.8	5,754.8	7,224.8	7,644.8	9,324.8	10,124.8	5,324.8	50,376.4 (\$13,177,183.93)		
2) Locally Raised Revenue (contributions from SWRDF Member LGs) ⁵⁰	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	400.0 (\$104,629.82)		
3) Development Partners / Donors													

⁴⁹ Estimates of the contributions from CG are based on the ‘Submission of Fundable Proposals for SWRDF’ to PS/ST – MoFPED dated 30th December 2021.

⁵⁰ There are 20 Higher Local Governments and each is expected to make an annual contribution of UGX 2 million as per the MOU.

Sources of Financing		Total Contributions 2020/21	Total Contributions 2021/22	Total Contributions 2022/23	Total Contributions 2023/24	Total Contributions 2024/25	Total Contributions 2025/26	Total Contributions 2026/27	Total Contributions 2027/28	Total Contributions 2028/29	Total Contributions 2020/20	GRAND Total Contributions	(%) Share by source of	Off Budget Contributions
4) Other Sources of Financing	Institutions of Higher learning ⁵¹	110.0	110.0	110.0	110.0	110.0	110.0	110.0	110.0	110.0	110.0	1,100.0 (\$287,732)		
	Other representatives to the General Assembly ⁵²	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	75.0 (\$19.618.1)		
	Private sector													
Total		157.5	457.5	1,520.3	3,472.3	5,912.3	7,382.3	7,802.3	9,482.3	10,282.3	5,482.3	51,951.4 (\$13,589.171)	100.0	

4.1.1 Funding Gap

The cost of the Plan is estimated at 29,814,468,750,000 Uganda shillings twenty-nine trillion, eight hundred fourteen billion four hundred sixty-eight million and seven hundred fifty thousand only (USD 7,798,710,110). The estimated funding from the sources in **Table 8** above is 51,951,400,000 Uganda shillings fifty-one billion nine hundred fifty one million four hundred thousand only (USD 13,589,171). This implies that there is a funding gap of 29,762,517,350,000 twenty-nine trillion, seven hundred sixty two billion five hundred seventeen million and three hundred fifty thousand only (USD 7,785,120,939).

⁵¹ The region has 2 public and 8 private universities. There are also about 100 tertiary institutions. Each of these is required to pay UGX 1 million per annum.

⁵² There are about 15 representatives from other entities including religious institutions, Youth, PWDs, CSOs, Private sector, and minority communities. Each is expected to contribute 500,000 Uganda shillings annually.

4.1.2 DEVELOPMENT PLAN FINANCING STRATEGY

The financing framework presented in the **Table 8** shows the indicative expected revenues from different sources towards financing of this plan. The framework indicates the Government of Uganda, member LGs, international development partners / donors, the private sector financial institutions, CSOs / NGOs as prospective funders for the 10 years of the plan period through direct and off-budget support.

The SWRDF will be the lead agency in coordination and resource mobilization for the regional Development Plan. However, given the multi-sectoral and multi-dimensional nature of the Development Plan, other sectors and partners will equally mobilise resources for their activities envisaged in the plan within a mechanism coordinated by the SWRDF Secretariat.

4.2 Costing of Priorities and Results for the Plan Period 2020/2021 – 2029/2030

4.2.1 Summary of Program and Interventions

Table 7 Cost of Programs and Interventions

PROGRAM AND INTERVENTIONS	TOTAL SWRDP COST FOR 2020/21 - 2029/30 (UGX IN MILLIONS)										
	TOTAL	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
INTEGRATED TRANSPORT INFRASTRUCTURE AND SERVICES PROGRAM											
1. Provide affordable and reliable transport means (for trade, tourism and mining, airfields)	2,639,700.00	0	293,300.00	293,300.00	293,300.00	293,300.00	293,300.00	293,300.00	293,300.00	293,300.00	293,300.00
2. Maintain an upgrade existing transport infrastructure such as railway for trade and development		0	0	0	0	0	0	0	0	0	0
3. Mainstream ICT in trade and development system	30,168.00	0	3,352.00	3,352.00	3,352.00	3,352.00	3,352.00	3,352.00	3,352.00	3,352.00	3,352.00
MINERAL DEVELOPMENT PROGRAM											

PROGRAM AND INTERVENTIONS	TOTAL SWRDP COST FOR 2020/21 - 2029/30 (UGX IN MILLIONS)										
	TOTAL	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
1. Identify and mobilize investments / investors for priority and high value minerals per catchment	26,397.00	0	2,933.00	2,933.00	2,933.00	2,933.00	2,933.00	2,933.00	2,933.00	2,933.00	2,933.00
2. Mobilize artisanal miners into viable groups/cooperative for funding and adoption of sustainable mining technologies	3,016.80	0	335.20	335.20	335.20	335.20	335.20	335.20	335.20	335.20	335.20
3. Capacity building for LGs to make bylaws for the sector and efficiently collect royalties	3,393.90	0	377.10	377.10	377.10	377.10	377.10	377.10	377.10	377.10	377.10
COMMUNITY MOBILIZATION AND MIND-SET CHANGE PROGRAM											
1. Needs assessment of the disadvantaged persons	3,393.90	0	377.10	377.10	377.10	377.10	377.10	377.10	377.10	377.10	377.10
2. Stakeholder consultations	2,262.60	0	251.40	251.40	251.40	251.40	251.40	251.40	251.40	251.40	251.40
3. Design and implement interventions aimed at providing services to disadvantaged persons	2,262.60	0	251.40	251.40	251.40	251.40	251.40	251.40	251.40	251.40	251.40
4. Creating policy buy- in	2,262.60	0	251.40	251.40	251.40	251.40	251.40	251.40	251.40	251.40	251.40
5. Identifying and training local agencies to spearhead mid-set activities	2,828.25	0	314.25	314.25	314.25	314.25	314.25	314.25	314.25	314.25	314.25

PROGRAM AND INTERVENTIONS	TOTAL SWRDP COST FOR 2020/21 - 2029/30 (UGX IN MILLIONS)										
	TOTAL	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
6. Popularising and institutionalising mind-set Change activities / programs	15,084.00	0	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00
7. Documenting success stories for scaling up	1,885.50	0	209.50	209.50	209.50	209.50	209.50	209.50	209.50	209.50	209.50
8. Integration of mind-set change into development programing	11,313.00	0	1,257.00	1,257.00	1,257.00	1,257.00	1,257.00	1,257.00	1,257.00	1,257.00	1,257.00
9. Conducting Women and Youth entrepreneurship needs assessment study	1,885.50	0	209.50	209.50	209.50	209.50	209.50	209.50	209.50	209.50	209.50
10. Designing and implementing gender sensitive entrepreneurship initiatives for women and youth income generation and employability	8,296.20	0	921.80	921.80	921.80	921.80	921.80	921.80	921.80	921.80	921.80
11. Mobilise women and youth to participate in Skills development initiatives under the arrangements such as Regional Incubation centres/hubs and vocational institutions	3,393.90	0	377.10	377.10	377.10	377.10	377.10	377.10	377.10	377.10	377.10
12. Establishing and running entrepreneurship initiatives for vulnerable and disadvantaged persons (VaDPs)	4,148.10	0	460.90	460.90	460.90	460.90	460.90	460.90	460.90	460.90	460.90

PROGRAM AND INTERVENTIONS	TOTAL SWRDP COST FOR 2020/21 - 2029/30 (UGX IN MILLIONS)										
	TOTAL	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
13. Establishing the number of women engaged and benefiting from Local Governments' development plans and activities (Gender research)	3,771.00	0	419.00	419.00	419.00	419.00	419.00	419.00	419.00	419.00	419.00
14. Examining Local development programs mainstreaming gender and including gender sensitive bylaws	754.20	0	83.80	83.80	83.80	83.80	83.80	83.80	83.80	83.80	83.80
15. Using Gender inclusive champions to influence society	754.20	0	83.80	83.80	83.80	83.80	83.80	83.80	83.80	83.80	83.80
16. Gender Mainstreaming in Local Development Programs	3,469.32	0	385.48	385.48	385.48	385.48	385.48	385.48	385.48	385.48	385.48
17. Support to the marginalized population (Batwa and Banyabutumbi resettlement)	4,100.00	0	0	170.00	120.00	120.00	0	0	0	0	0
INNOVATION, TECHNOLOGY DEVELOPMENT AND TRANSFER PROGRAM											
1. Establish and maintain functional partnerships for universities, research institutions and LGs	15,084.00	0	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00
2. Work with universities and research institutions to acquire R&D infrastructure	7,542.00	0	838.00	838.00	838.00	838.00	838.00	838.00	838.00	838.00	838.00

PROGRAM AND INTERVENTIONS	TOTAL SWRDP COST FOR 2020/21 - 2029/30 (UGX IN MILLIONS)										
	TOTAL	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
3. Allocate funding and carry out evidence-based planning and programming	7,542.00	0	838.00	838.00	838.00	838.00	838.00	838.00	838.00	838.00	838.00
4. Establish a research and innovation fund	15,084.00	0	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00
5. Conduct research pieces on critical needs / problems for the region	7,542.00	0	838.00	838.00	838.00	838.00	838.00	838.00	838.00	838.00	838.00
6. Establish and maintain specialised regional innovation hubs, multipurpose and industrial parks	131,985.00	0	14,665.00	14,665.00	14,665.00	14,665.00	14,665.00	14,665.00	14,665.00	14,665.00	14,665.00
7. Enhance human resource in ICT, innovation, science, and technology (Proactively adapt to the national)	37,710.00	0	4,190.00	4,190.00	4,190.00	4,190.00	4,190.00	4,190.00	4,190.00	4,190.00	4,190.00
8. Technology Transfer and Adoption Strategy by LGs	11,313.00	0	1,257.00	1,257.00	1,257.00	1,257.00	1,257.00	1,257.00	1,257.00	1,257.00	1,257.00
AGRO-INDUSTRIALIZATION PROGRAM											
1. Establish and manage of organic fertilizer plants	26,397.00	0	2,933.00	2,933.00	2,933.00	2,933.00	2,933.00	2,933.00	2,933.00	2,933.00	2,933.00
2. Mobilize and train farmers on establishing and running organic fertilizer plants	3,771.00	0	419.00	419.00	419.00	419.00	419.00	419.00	419.00	419.00	419.00

PROGRAM AND INTERVENTIONS	TOTAL SWRDP COST FOR 2020/21 - 2029/30 (UGX IN MILLIONS)										
	TOTAL	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
3. Link farmers / farmer groups to institutions offering affordable mechanization equipment	1,885.50	0	209.50	209.50	209.50	209.50	209.50	209.50	209.50	209.50	209.50
4. Mobilize private sector to establish appropriate technology solutions	18,855.00	0	2,095.00	2,095.00	2,095.00	2,095.00	2,095.00	2,095.00	2,095.00	2,095.00	2,095.00
5. Establish post handling storage and processing infrastructure (Silos, dryers, warehouses, cold rooms of various scales and capacities at sub-county, district and zonally areas)	49,023.00	0	5,447.00	5,447.00	5,447.00	5,447.00	5,447.00	5,447.00	5,447.00	5,447.00	5,447.00
6. Improve transportation and logistics infrastructure such as refrigerated trucks and cold rooms for priority commodities as well as the railway services	376,964.50	0	41,847.40	41,851.60	41,865.50	41,900.00	41,900.00	41,900.00	41,900.00	41,900.00	41,900.00
7. Explore and identify viable sources of water for irrigation	7,542.00	0	838.00	838.00	838.00	838.00	838.00	838.00	838.00	838.00	838.00
8. Train and deploy irrigation technicians / personnel	3,771.00	0	419.00	419.00	419.00	419.00	419.00	419.00	419.00	419.00	419.00
9. Establish irrigation demonstration sites	22,626.00	0	2,514.00	2,514.00	2,514.00	2,514.00	2,514.00	2,514.00	2,514.00	2,514.00	2,514.00
10. Acquire, install and maintain irrigation equipment(s)	1,508,400.00	0	167,600.00	167,600.00	167,600.00	167,600.00	167,600.00	167,600.00	167,600.00	167,600.00	167,600.00

PROGRAM AND INTERVENTIONS	TOTAL SWRDP COST FOR 2020/21 - 2029/30 (UGX IN MILLIONS)										
	TOTAL	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
11. Link farmers to institutions providing affordable agriculture financing and insurance facilities, as well as acquiring finances and insurance	6,787.80	0	754.20	754.20	754.20	754.20	754.20	754.20	754.20	754.20	754.20
12. Providing farmers with finance literacy training	7,542.00	0	838.00	838.00	838.00	838.00	838.00	838.00	838.00	838.00	838.00
13. Mobilizing farmers to establish viable commodity-based cooperatives	18,855.00	0	2,095.00	2,095.00	2,095.00	2,095.00	2,095.00	2,095.00	2,095.00	2,095.00	2,095.00
14. Adapt digital technology in agriculture marketing	33,939.00	0	3,771.00	3,771.00	3,771.00	3,771.00	3,771.00	3,771.00	3,771.00	3,771.00	3,771.00
15. Strengthen farmer organizations and cooperatives for priority agricultural commodities	4,525.20	0	502.80	502.80	502.80	502.80	502.80	502.80	502.80	502.80	502.80
HUMAN CAPITAL DEVELOPMENT PROGRAM											
1. Lobbying for additional funding for PHC	1,093.59	0	121.51	121.51	121.51	121.51	121.51	121.51	121.51	121.51	121.51
2. Support to partners engaged in health promotion and education program activities	1,885.50	0	209.50	209.50	209.50	209.50	209.50	209.50	209.50	209.50	209.50
3. Establish surveillance centres for communicable and non-communicable diseases	9,238.95	0	1,026.55	1,026.55	1,026.55	1,026.55	1,026.55	1,026.55	1,026.55	1,026.55	1,026.55

PROGRAM AND INTERVENTIONS	TOTAL SWRDP COST FOR 2020/21 - 2029/30 (UGX IN MILLIONS)										
	TOTAL	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
4. Develop and implement community mobilization activities that promote healthy lifestyle at sub-county level	4,525.20	0	502.80	502.80	502.80	502.80	502.80	502.80	502.80	502.80	502.80
5. Support government and non-government institutions to deliver healthy lifestyle programs and activities at the sub-county level	4,525.20	0	502.80	502.80	502.80	502.80	502.80	502.80	502.80	502.80	502.80
6. Routine immunisation and sanitation campaign	8,296.20	0	921.80	921.80	921.80	921.80	921.80	921.80	921.80	921.80	921.80
7. Recruiting and training and equipping community Health Workers / VHTs	-	0	0	0	0	0	0	0	0	0	0
8. Social protection for vulnerable and disadvantaged persons per district	7,542.00	0	838.00	838.00	838.00	838.00	838.00	838.00	838.00	838.00	838.00
9. Identify and support communities and groups of people experiencing high school dropout rates at primary and secondary levels	3,469.32	0	385.48	385.48	385.48	385.48	385.48	385.48	385.48	385.48	385.48
10. Ensure that school completion for primary and secondary levels is improved and sustained in the region	3,356.19	0	372.91	372.91	372.91	372.91	372.91	372.91	372.91	372.91	372.91

PROGRAM AND INTERVENTIONS	TOTAL SWRDP COST FOR 2020/21 - 2029/30 (UGX IN MILLIONS)										
	TOTAL	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
11. Needs assessment on priority skills needed for regional development	3,356.19	0	372.91	372.91	372.91	372.91	372.91	372.91	372.91	372.91	372.91
12. Mobilize and sensitize public and private vocational training institutions about priority skills for regional development	6,787.80	0	754.20	754.20	754.20	754.20	754.20	754.20	754.20	754.20	754.20
13. Mobilize resources to support priority vocation training	2,262.60	0	251.40	251.40	251.40	251.40	251.40	251.40	251.40	251.40	251.40
14. Partner with private and public vocational training institutions to establish and run incubation and training centres and deliver priority skills development for first time trainees and re-tooling/continuous training	3,356.19	0	372.91	372.91	372.91	372.91	372.91	372.91	372.91	372.91	372.91
15. Establish and run business clinics at the sub-county level to equip youth and women with entrepreneurial knowledge and skills	11,313.00	0	1,257.00	1,257.00	1,257.00	1,257.00	1,257.00	1,257.00	1,257.00	1,257.00	1,257.00

PROGRAM AND INTERVENTIONS	TOTAL SWRDP COST FOR 2020/21 - 2029/30 (UGX IN MILLIONS)										
	TOTAL	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
16. Mobilize youth and women in and out of school to participate in internship and practicums for employment	3,016.80	0	335.20	335.20	335.20	335.20	335.20	335.20	335.20	335.20	335.20
17. Offer mentorship and coaching programs for youth and women to tap into non-tradition education employment areas	3,393.90	0	377.10	377.10	377.10	377.10	377.10	377.10	377.10	377.10	377.10
SUSTAINABLE ENERGY DEVELOPMENT PROGRAM											
1. Promote renewable energy solutions (solar, geothermal, wind etc)	130.00	0	50.60	46.40	33.00	0	0	0	0	0	0
2. Promote uptake of alternative cooking technologies in rural areas	5.500	0	2.00	2.00	1.50	1.00	1.00	1.00	1.00	1.00	1.00
DEVELOPMENT PLAN IMPLEMENTATION PROGRAM											
1. Identify and exploit potential non-traditional local revenue sources for LGs	1,131.30	0	125.70	125.70	125.70	125.70	125.70	125.70	125.70	125.70	125.70
2. Establish and maintain a robust and accountable local revenue management system	1,885,500.00	0	209,500.00	209,500.00	209,500.00	209,500.00	209,500.00	209,500.00	209,500.00	209,500.00	209,500.00

PROGRAM AND INTERVENTIONS	TOTAL SWRDP COST FOR 2020/21 - 2029/30 (UGX IN MILLIONS)										
	TOTAL	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
PRIVATE SECTOR DEVELOPMENT PROGRAM											
1. Secure and protect border points for cross border trade	30,168.00	0	3,352.00	3,352.00	3,352.00	3,352.00	3,352.00	3,352.00	3,352.00	3,352.00	3,352.00
2. Maintain high quality standards in the value chains of priority tradable commodities	30,168.00	0	3,352.00	3,352.00	3,352.00	3,352.00	3,352.00	3,352.00	3,352.00	3,352.00	3,352.00
3. Enforce the East African Trade protocols	15,084.00	0	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00	1,676.00

NATURAL RESOURCES ENVIRONMENT, CLIMATE CHANGE, LAND AND WATER MANAGEMENT PROGRAM											
1. Organize annual community-based tree planting campaigns towards restoration of the degraded natural forests at Sub-county level	2,262.60	0	251.40	251.40	251.40	251.40	251.40	251.40	251.40	251.40	251.40
2. Restoration of wetlands that are becoming extinct within priority catchments	1,508.40	0	167.60	167.60	167.60	167.60	167.60	167.60	167.60	167.60	167.60
3. Establish functional wetland protection committees at the sub-county level	1,885.50	0	209.50	209.50	209.50	209.50	209.50	209.50	209.50	209.50	209.50

4. Support private sector for commercial environment friendly tree plantation development per District	3,771.00	0	419.00	419.00	419.00	419.00	419.00	419.00	419.00	419.00	419.00
5. Protect major water bodies in the region	5,656,500.00	0	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00
6. Establish functional water management committee at Sub-County level	5,656,500.00	0	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00
7. Explore alternative water sources for water insecure areas at District level	5,656,500.00	0	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00
8. Annual reviews of water resource management at District level	5,656,500.00	0	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00	628,500.00
9. Raise awareness and improve human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	3,393.90	0	377.10	377.10	377.10	377.10	377.10	377.10	377.10	377.10	377.10
10. Identify and train households to use renewable energy sources	2,451.15	0	272.35	272.35	272.35	272.35	272.35	272.35	272.35	272.35	272.35
11. Establish eco-friendly municipal and city waste collection and sorting facilities, and systems for recycling and reuse as a remedy for immense methane emissions from open landfills	3,771.00	0	419.00	419.00	419.00	419.00	419.00	419.00	419.00	419.00	419.00

12. Build gender response capacity in climate change monitoring and evaluation systems through integration in local government performance assessment and national monitoring frameworks	26,774.10	0	2,974.90	2,974.90	2,974.90	2,974.90	2,974.90	2,974.90	2,974.90	2,974.90	2,974.90
TOURISM DEVELOPMENT PROGRAM											
1. Identify and promote non-traditional tourism commodities/services	3,016.80	0	335.20	335.20	335.20	335.20	335.20	335.20	335.20	335.20	335.20
2. Identify, catalogue and aggressively market tourism potentials of the region	1,131.30	0	125.70	125.70	125.70	125.70	125.70	125.70	125.70	125.70	125.70
3. Partner with the private sector to develop and market museums and heritage sites for cultural promotion	3,771.00	0	419.00	419.00	419.00	419.00	419.00	419.00	419.00	419.00	419.00
TOTAL	29,814,468.75	-	3,312,718.75	3,312,718.75	3,312,718.75	3,312,718.75	3,312,718.75	3,312,718.75	3,312,718.75	3,312,718.75	3,312,718.75

4.3 Resource Mobilisation Strategy

This section outlines the Resource Mobilisation Strategies on how the SWRDF will organize the processes of prioritizing, planning, selecting projects, monitoring, broadening the resource channels as well as coordinating with partners to mobilize and effectively utilize resources required to implement the Development Plan. The following are some of the resource mobilization strategies:

- 1) Enhancing ownership and buy-in of all Local Governments
- 2) Seeking government funding through harmonization of the development programs and project with the strategic investments allocated to the region
- 3) Organizing and hosting fund raising activities such as hosting an investors conference
- 4) Establishing a regional development fund

- 5) Generating linkages with the region's diaspora for fund raising and investment
- 6) Establishing visibility for tourism products of the region
- 7) Designing and implementing the region's business plan
- 8) Strategic partnerships
- 9) Embracing transparency and accountability
- 10) Enhancing streamlined management procedures

4.4 Risk Management

A number of Management risks require mitigation for successful Development Plan Implementation. **Table 10** below highlights some of the anticipated risks that may threaten its implementation and the realization of the goal and vision. Local governments may not have the requisite capacity to handle the risks. However, since the implementation environment is ever changing, certainty regarding factors and actors may not be accurately in control of the respective local governments. There is a need for the design of operational level interventions that will pay specific attention to risk management at all stages of the Development Plan implementation.

Table 8: Anticipated Risks and Mitigation Measures

FACTORS	TYPE OF RISKS	CATEGORY	CAUSES OF THE RISKS	LIKELIHOOD OF OCCURRENCE	IMPACTS (1=LOW, 2-	MITIGATION	LEAD AGENCY
				1= Low	1= Low,		
				2=Intermediate	2=intermediate		
				3= High	3= High		
External	Investor unwillingness to invest in the region due to bad business environment	Investor confidence	Money Laundering; Cyber-attack; Corruption, labour disputes, insecurity, over dependence on one source of income, and rising geopolitical tensions between Uganda, Rwanda and Congo.	2	3	Formulate and enforce local bi- laws that improve business environment	District local councils
	Delays in clearance of goods at the border posts, handling of finances and personnel adequately and timely	Process execution	Excessive handling due to border crossings or change in transportation mode, inadequate border post capacity and congestion Custom clearances at ports Transportation breakdowns	3	3	Provide incentive to personnel	URA Chief Administrative Officers

FACTORS	TYPE OF RISKS	CATEGORY	CAUSES OF THE RISKS	LIKELIHOOD OF OCCURRENCE	IMPACTS (1=LOW, 2=	MITIGATION	LEAD AGENCY
				1= Low	1= Low,		
				2=Intermediate	2=intermediate		
				3= High	3= High		
Strategic	Economic instability	Economic and financial	Prolonged drought, landslides, floods, diseases (epidemic and pandemics) and pest infestation. Frequent and abrupt changes in government policies and unstable legal procedures	3	3	Design and implement local policies that can improve business environment	District local councils
	Lack of a clear mechanism of price stabilization for agricultural products due to absence of functional farmer cooperatives	Economic and financial	Inorganic growth and development of farmer groups Inadequate capacity development of farmer cooperatives	3	2	Strengthen existing farmer cooperatives to be able to stabilize agricultural prices for their products	District Commercial Officer
	Social and political upheavals/instability	Political change	Economic strikes, post-election violence and by-elections	1	3	Improve on local governance systems	District local councils
Operational	Design and implementation of policies that are unresponsive to local needs	Policies and procedures	Inadequately trained political leaders and capacity of local governments	1	2	Promote the development and implementation of locally responsive policies	District local councils
	Limited number of local revenue sources combined with high taxation of local businesses	Regulatory and legal aspects	Incomplete fiscal decentralization that has retained fiscal powers at centre	3	3	Provide technical support to local governments to identify and institute productive local taxes	Uganda Revenue Authority
	The local government personnel have inadequate training and negative attitude towards working	Human resources capacities	Poorly designed and implemented training and educational programs Limited refresher/in-service courses offered to personnel	1	2	Provide regular refresher training and strengthen staff supervision	District Personnel Officer

FACTORS	TYPE OF RISKS	CATEGORY	CAUSES OF THE RISKS	LIKELIHOOD OF OCCURRENCE	IMPACTS (1=LOW, 2-	MITIGATION	LEAD AGENCY
				1= Low	1= Low,		
				2=Intermediate	2=intermediate		
				3= High	3= High		
	Local leaders are not willing and committed to fighting corruption in public service provision	Leadership and empowerment (Political)	National and local leaders' behaviour of promoting corrupt practices over time has resulted into an institutionalized corruption Frequent employee strikes	3	3	Involve the communities in identifying and reporting corruption cases to the IGG	IGG
	Increasing level of corruption among local government personnel	Culture	National and local leaders' behaviour of promoting corrupt practices over time has resulted into an institutionalized corruption	2	3	Local leaders MUST commit themselves to implement zero tolerance to corruption policies and laws	IGG
	Inadequate motivation and incentive to personnel by local management	Performance incentives	Inadequately trained and inexperienced local political leaders in personnel management	1	1	Provide incentive to personnel through trainings, cash and in-kind rewards	District Local Council
	Inadequate communication between local leaders, personnel and development partners		Information infrastructure breakdowns Lack of effective system integration or extensive system networking Lack of compatibility in IT platforms among service provider partners	1	2	Put in place a flexible and interactive communication mechanism at the secretariat	District Communication Officer

4.5 Climate Risk Management

USAID supports strengthening development outcomes by integrating climate change into Agency programming, learning, policy dialogues and operations. The Automated Directives System (ADS) 201 requires climate risk assessment and management for all new projects and activities across sectors to ensure the effectiveness and sustainability of project and activity objectives in the face of extreme weather and climate events.

Per ADS 201 and the climate risk screening process detailed in the mission's approved CDCS, climate risk analysis has been conducted for the SW Regional Development Strategy (see CRM matrix for details). The analysis established that climate risks are high or moderate for the following objectives/interventions:

1. Improving quantity and quality of agricultural production (high climate risk):

Agriculture is rain-fed and weather conditions are increasingly variable and unpredictable. With prolonged dry seasons, there is reduced quality and quantity of agriculture products. Similarly, excessive rains hinder the quality and quantity of some crop harvests owing to poor postharvest handling processes. The cattle corridor, which is a semi-arid area, experiences prolonged dry spells and associated water shortages.

To manage the identified climate risks, contingency planning shall be done. Stakeholders will need to develop effective partnerships to advance climate adaptive information sharing and dissemination, improve access to water for production during dry spells, support affordable irrigation, promote climate-smart agriculture, introduce and promote weather-tolerant crop varieties, support UNMA to generate and disseminate accurate and reliable weather and climate information to farmers, promote agriculture insurance products and sustainable soil and land management practices.

2. Improve management of natural resources (high climate risk).

Changes in weather patterns are likely to shift suitable habitat for many species. These changes will likely lead to challenges for natural resource managers e.g., land disputes, water shortage conflict, human-wildlife conflicts, land degradation (overgrazing, deforestation, wildlife poaching, and ineffective watershed management). These negative impacts threaten long-term economic growth, livelihood opportunities, and the ecosystem services that support human well-being.

To address these risks, there will be need for deliberate integration of climate risk management in natural resource management plans and strategies to help mitigate the impacts of climate change and build local capacity for resilience. It will be important to secure rights to land tenure and resources by providing both individuals and communities adjacent to PA with incentives to conserve the natural capital that generates their livelihoods. Water resources shall be better managed to reduce water scarcity and unpredictability, restore lands and the ecological conditions/systems that communities require to buffer ecosystems and protect the services that they provide. Vulnerable indigenous populations like the Batwa shall be involved in management of natural resources and enterprise selection for alternative livelihoods.

3. Improving energy, roads, and ICT infrastructure (high climate risk)

Extreme weather events will likely disrupt infrastructure. When the drainage networks cannot accommodate surface runoff due to extreme rainfall, there will likely be a flood disaster that will disrupt economic activity and cause water borne diseases and malaria.

Engineering analysis preceding design activities must include consideration of climate change and its potential impacts on the location (siting), functionality and sustainability of resulting infrastructure and infrastructure services. Such analysis must include identification of relevant data sets and gaps, review of local building standards and codes for adequacy; and determination of safety factors or other measures of uncertainty that will be carried through design. The results of this analysis, including risks identified and how they are addressed, shall be documented.

4. Increasing tourism opportunities and access to and equitable distribution of tourism revenue (moderate climate risks)

High value tourism services like Gorilla tracking depend on seasons. If prolonged dry spells occur, wildlife will migrate, and invasive flora species will sprout. Climate induced fires can also lead to loss of biodiversity, investments and infrastructure that hinder tourism prospects. Negative climate impacts on livelihoods for communities adjacent to Protected Areas can lead to encroachment and degradation of Protected and Conserved areas. There are also weather induced epidemics (e.g. foot and mouth disease, East Coast Fever, etc.) which can affect wildlife too. Human-wildlife conflict is exacerbated by migrating wildlife due to weather and climate variability. Accessibility to some tourist sites could also be cut off during extreme weather events like floods. Landslides and floods may block access to hospitality areas like hotels hence contribute directly or indirectly to loss in revenue collection. Increase in the intensity and frequency of wild fires, storms or drought are likely to cause Biodiversity loss as species and ecosystems struggle to adapt. Tourism sites like large water bodies and wetlands in the region may be destroyed by silting, erosion and flooding.

To address such climate risks, reliable weather and climate information (early warning) shall be provided to inform the tourism sector through collaboration with UNMA. Climate adaptation mechanisms shall be integrated into existing Protected and Conserved Area management plans to preserve their functions and enhance resilience climate resilient critical infrastructure like road and building facilities shall be constructed/upgraded such that they are not prone to damage during heavy storms and floods.

Promoting integrated health services in communities (moderate climate risks)

Wet and rainy seasons often increase the disease burden such as waterborne diseases and malaria. Access to health facilities is sometimes also affected during rainy seasons for both patients and providers. Roads get impassable in some parts of the region. Community Health surveillance involves lots of surveys and sometimes fieldwork which will likely be affected during the rainy season when roads are cut off due to bad terrain and floods. Indigenous communities like Batwa who live in marginal lands and forests may have challenges accessing health services due to poor road infrastructure worsened by floods. Settlement patterns also predispose them to weather-induced diseases like malaria.

To manage such risks, monitoring and surveillance of disease and mortality shall be improved particularly in the districts at-risk for increased disease burden, epidemics, and/or emergence. Early warning systems shall be developed and integrated into public health practice for extreme weather events and disease/risk predictions, such as the development and integration of an early warning system within the National Malaria Control Programme. (3) Rapid Response Teams in the districts shall be routinely re-trained in outbreak detection and investigation. (4) Interventions to address weather-related diseases (e.g. malaria) shall be designed and strategically geo-located in disease hotspots/ geographies, based on links between weather, climate and diseases.

Access to and utilization of seasonal weather and climate information shall be improved for early warning and planning. Community-wide campaigns shall be implemented to impart climate change knowledge (e.g., associated diseases, early climate warning signs, and early actions). The VHTs shall be strengthened by developing their capacity to identify and manage climate related health issues at local level, collect some data and conduct health surveillance. Targeted health service delivery options shall be adopted for marginalized communities. Climate change considerations shall be mainstreamed into local government planning for health-related activities within marginalized communities. The use of virtual options shall be adopted to coordinate and provide technical support supervision to lower-level health facilities whenever physical presence is difficult.

The results of this activity-level CRM shall be integrated into the activity design narrative, award and implementation plans. The CAO will ensure that the work plans reflect the proposed interventions, monitor implementation through the quarterly reports and field visits and propose appropriate measures to mitigate any effects of extreme weather conditions.

CHAPTER FIVE: SWR DEVELOPMENT PLAN IMPLEMENTATION, COORDINATION FRAMEWORK AND COMMUNICATION AND FEEDBACK STRATEGY

This chapter spells out the implementation arrangements, coordination and partnership framework for implementing the development plan. It details the key institutions and their roles, the feedback strategy as well as factors for the successful implementation of the plan.

5.1. Implementation Arrangements

The implementation of the development plan for South Western region will adopt a program-based approach in line with NDP III strategy. Achievement of progress will require engagement of the SWRDF, Cities, Municipalities, District Local Governments, NGOs and CSOs, the private sector, as well as support by Ministries, Departments and Agencies (MDAs) and Development Partners.

It will adopt an approach that focuses on the commodity value chain based on evidence based planning, budgeting and implementation of projects that promote inter-district synergies to increase household incomes and job creation. This will emphasise the programmatic approach where a group of related interventions / projects intended to achieve a common goal/ outcome are planned and implemented. This enhances synergies across Local Governments (LGs) in terms of planning, budgeting, implementation, monitoring and evaluation of common projects/programs.

The forum will ensure that implementation of the development plan is achieved through working with all LGs in the region, Development Partners, Civil Society as well as the private sector using the Public-Private-Partnership (PPP) arrangement. Implementation of the development plan will reinforce the parish level in line with the currently government policy of implementing the Parish Development Model (PDM) program. Accountability and good governance will be very critical to enhance resource mobilisation for implementing the planned interventions.

To achieve the objectives of SWRDP, it is imperative for LGs to link their plans and budgets to the different strategic objectives and interventions of SWRDP and in accordance with NPA planning guidelines. This will improve policy coherence in implementation as well as avoiding duplication of interventions and resource allocations.

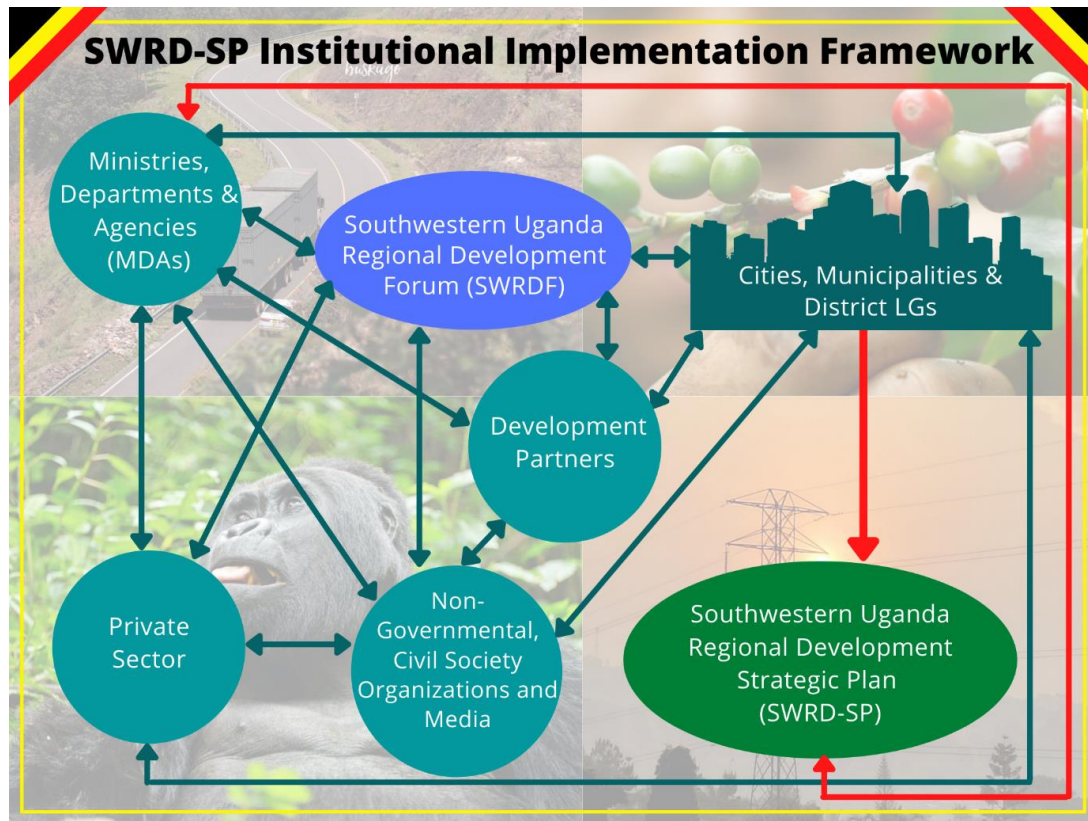
5.2 Institutional Arrangements

This section describes the institutions and entities that will have roles and responsibilities while implementing the development plan. It shall comprise of key stakeholders including: SWRDF, Districts, Cities and Municipal Local Governments, Ministries, Departments and Agencies, Development Partners, NGOS / CSOS and Media as well as the private sector.

The institutional arrangements are premised on the National Planning Authority (NPA) and tenets of effective policy/program implementation specifically evidence-based development planning, implementation/operational planning, resource mobilization, budgeting and budget execution and effective monitoring and evaluation. The implementation of the development plan will be aligned to Agenda 2030 (SDG17) and Africa agenda 2063 and the EAC Vision 2050, as stipulated in the NDP III that calls for strong partnerships, networks and cooperation to realize the south western regional development aspirations. Therefore, successful implementation of the SWRDP requires identification and involvement of diverse stakeholders at the different stages.

Figure 5 represents the interplay of the envisaged actors in the implementation process of SWRDP.

Figure 6: Institutional Implementation Framework



5.2.1 Mandate of SWRDF in the Development Plan Implementation

Guided by the SWRDF legal and policy framework, the forum holds an oversight role in implementing the development plan by providing leadership. It will ensure the development of an effective coordination and communication system.

In liaison with the regional stakeholders, the forum will ensure on-going resource mobilisation and utilisation; participate in monitoring and evaluation of the development plan implementation. Furthermore, the forum will establish the mechanisms to follow up and oversee the implementation of activities in the prioritised areas.

5.2.2 Role of Districts, Cities and Municipal Local Governments

According to the Local Government Act 1999, Districts, Cities and Municipal Local Governments are mandated to implement development programs within their jurisdiction. They will provide a platform under which the SWRDF will work with other actors to support the design, implementation, monitoring and evaluation of the prioritised strategic projects and activities. Districts, Cities and Municipal Local Governments will mobilise and contribute resources (human, physical and financial) for sustainability of the regional development agenda. The partnering entities will promote the vision, mission, and mainstreamed activities of the region. By providing a conducive environment for the implementation of the Development Plan programs activities, the entities will spearhead south western regional development.

5.2.3 Role of NGOs, CSOs and Media

Collaborating NGOs, CSOs and Media will participate in leveraging the SWRDF by participating in the design and implementation of priority projects and activities. Mostly, NGOs and CSOs may participate in the identification and implementation of process and policy gaps. Where need arises, the SWRDF will invite NGOs and CSOs to engage in advocacy and community engagement. Media will remain a key player in the implementation of the regional development plan.

5.2.4 Role of Development Partners

Development partners such as USAID will remain key allies in the regional development agenda and support the South Western regional development process. They will buy-in and mobilise resources to support the implementation of the development plan in a coordinated and collaborative manner. Development partners will work through regional development platforms to support Districts, Cities and Municipal local governments to implement the regional development plan.

5.2.5 Role of the Private Sector

The SWRDP will provide a Public-Private Partnership (PPP) approach in the implementation of activities. The private sector will invest in and promote SWRDP priority projects and activities for strategic investments. The private sector will also lead the implementation of selected SWRDP projects and activities within their comparative advantages.

5.2.6 Role of Ministries, Departments and Agencies (MDAs)

The MDAs will provide strategic guidance to the SWRDP priority projects and activities, as well as required guidance from time to time. Furthermore, they will support policy development and alignment, support resource mobilization for development planning, budgeting, capacity building and financing of projects for successful implementation of the development plan.

5.3 Coordination and Partnerships Framework

To ensure effective coordination and partnerships for the successful implementation of this development plan, the following coordination arrangements will be put in place:

- 1) **Joint planning and review meetings:** The forum will plan and hold joint meetings involving all LGs leadership, development partners, civil Society and the private sector. The meetings will harness synergies for joint planning and implementation of projects/programs. It will also promote optimal use of the scarce resources, especially for projects jointly by two (2) or more LGs.
- 2) **Integrated planning and budgeting:** The forum will lobby implementing partners to provide information on resource envelopes and key activity areas where they operate and have these incorporated into the core plans and budgets of the LGs and the forum secretariat. This will enhance effective monitoring and avoid duplication of resources in the same programs and areas.
- 3) **Progress reporting:** Reports will be shared by all LGs as well as implementing partners, challenges and lessons learnt discussed and possible solutions for improvement in the implementation sought.
- 4) **Mapping implementing partners:** This is imperative for effective coordination and it will support identification of LGs with fewer services which enhance the ability to target future development projects / programs.

5.4 Pre-Requisites for Successful Implementation of the SWRDP

The following pre-requisites provide guidance for successful implementation of the Development Plan:

- 1) Strong political leadership will and commitment to transparency, accountability and results.
- 2) Willingness to embrace Government policies among political leaders, district employees, development partners and other stakeholders in the pursuit of the LGDP III results.
- 3) Compliance with accountability systems and strict enforcement of laws and regulations, including creation of awareness and empowerment of community members to demand for Accountability from the Leadership.
- 4) Existence of functional Management Information System (MIS) to provide information for facilitating timely decision making and taking remedial action.
- 5) Full participation by all key stakeholders
- 6) A healthy and productive work environment that is capable of resolving, when necessary, the arising disagreements and conflicts.
- 7) Strong M&E system to effectively monitor implementation process, ensuring the compliance of activities planned according to the resources and verifying, at the same time, that policies and regulations of the organization are met.
- 8) Qualified and well facilitated incorruptible staff
- 9) Stable and predictable political, social and economic environment
- 10) Optimal level of funding for the development plan implementation

5.5 Communication and Feedback Strategy

The communication strategy for the South Western Uganda Regional Development Plan aims at attaining successful buy-in into the Regional Development agenda which brings together Districts, Cities and Municipal local governments of Ankole and Kigezi Sub-Regions. Being the first of its kind, it's important that an agenda is set for successful ownership and implementation of the Regional Development Plan. The communication strategy provides avenues for internal communication and feedback for the SWRDF external communication activities for marketing and public relations through define communication goals and a systematic communication plan. The strategy has four major components: communication goals, target audience, communication plan and channels.

5.5.1 Communication Goals

This communication strategy aims to provide internal and external avenues for launching, popularizing, implementing, monitoring and evaluating SWRDP. Three goals guide this strategy.

Table 9: Communication Strategy Goals

COMMUNICATION GOAL	MEASUREMENT	NOTES
Engage media and influence their interest in the SWRDP	Media impact – estimate the number of views of media about the SWRDP	This is tied to press presentations, promotional messages and videos and engage regional and national influencers at opportune events
Generate awareness about the SWRDP among stakeholders	SWRDP awareness among LGs, MDAs, regional leaders such as MPs and selected opinion leaders Target: 85% awareness	This can be accomplished with direct engagements in meetings, workshops, regional conferences such as a donors' conference
Generate awareness of the SWRDP amongst communities	SWRDP awareness among communities Target: 20% awareness	This can be accomplished through promotional activities such as radio/TV talk shows and social media
Generate interest towards investment in the strategic projects by the private sector	First year new investments in the strategic projects	Promotions tied to priority strategic development projects for private sector investments

5.5.2 Target Audience

The primary target audiences for the SWRDP are the political and technical leadership of Districts, Cities and Municipal Local Governments and MDAs, the private sector, civil society and NGOs, Development Partners and the local community. The SWRDF through its organisation structure will form the internal communication mechanisms for coordination and management. To achieve popularisation and buy-in of the development plan, the key stakeholders will be actively engaged in program and project activities as presented in table 12.

Table 10: Target Audience for Attaining Successful Popularisation and Buy-in of SWRDP

TARGET AUDIENCE	DEFINITION	EXAMPLES
1) Media	Media industry actors with influence on the region with more than 1m viewers and followers a month.	TVs: TV west, NTV, NBS, UBC, Urban TV Print media: New Vision, Orumuri and Daily Monitor Radio: Radio West, Vision Radio, Voice of Kigezi, Kinkizi FM, B-FM, Voice of Muhavura
2) Regional Development Influencers	Individuals, institutions, agencies and associations with influence over decisions and allocation of resources for regional development. A strong network and linkages.	Commander OWC, MPs, NPA, ULGA, Banyakigezi Associations, Interreligious Council of Uganda, Mothers Union, Universities, Rotary clubs etc.
3) Private Sector	Private sector which has made substantive investments in Uganda and within the EA region in the priority projects identified in the SWRDP in the last 10 years.	Agriculture: KDC, GBK, Pearl Diaries, Ankole Tea Farmers, Banyankore Kweterana, Igara Tea, Kayonza Tea Factory Tourism: Travel & Hotel persons, Bunyonyi Overland, Chamber of commerce, UMA, USSIA etc Minerals: BTS, NGOs:

TARGET AUDIENCE	DEFINITION	EXAMPLES
4) Local Community	Strong opinion leaders within communities who have influence on national and international levels	Religious Leaders, Retired elders, District Councils, Municipal Councils etc.

5.5.3 Communication Plan

In **Table 13** outlines how the SWRDP communication strategy will be achieved. It includes a schedule, responsibilities and communication activities:

Table 11: Communication Plan

COMMUNICATION	AUDIENCE	TYPE / COMMUNICATION CHANNEL	OBJECTIVES	CONTENT	RESPONSIBILITY		BUDGET
					Primary	Others	
Rationale and justification for a Regional Development Plan for Ankole and Kigezi sub-regions	All stakeholders	Broadcast Media (Radio and TV talk shows) Newspaper pull-outs Fliers Social Media Handles Newsletters Website	Popularize the regional development rationale	SWRDP	SWRDF secretariat	Cities, Municipalities and DLGs	
SWRDP Vision, Mission and Goals	All stakeholders	Radio and TV talk shows Newspaper pull-outs Fliers Social Media Handles Targeted emails Podcasts Newsletters Website	Popularize the regional development goals and objectives	SWRDP	SWRDF secretariat	Cities, Municipalities and DLGs	
Role of the South Western Regional Development Forum (SWRDF)	Cities, Municipalities, LGs, MDAs, Politicians, technical teams, opinion leaders and community elders	Radio and TV talk shows Newspaper pull-outs Fliers Social Media Handles Podcasts Newsletters Website	Engage stakeholders on the role of SWRDF towards driving a regional development agenda for Ankole and Kigezi	SWRDP	SWRDF secretariat	Development Partners, Cities, Municipalities, DLGs	
Priority Investment Projects	Private Sector, MDAs and	Investors and Donors Conference(s) Working sessions Annual reviews Radio and TV talk shows Newspaper pull-outs Fliers Social Media Handles	To announce and popularize the projects	Profiles of regional development investment plan	SWRDF secretariat Cities, Municipalities and DLGs, MDAs	MoFPED, MoLG, OWC, Min. Tourism, MAIF, Academia, Development Partners	

COMMUNICATION	AUDIENCE	TYPE / COMMUNICATION CHANNEL	OBJECTIVES	CONTENT	RESPONSIBILITY		BUDGET
					Primary	Others	
		Podcasts Newsletters Website					
Launch of the SWRDP	All stakeholders	Regional Development Conference (s) Postcards Status reports and Executive summaries Radio and TV talk shows Newspaper pull-outs Fliers Social Media Handles Podcasts Newsletters Website			SWRDF secretariat Cities, Municipalities and DLGs, MDAs	MoFPED, MoLG, OWC, Min. Tourism, MAIF, Academia, Development Partners	

CHAPTER SIX: MONITORING EVALUATION AND LEARNING

6.1 Introduction

The Monitoring and Evaluation (M&E) strategy for this plan is informed by achievements, challenges and lessons drawn from the previous individual participating city, municipal and district local governments' development plans. The monitoring and evaluation framework spells out the SWRDP interventions, roles and responsibilities of key actors, reporting and dissemination mechanisms, processes, required M&E capacities and events. It also explains how data will be collected, analysed and reported to realize SWRDP development goals and objectives.

6.2 SWRDF M&E Frameworks

6.2.1 SWRDP Progress Reporting

The reporting requirements will largely include progress reports - quarterly and annual reports. The Regional Progress reporting shall follow two processes: physical progress reporting and budget performance reporting. All member LGs are expected to submit activity progress reports based on the SWRDP M&E reporting framework for physical progress reporting. These will be supplemented by field spot visits to ascertain progress on projects. On the other hand, budget performance reports will cover quarterly and annual financial performance (revenue and expenditure) from all member LGs. The Regional budget performance will be generated from the computerized Program Budgeting System (PBS) of all LGs in the region. The combined quarterly performance reports will be submitted to the Steering Committee (SWRDF), member LGs and key stakeholders including MDAs and development partners.

6.2.2 Joint Annual Review of the SWRDP

To undertake regular appraisal of the progress across all SWRDP activities, the SWR secretariat shall organise annual joint review with representation from all LGs in the region. The review will be based on the performance reports produced by SWR Secretariat in conjunction LGs. The annual joint review meetings will be organized in May/ June of each FY and will be attended by all key development actors in the region including representatives of LGs, CSOs, FBOs, CBOs, PSO, Development partners and selected citizens' interest groups (youth groups, women groups, PLAs, PLWD, etc.).

6.2.3 SWRDP Mid-Term Evaluation

Led by the SWR Secretariat, a mid-term review of the SWRDP will be conducted five years into the Plan's implementation and it will correspond with the NDPIII evaluation. The mid-term review aims to assess the progress of SWRDP implementation against the set objectives. The midterm review report will include an assessment of challenges that could have inhibited the implementation of identified priority interventions and document lessons learned to improve the implementation of the remaining period of the development plan.

The report will be presented to the SWR Steering Committee including the LG TPCs, Executive Committees, and councils. In addition, the report will also be discussed by the joint annual SWRDP review meetings. A copy of the SWRDP midterm review report will be presented to the MDAs and Development Partners to inform the required changes in the remaining five years of the development plan period.

6.2.4 SWRDP End of Plan Evaluation

The SWRDP end-of-plan evaluation will be conducted after ten years of the Plan's implementation. The end-of-plan evaluation aims to assess the achievement of results and their sustainability. The end-of plan evaluation will assess the overall effectiveness of the SWRDP against its objectives and targets, and where possible, it will look at the short-term

impacts created by plan interventions. The NPA shall provide technical guidance and backstop the SWR Secretariat in quality control of end-of plan evaluation reports.

Just like the Mid-term evaluation, the SWR steering committee shall form a task force to execute the task that shall provide ToR for the team.

The Task force shall conduct the evaluation of the development plan using proven methods, prepare the draft report and the report will be validated in a multi-stakeholder meeting. The report will be disseminated at the community level and recommendations highlighted in the report shall be used to guide the development next 10-year development plan for the region.

6.3 M&E Events and Key Actors

6.3.1 Roles and Responsibilities of Key Actors

1) SWRDF / Secretariat:

- a) Responsible for overall oversight of the plan.
- b) Will provide technical leadership for plan M&E.
- c) Will bring together non-state actors to contribute towards M&E activities.
- d) Shall ensure coherence, transparency, and management of results over the SWRDP period.
- e) Shall assess the implementation and progress of the plan at the strategic level through annual, mid-term and end program/project results (outcome and impact).
- f) Will develop baseline and review the performance of plans with partnerships with other key actors such as the private sector, CSO, NGOs and Development partners.
- g) Will coordinate the development and review of the district LGs on performance indicators and target by program and project.
- h) Shall promote partnership policy among several actors to align their activities for the effective implementation of SWRDP and its programs/projects.

2) MDAs

- a) Will provide financial support for the M&E activities.
- b) Will monitor and evaluate the performance of budgets allocated to the plan.
- c) Will provide technical and logistical support to the participating district LGs to carry out M&E activities.
- d) Will provide results to cater for human resources and equipment necessary for M&E activities.

3) Districts, Cities and Municipal LGs (CMD LGs)

- a) Through their respective technical committees and offices Districts, Cities and Municipal LGs shall implement the M&E activities.
- b) M&E shall collect, analyse and disseminate M&E results.
- c) Will generate mandatory reports and period progress reports.
- d) Implement the recommendations from M&E feedback sessions.
- e) Shall be responsible for ensuring that the M&E units are functional.
- f) Shall work hand in hand with CSO and NGOs and other Agencies like RDCs to organize Barazas that will participate in M&E dissemination meetings.

4) Private Sector, NGOs & CSOs, Media and Development Partners

- a) Will work hand in hand with LGs, SDRF, MDAs to fund M&E activities.
- b) Will take part in M&E results disseminate and feedback sessions.

5) SWRDP M&E Reform

- a) Automated and Integrated Web-based M&E System will be developed by MDAs to enable the forum and participating t LGs to post and generate periodic progress reports and ease report requirements.
- b) M&E institutional infrastructure shall be put in place to facilitate information management.

6) SWRDF

- a) Shall develop a secretariat and technical offers that will offers technical services.
- b) There should be program coordinators at the secretariat to offer tailor-based services.
- c) Annual program reviews.
- d) SWRDF shall enable LGs to carry out these reviews.

6.4 Major Monitoring and Evaluation Events

The M&E events as described in **Table 14**, shall be organized by different actors to monitor progress on the implementation of the development plan. Timely reports will be produced to inform the planning and budgeting processes during the plan implementation.

Table 12: Major Monitoring and Evaluation Events

MAIN M&E EVENTS	PURPOSE AND DESCRIPTION	OUTPUT	LEAD AGENCY	OTHER KEY ACTORS	TIMEFRAME
Budgeting and Financial Monitoring	Issue Budget call circulars to commence the budget preparation progress	Budget call circulars Financial Monitoring Reports	MFPED	NPA, Cities, Municipalities District, Sub-Counties, MDAs	Annually
Monitoring, Coordination and Evaluation along the project cycle	Assessment of compliance to the M&E guidelines on the project identification	Project Concept notes Public Investment Plan Project Progress reports	SWRDF	MDAs, Cities, Districts, Municipalities, LGs, Academia, CSO, NGOs, Private Sector, Development Partners	Annually
Statistics production and use in the SWRD SP	Basis for a before, midterm and end line assessment of SWRDP progress	Surveys, statistical abstracts and census reports	UBOS	SWRDF, MFPED, MDAs, Cities, Municipalities, District LGs, Academia, CSO, DPs	Annually
M&E					
Evaluative Studies	Asses the effectiveness, relevance and intermediate and final outcomes based on planned program and project activities	Evaluation reports	SWRDF, CMD LGs	MUST, Academia, CSOs, MDAs, DPs, Private Sector	Continuous
Program and Project Reviews	Assess program and project performance, identify challenges and solutions	Program and project annual reports	Independent Consultant(s)	SWRDF, CMD LGs, MUST, Academia, CSOs, MDAs, DPs, Private sector	Annually
SWRD SP / Mid-term, Ex-post and Impact evaluations	-To assess mid-term progress	Progress Reports	Independent Consultant(s)	SWRDF, CMD LGs, MUST, Academia, CSOs, MDAs, DPs, Private sector	TBD
	-determine effectiveness and relevancy, sustainability and final outcomes	Project Evaluation reports	Independent Co consultant(s)	SWRDF, CMD LGs, MUST, Academia, CSOs, MDAs, DPs, Private sector	Immediately or towards the end of every project

MAIN M&E EVENTS	PURPOSE AND DESCRIPTION	OUTPUT	LEAD AGENCY	OTHER KEY ACTORS	TIMEFRAME
	Asses intended and unintended negatives and positive consequences of SWRD SP including its programs and projects	Impact evaluation Reports	Independent Consultant(s)	SWRDF, CMD LGs, MUST, Academia, CSOs, MDAs, DPs, Private sector	Every after two years after the end of the Plan
M&E Results dissemination/reporting and feedback	To popularize the results Build consensus about the results for easy buy-in	Program and project M&E reports Dissemination reports Policy briefs	SWRDF/ CMD LGs	SWRDF, CMD LGs, MUST, Academia, CSOs, MDAs, DPs, Private sector	At the end of each activity

ANNEXES

ANNEX 1: CLIMATE RISK ASSESSMENT

Output matrix: Climate risks, opportunities, and actions

1.1: Defined Objectives	1.2: Description of Objectives	2: Climate Risks (If climate changes, will I be able to achieve my objectives? If not, explain why?)	3: Adaptive Capacity (Do the beneficiaries have Capacity to adapt? Describe adaptive capacity based on information capacity, social & institutional capacity, human capacity, and financial capacity)	4: Risk Rating (towards achievement of my objective)	5: Opportunities (The opportunity is that we have E.g., Governance systems, peace & security committees, a new policy etc., to achieve a given objective, with reduced/minimal potential climate risk)	6.1: Climate Risk Management Options (what therefore do I need to do & include in my strategy design to reduce these climate risks such that I still achieve my objectives)	6.2: How Risks Are Addressed in the Strategy (How the risks are already addressed in the strategy design. Are there certain actions already included in the strategy design which could help reduce this climate risk to this objective? If yes, what are those actions?)

<p>Objective 1: To create a vibrant local economy that sustainably utilizes the regions' growth opportunities in agriculture, tourism, minerals, financial services, trade, industry and cooperatives for increased production and productivity by 2030</p>	<p>1.1 Improved quantity and quality of agricultural production</p>	<p>Agriculture is rain-fed and weather and climate variability are increasingly unpredictable. With prolonged dry seasons, there is reduced quality and quantity of agriculture products. Similarly, excessive rains hinder the quality and quantity of some crop harvests and postharvest handling processes. There are also sub regional variations in micro-climate. For example, Isingiro and Kiruhura districts are located in the cattle corridor, which is a semi-arid area and experiences prolonged dry spells and water shortage. The spread of pests and diseases also varies based on geographic location (different topography/geology advantages).</p>	<p>Weak adaptive capacity. (1) Limited use of weather and climate information at the regional level. (2) Insufficient awareness creation campaigns about weather and climate variability. (3) Despite presence of three specialized Agricultural R&D institutions (NARO), there is limited scaling and adoption and of drought resistant crop varieties, climate smart practices, technologies and advisories. Limited community awareness of the existence of the institutional expertise in the region. (4) There are no weather stations in almost all newly created districts. (5) Lack of finances to absorb shocks and recover from poor agricultural production. (6) There are socio-cultural behaviors which influence choice of agricultural enterprises rather than current and reliable information/evidence.</p>	<p>High</p>	<p>(1) Agricultural oriented R&D institutions in place. (2) There are District Production and Marketing Departments (which need to be staffed and funded to be functional). (3) Existence of water resource management (wetlands and natural forest cover) programs. (4) Existence of indigenous climate adaptive crop varieties that are more resilient to weather variability.</p>	<p>Fund the agro-oriented institutions to render them functional.</p> <p>Develop effective partnerships to advance climate adaptive information sharing and dissemination. Improve access to water for production during dry spells, support affordable irrigation, promote climate-smart agriculture e.g., introduce and promote weather-tolerant crop varieties, support UNMA to generate and disseminate accurate and reliable weather and climate information to farmers, promote crop insurance and sustainable soil and land management for increased crop productivity</p>	
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	<p>1.2 Increased domestic and international (mainstream) tourism opportunities and Increased access to and equitable distribution of tourism revenue</p>	<p>Tourism is season-based flourishing during some seasons. High value tourism services like Gorrilla tracking depended on seasons. If prolonged dry spells occur, wildlife will migrate and invasive flora species will sprout. Climate induced fires can lead to loss of biodiversity, investments and infrastructure that hinder tourism prospects. Heavy rains destroy infrastructure. Negative climate impacts on livelihoods for communities adjacent to Protected Areas can lead to encroachment and degradation of Protected and Conserved areas. There are also weather induced epidemics (FMD, East Coast Fever, Malaria) can affect wildlife too. Human-wildlife conflict is exacerbated by migrating wildlife due to weather and climate variability. Accessibility to some tourist sites could also be cut off during extreme weather events like floods. Increase in the intensity and frequency of wild fires, storms or drought are likely to cause Biodiversity loss as species and ecosystems struggle to adapt. Tourism sites like</p>	<p>There is high institutional capacity to adapt while there is weak community capacity to adapt. UWA constructed electric fence to mitigate human-wildlife conflict. Protected Area Management Plans are in place but they have not been fully executed. Revenue sharing does not favor communities living adjacent to protected and conserved areas</p>	<p>Moderate</p>	<p>Institutions (MTWA, UWA and NFA) and policies are in place. Strong government support to mitigate tourism constraints. The Region is well endowed (it's a biodiversity hotspot area)</p>	<ol style="list-style-type: none"> 1. Provide reliable weather and climate information (early warning) to the public through collaboration with UNMA 2. Incorporate climate adaptation mechanisms into existing Protected and Conserved Area management plans to preserve their functions and enhance resilience 3. Construct or upgrade to climate resilient critical infrastructure like road and building facilities such that are not prone to damage during heavy storms and floods 4. Enhance shade provision for resort facilities for less use of air conditioning 	
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	<p>large water bodies and wetlands in the region may be destroyed by silting, erosion and flooding. Landslides and floods may block access to hospitality areas like hotels hence contribute directly or indirectly to loss in revenue collection.</p>				
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	1.3 Equitable distribution of royalties from minerals	The mining sector is extremely energy-intensive and one of the major emitters of greenhouse gases and other pollutants that contribute to Global Warming. Mining and extraction approaches applied in the region are rudimentary and are negatively affected during wet season when there are heavy down pours. There are prospects of oil reserves in Kikarara (Rukungiri) which poses environmental threat/degradation and will necessitate climate mitigation through promotion of carbon sinks.	Some capacity exists in terms of information availability. Planting of forests (as carbon sinks) given the location of the Rukungiri industrial park is already ongoing. However, this effort is limited by lack of government interest.	Low	There are many experiences, lessons and best practices to learn from oil exploration in Bunyoro Region	1. Support regional dialogues on responsible mining 2. Improve social and environmental standards in the extractives sector 3. Climate-proof critical minerals policies and security of supply strategies	
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	<p>1.4 Improved management of natural resources</p>	<p>Extreme weather events can disrupt natural resource management by damaging ecosystems both on land and water (water, land, forests, soil, wildlife, and fisheries). Changes in weather patterns are likely to shift suitable habitat for many species. These conditions lead to challenges for natural resource managers e.g., land disputes, water shortage conflict, HWC, land degradation (overgrazing, deforestation, wildlife poaching, and ineffective watershed management). These negative impacts threaten long-term economic growth, livelihood opportunities, and the ecosystem services that support human well-being.</p>	<p>There is low capacity to adapt. The justice system is not oriented, enforcement bodies are not empowered to deliver on their mandate, communities are not sensitized and empowered to take up social accountability. Both national and local leaders are not oriented on good management practices of natural resources. The community lack support to engage in nature based enterprises to improve their livelihood</p>	<p>High</p>	<p>Legal framework like the Wildlife Act, Nema Act and the mandatory protocols like Environment Impact Assessments and International Protocols like Conventions and Declarations are in place</p>	<ol style="list-style-type: none"> 1. Deliberate integration of climate risk management in natural resource management plans and strategies can help mitigate the impacts of climate change and build local capacity for resilience. 2. Securing rights to land tenure and resources can foster restoration and stewardship by providing both individuals and communities adjacent to protected areas (PAs) with incentives to conserve the natural capital that generates their livelihoods. 3. Improving water resources management can reduce water scarcity and unpredictability. 4. Restoring lands and the ecological conditions/systems that they require can buffer ecosystems and protect the services that they provide. 5. Involve the indigenous populations like the Batwa in management of natural resources and enterprise selection for alternative livelihoods. 	
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<p>Objective 2: To improve the infrastructure in the region for enhanced inter-district linkages by 2030</p>	<p>2.1 Improved energy, roads, and ICT infrastructure as enablers for key sectors.</p>	<p>Extreme weather events due to climate change will likely increase disruption to infrastructures. E.g., when the drainage network cannot accommodate surface runoff due to extreme rainfall, there will likely be a flood disaster that will disrupt economic activity and cause water borne diseases and malaria</p>	<p>Limited capacity to implement adaptation efforts like strong public-private partnership. Energy, road and ICT infrastructure Institutions still face many barriers to implementing well-coordinated, harmonized efforts in infrastructure systems. Climate change impacts will increase continue to increase the total costs to transportation systems like roads</p>	<p>High</p>	<p>Strong institutional framework like UNRA, ICT, Science and Technology Ministries are in place</p>	<p>Engineering analysis preceding design activities must include consideration of climate change and its potential impacts on the location (siting), functionality and sustainability of resulting infrastructure and infrastructure services. Such analysis must include identification of relevant data sets and gaps, review of local building standards and codes for adequacy; and determination of safety factors or other measures of uncertainty that will be carried through design. The results of this analysis, including risks identified and how they are addressed, shall be documented. Identify interdependencies among infrastructure systems. Some infrastructures are interconnected, e.g., a highway road is connected to the main power transmission infrastructure, schools, hospitals, business centres, etc. When a flood occurs, these infrastructures will be affected simultaneously,</p>	
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						causing losses in various sectors (tangible and intangible). Support formulation of regulations, innovation, and technology, conducting capacity building (the acquisition of information and knowledge), enhancing community participation in decision making and improving inter-intra communication and coordination among stakeholders.	
Objective 3: To strengthen inclusiveness and meaningful participation of disadvantaged populations in local development initiatives in the region by 2030.	<p>3.1 Local leaders are not willing and committed to fighting corruption in public service provision</p> <p>3.2 Increasing level of corruption among local government personnel</p> <p>3.3 Inadequate motivation and incentive to personnel by local management</p>	<p>National and local leaders' behaviour of promoting corrupt practices over time has resulted into an institutionalized corruption</p> <p>Inadequately trained and inexperienced local political leaders in personnel management</p> <p>Lack of effective system integration or extensive system networking</p>	Adaptive capacity is high due to existence of government interventions that can enhance community mobilisation.	Moderate	Institutional structures and framework in place that can strengthen governance.	<p>Involve the communities in identifying and reporting corruption cases to the IGG</p> <p>Support Local leaders to commit themselves to implement zero tolerance to corruption policies and laws</p> <p>Put in place a flexible and interactive communication mechanism</p>	

	3.4 Inadequate communication between local leaders, personnel and development partners						
Objective 4: To prioritize integrated preventive health services in the health service delivery system and within communities by 2030.	4.1 Reduced morbidity and mortality of the population	Wet and rainy seasons increase the disease burden such as waterborne diseases and malaria. Malaria prevalence and long-lasting insecticidal net use in rural western Uganda Report.	Adaptive capacity is low in the health sector because during the wet season when floods cut off access to health services, both patients and health workers are negatively affected. Some regions like Rubanda and Rukiga have poor road terrain that is often worsened by floods.	Moderate	Uganda National Meteorological Authority (UNMA) releases seasonal weather forecasts and accompanying advisories for early warning thus better decision making and planning during both the rainy and dry seasons. The information is available on UNMA website and DLGs. In villages there are VHTs who support community sensitization and awareness creation on available Government health programs. VHTs also collect useful information from the community and furnish it to relevant health authorities for decision making and improved service delivery	(1) Improve the monitoring and surveillance of disease and mortality in the region especially districts at-risk for increased disease burden, epidemics, and/or emergence. (2) Develop and integrate early warning systems into public health practice for extreme weather events and disease/risk predictions, such as the development and integration of an early warning system within the National Malaria Control Program. (3) Rapid Response Teams in the districts should be routinely re-trained in outbreak detection and investigation (4) Design and locate interventions in disease (e.g. malaria) hotspots/ geographies, based on links between weather, climate and diseases	

<p>4.2 Increased access to quality and affordable health care services</p>	<p>Access of health facilities is also affected during rainy seasons for both patients and providers. Roads get impassable in some parts of the region</p>	<p>During the rainy season when the roads become impassable, it is difficult to transport expectant mothers and children to access quality health services. Good quality health services available are not affordable. Communities through their saving groups and community cohesion groups are able to access and borrow some and hire an ambulance to rush patients to the nearest health facility.</p>	<p>Existence of donor funded projects and programs support the development and delivery of services in health, water, and sanitation in hard to reach areas</p>	<p>Improve access and utilization of seasonal weather and climate information from UNMA for early warning and planning. Establish community-wide campaigns to impart climate change knowledge (e.g., associated diseases, early climate warning signs, and early actions). Strengthen the VHTs by developing their capacity to identify and manage climate related health issues</p>	
<p>4.3 Improved community health surveillance</p>	<p>Community Health surveillance involves lots of surveys and sometimes fieldwork which will likely be affected during the rainy season. When roads are cut off due to bad terrain and floods, accessing the community becomes difficult.</p>	<p>Adaptive capacity is low because online/virtual surveys may not work in rural areas due to lack of ICT equipment and poor network connectivity. However, community leaders can be reached through phone calls and email</p>	<p>Existence of trained VHTs within-the community. They can help collect some data</p>	<p>Work with community members to identify alternate locations/travel routes or methods to carry out research and surveys. Strengthen the Village Health Teams by developing their capacity to identify and manage climate related health issues, collect some data and conduct surveillance</p>	

	4.4 Improved targeted health service delivery for marginalized communities	Indigenous communities are living on marginal land of the forests. Settlement patterns predispose them to weather-induced diseases like malaria. During heavy rainy seasons accessing marginalized communities is difficult due to poor road infrastructure worsened by floods	The adaptive capacity is low because extreme weather events such as floods will likely affect routine health service delivery, technical support supervision and mentorship to lower-level facilities in marginalized communities due to cut off of access roads, bridges, and health center facilities		Existence of donor funded projects and programs that support the development and delivery of improved health services in marginalized communities	(1)Mainstream climate change considerations into government planning for health-related activities within marginalized communities. (2) Embrace use of virtual settings to coordinate and provide technical support supervision to lower-level health facilities whenever physical presence is difficult	
Objective 5: To create a market oriented and skilled labor force that harnesses employment opportunities in the region by 2030	5.1 Undertake capacity building for marketable skills	If there are floods, windstorms, hailstorms and severe droughts this will result into food shortages and disrupting the training time, quality and supplies to the training areas, displacement of people including indigenous minority groups such as the Batwa and closure of jobs.	Humanitarian response from public partners, adaptive technologies, and shift from the affected areas to an unaffected area. Integrate climate issues across all training curriculum	Low			
	5.2 Create an enabling environment for functional PPPs for vocational and skills development.						
	5.3 Establish linkages for job placements						
Objective 6: To establish a robust research, innovation,	6.1 Proportion of the regional budget allocated to research	Research and innovation are key to tackling climate change in the region. However, extreme events like floods, windstorms	The region has strong capacity in technology innovation at MUST, Kacwekano and MbaZARDI that have scientists and	Low			

and evidence - based programming system that responds to local development needs and priorities established in the region by 2030.	6.2 Effective research, collaborations and partnerships established and utilized.	and hailstorms may affect accessibility of communities to conduct research when roads are cut off. Floods are likely to disrupt training school for the target audience, damage on innovation hubs.	researchers. Production of scientific and technological knowledge is thriving in the region because of an enabling environment. E.g. CSA enhances resilience in agricultural systems. However, dissemination and utilization of this information is still weak. The adaptive capacity is moderate because of reliable donor support to promote and improve research and innovation in the region. Government has created an enabling environment for promotion of ICT, science, and technology in the region				
	6.3 Proportion of regional budget allocated to community based research interventions.						
	6.4 Innovation hubs established and operationalized						
	6.5 A regional planning forum established, institutionalized and operationalized						

ANNEX 2: SWRDP RESULTS FRAMEWORK

INTERMEDIATE OUTCOME(S)	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	INDICATORS	FINANCIAL YEARS				
				Y1	Y2	Y3	Y4	Y5
SO1: To create a vibrant local economy that sustainably utilizes the regions' growth opportunities in agriculture, tourism, minerals, financial services, trade, industry and cooperatives for increased production and productivity by 2030								
1) Increased volume and quality of agricultural products, tourism and minerals in the regional markets. 2) Enhanced local revenue collection and utilization.	Agro-industrialization Program	1) Establish and manage organic fertilizer plants	Number of organic fertilizer plants established per sub-county	2	4	6	8	10
		2) Mobilize and train farmers on establishing and running organic fertilizer plants	Number of organic fertilizer plants established per sub-county	2	4	6	8	10
			Percentage of farmers using organic fertilizers per sub-county	5	10	15	20	25
		3) Link farmers / farmer groups to institutions offering affordable mechanization equipment	Number of private institutions offering affordable agricultural machinery services per District/City	3	4	5	6	6
		4) Explore and identify viable sources of water for irrigation	Number of viable water sources for irrigation identified in each sub-county	3	4	5	5	6
		5) Establish irrigation demonstration sites	Number of irrigation sites per sub-county	3	4	5	5	6

INTERMEDIATE OUTCOME(S)	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	INDICATORS	FINANCIAL YEARS				
				Y1	Y2	Y3	Y4	Y5
		6) Acquire, install and maintain irrigation equipment(s)	Number of farmers utilizing irrigation facilities per sub-county	10	20	30	40	50
		7) Link farmers to institutions providing affordable agriculture financing and insurance facilities, as well as acquiring finances and insurance	Number of financial institutions offering affordable agricultural credit and insurance services per District/City	3	4	5	5	6
		8) Mobilizing farmers to establish viable commodity based cooperatives	Number of commodity specific processing and marketing centres per District/City	5	6	7	8	8
		9) Mobilize private sector to establish appropriate technology solutions	Percentage commodity specific farmers utilizing specialized processing and marketing centres per District/City	5	10	15	20	25
		10) Establish post handling storage and processing infrastructure (Silos, dryers, warehouses, cold rooms of various scales and capacities at sub-county, district and zonally areas)	Number of storage and post-harvest handling infrastructure/facilities in place per sub-county	2	4	6	8	10
			Percentage of farmers using storage and post-harvest handling facilities per sub-county	5	10	15	20	25

INTERMEDIATE OUTCOME(S)	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	INDICATORS	FINANCIAL YEARS				
				Y1	Y2	Y3	Y4	Y5
	Mineral Development Program	1) Identify and mobilize investments / investors for priority and high value minerals per catchment	Number of new investments/investors identified and mobilized for priority and high value minerals per catchment	5	7	9	11	13
		2) Mobilize artisanal miners into viable groups / cooperative for funding and adoption of sustainable mining technologies	Number of registered artisanal miners' groups/cooperatives per District/City	3	4	5	5	5
		3) Empower LGs to make bylaws for the sector and efficiently collect royalties	Number of bylaws instituted for collection of royalties per District/City	2	3	3	3	4
	Tourism Development Program	1) Identify and promote non-traditional tourism commodities / services	Number of tourists p.a. in the sub-region in thousands	25	30	35	40	50
		2) Identify, catalogue and aggressively market tourism potentials of the region	Number of investments in tourism p.a. per district	20	25	30	35	40
		3) Partner with the private sector to develop and market	Region's contribution to the national tourism revenues received from	30	35	40	45	50

INTERMEDIATE OUTCOME(S)	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	INDICATORS	FINANCIAL YEARS				
				Y1	Y2	Y3	Y4	Y5
		museums and heritage sites for cultural promotion	traditional and non-traditional tourism commodities					
	Natural Resources Environment, Climate Change, Land and Water Management Program	1) Organize annual community-based tree planting campaigns towards restoration of the degraded natural forests at Sub-county level	Number of restored natural forests per district	2	2	2	2	2
		2) Map and restore wetlands that are becoming extinct within priority catchments	Number of wetlands restored and preserved at District/City level	5	7	9	11	13
		3) Establish functional wetland protection committees at the sub-county level	Number of functional wetland protection committees per sub-county	1	1	1	1	1
		4) Support private sector for commercial environment friendly tree plantation development per District	Number of privately owned commercial tree plantations per district	3	4	6	8	10

INTERMEDIATE OUTCOME(S)	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	INDICATORS	FINANCIAL YEARS				
				Y1	Y2	Y3	Y4	Y5
		5) Protect major water bodies in the region	Percentage of restored and maintained water resources	25	35	45	55	65
		6) Establish functional water management committee at Sub-county level	Number of functional water management committees at parish level	1	1	1	1	1
		7) Explore alternative water sources for water insecure areas at District level	Number of natural water sources restored and preserved at District/City level	50	70	90	110	130
		8) Raise awareness and improve human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	Number of institutions engaged in active climate change mitigation, adoption, impact reduction and early warning advocacy	2	3	4	5	6
		9) Identify and train households to use renewable energy sources	Percentage of the population using renewable energy sources per District/City	5	10	15	20	25
		10) Establish eco-friendly municipal and city waste collection and sorting facilities, and systems for recycling	No. waste collection and sorting facilities per District/City	2	2	3	4	5

INTERMEDIATE OUTCOME(S)	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	INDICATORS	FINANCIAL YEARS				
				Y1	Y2	Y3	Y4	Y5
		and reuse as a remedy for immense methane emissions from open landfills						
	Private Sector Development Program	1) Secure and protect border points for cross border trade	Number of new investments and investments levels in Commercial Agriculture, tourism, Mining & Infrastructure p.a. per District/City	10	15	25	35	40
		2) Maintain high quality standards in the value chains of priority tradable commodities	Number of persons actively involved in local and cross border trade in high value/priority commodities	500	600	700	800	900
	Sustainable Energy Development Program	1) Promote use of renewable energy solutions (e.g., solar water pumping solutions, wind water pumping solutions and solar drying)	Proportion of households using renewable energy sources	38	40	42	44	46
		2) Promote uptake of alternative and efficient cooking technologies in rural areas (e.g., domestic and institutional bio-gas)	Proportion of households using efficient cooking technologies	2	3	4	5	6

INTERMEDIATE OUTCOME(S)	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	INDICATORS	FINANCIAL YEARS				
				Y1	Y2	Y3	Y4	Y5
	Development Plan Implementation Program	1) Identify and exploit potential non-traditional local revenue sources for LGs	Number of non-traditional local revenues sources per district	2	2	2	2	2
		2) Establish and maintain a robust and accountable local revenue management system	Number of Innovative approaches applied in local level management per district	5	7	9	11	13
SO 2: To improve the infrastructure in the region for enhanced inter-district linkages by 2030.								
1. Improved infrastructure to stimulate the region's production and productivity.	Integrated Transport Infrastructure and Services Program	1) Provide affordable and reliable transport means (for trade, tourism and mining, airfields)	Number of alternative transport means in the region	2	3	4	5	6
		2) Maintain an upgrade existing transport infrastructure such as railway for trade and development	Number of new investments in affordable transport infrastructure in the region in the region	2	4	6	8	10
		3) Apply and mainstream ICT in trade and development system	Number of businesses that integrate and utilize ICT per District/City	50	60	70	80	90
SO 3: To strengthen inclusiveness and meaningful participation of disadvantaged populations in local development initiatives in the region by 2030								
1) Increased number of disadvantaged and	Community Mobilization	1) Carry out needs assessment of the	Number of targeted social and economic assessments per LG	1	1	1	1	1

INTERMEDIATE OUTCOME(S)	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	INDICATORS	FINANCIAL YEARS				
				Y1	Y2	Y3	Y4	Y5
vulnerable populations accessing social services. 2) Increased effective participation and representation of disadvantaged and vulnerable in decision-making process.	and Mind-Set Change Program	disadvantaged persons						
		2) Stakeholder engagement	Number of agencies engaged in community-based mind-set change programming per District/City	2	3	4	5	5
		3) Carry out policy buy-in activities	Number of policies and bylaws designed and implemented with specific affirmative actions for VaDPs per District/City	2	3	3	3	4
		4) Identifying and training local agencies to spearhead mind-set activities	Number of agencies trained per LG	0	3	3	3	3
		5) Popularizing and institutionalizing mind-set Change activities / programs	Number of agencies engaged in community-based mind-set change programming per District/City	2	3	4	5	5
		6) Conducting Women and Youth entrepreneurship needs assessment study	Number of women and youth that participated in skills development initiatives per District/City p.a.	200	300	400	500	600
		7) Designing and implementing gender sensitive entrepreneurship initiatives for women and youth income	Number of gender sensitive entrepreneurship initiatives for women and youth income generation and	15	20	25	30	35

INTERMEDIATE OUTCOME(S)	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	INDICATORS	FINANCIAL YEARS				
				Y1	Y2	Y3	Y4	Y5
		generation and employability	employability per sub-county p.a.					
		8) Mobilize women and youth to participate in Skills development initiatives under the arrangements such as Regional Incubation centres/hubs and vocational institutions	Number of women and youth to participate in Skills development initiatives					
		9) Establishing and running entrepreneurship initiatives for vulnerable and disadvantaged persons (VaDPs) in each LG	Number of entrepreneurship initiatives for vulnerable and disadvantaged persons	15	16	20	25	30
		10) Establishing women engaged and benefiting from Local Governments' development plans and activities in each district (Gender research)	Number of women engaged and benefiting from Local Governments' development plans and activities	1	1	1	1	1
		11) Examining Local development programs mainstreaming	Number of development actors that integrate gender inclusion into their	10	15	20	25	30

INTERMEDIATE OUTCOME(S)	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	INDICATORS	FINANCIAL YEARS				
				Y1	Y2	Y3	Y4	Y5
		gender and including gender sensitive bylaws	plans, programs and per District/City					
		12) Using Gender inclusive champions to influence society	Number of champions participating in community work	10	15	20	25	30
		13) Gender Mainstreaming in Local Development Programs	Number of policies and bylaws designed and implemented with specific affirmative actions for Vulnerable and disadvantaged persons per District/City	2	3	3	3	4
SO4: To prioritize integrated preventive health services in the health service delivery system and within communities by 2030.								
1) Improved skills and competences in preventive health service delivery. 2) Increased community practices of healthy lifestyle.	Human Development Program	1) Lobbying for additional funding for PHC	% of national health sector budget allocated to PHC annually	8	9	10	11	12
		2) Support to partners engaged in health promotion and education program activities	Number of PHC community outreaches conducted by lower health facilities per District/City	50	55	60	65	70
		3) Establish surveillance centres for communicable and non-	Number of surveillance centres for communicable and non-communicable diseases per District/City per Lower	2	3	4	4	5

INTERMEDIATE OUTCOME(S)	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	INDICATORS	FINANCIAL YEARS				
				Y1	Y2	Y3	Y4	Y5
		communicable diseases	Health Facilities level per District/City					
		4) Develop and implement community mobilization activities that promote healthy lifestyle at sub-county level	Number of community awareness meetings/sessions on unhealthy life style per District/City	50	55	60	65	70
		5) Support government and non-government institutions to deliver healthy lifestyle programs and activities at the sub-county level	Percentage of the adult population involved in community practices for healthy life styles per District/City	20	30	40	50	60
		6) Carrying out routine immunization and sanitation campaign	Number of PHC immunisation community outreaches conducted by lower health facilities per District/City	50	55	60	65	70
		7) Recruiting and training and equipping community Health Workers / VHTs	Number of trained and active Community Village Health Workers (VHWs) per District/City	200	250	300	400	500
		8) Providing social protection for vulnerable and disadvantaged persons per district	Number of targeted social and economic services for Vulnerable and Disadvantaged persons	3	5	7	9	11

INTERMEDIATE OUTCOME(S)	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	INDICATORS	FINANCIAL YEARS				
				Y1	Y2	Y3	Y4	Y5
SO 5: To create a market oriented and skilled labour force that harnesses employment opportunities in the region by 2030								
1) Marketable skills-oriented training institutions strengthened. 2) Increased number of young people engaged in non-traditional educational employment (tourism, mining, horticulture, forestry, animal feed making, art and design).	Human Development Program	1. Identify and support communities and groups of people experiencing high school dropout rates at primary and secondary levels	Number of communities and groups of people experiencing high school dropout rates at primary and secondary levels per district	70	60	50	40	30
		2. Ensure that school completion for primary and secondary levels is improved and sustained in the region	% of learners completing primary and secondary levels District/City	50	60	70	80	90
		3. Conduct needs assessment on priority skills needed for regional development	Number of priority skills needs assessment conducted per District/City	1	2	2	3	3
		4. Mobilize and sensitize public and private vocational training institutions about priority skills for regional development	Percentage of budget allocation for skills development training per District/City	0.5	1	1.5	2	3
		5. Mobilize resources to support priority vocation training	Number of functional PPPs for vocational and skills development initiatives per District/City	5	12	14	16	18

INTERMEDIATE OUTCOME(S)	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	INDICATORS	FINANCIAL YEARS				
				Y1	Y2	Y3	Y4	Y5
		6. Partner with private and public vocational training institutions to establish and run incubation and training centres and deliver priority skills development for first time trainees and re-tooling/continuous training	No of educational reforms made in the education system to ensure skills development per District/City	1	2	3	4	4
		7. Establish and run business clinics at the sub-county level to equip youth and women with entrepreneurial knowledge and skills	Number of marketable skills-based training institutions/incubation centres related to key strategic sectors per District/City	1	2	3	4	5
		8. Mobilize youth and women in and out of school to participate in internship and practicums for employment	Percentage of young people trained and retrained in marketable skills and employed in key strategic sectors per District/City	5	10	20	25	30
		9. Offer mentorship and coaching programs for youth and women to tap into non-tradition education employment areas	Number of training & job placement opportunities available to young people in key strategic sectors per District/City	30	40	50	60	80

INTERMEDIATE OUTCOME(S)	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	INDICATORS	FINANCIAL YEARS				
				Y1	Y2	Y3	Y4	Y5
SO6: To establish a robust research, innovation and evidence based programing system that responds to local development needs and priorities 2030.								
1) Effective research collaboration and partnerships among universities, research institutions and local governments established and utilized.	ICT	1) Establish and maintain functional partnerships for universities, research institutions and LGs	Number of functional partnerships among universities, research institutions and LGs per District/City	2	3	4	5	5
		2) Work with universities and research institutions to acquire R&D infrastructure	Functional R&D infrastructure in place (Number of labs and workshops established) per District/City	3	4	5	6	10
		3) Allocate funding and carry out evidence-based planning and programming	Percentage of LG's budget allocated for evidence-based planning and programming per District/City	0.5	1	1.5	2	3
		4) Establish a research and innovation fund	Percentage of LG's budget allocated for R&D and innovations per District/City	0.5	1	1.5	2	3
		5) Conduct research pieces on critical needs / problems for the region	Number of research outputs (publications, policy briefs and workshops) per university/research institution	20	30	40	50	60
		6) Establish and maintain specialized regional innovation	Number of specialised regional innovation hubs, multipurpose and industrial parks	2	3	3	4	4

INTERMEDIATE OUTCOME(S)	NDPIII ADOPTED PROGRAMS BY SWRDP	SWRDP STRATEGIC INTERVENTIONS	INDICATORS	FINANCIAL YEARS				
				Y1	Y2	Y3	Y4	Y5
		hubs, multipurpose and industrial parks						
		7) Training human resource in ICT, innovation, science and technology (Proactively adapt to the national)	Number of persons trained in ICT, innovation, science and technology per District/City	150	200	300	400	500
		8) Technology Transfer and Adoption Strategy by LGs	Number of LGs that have adopt the National Technology Transfer and Adoption strategy	10	15	16	17	18
			Number of local innovations developed and utilized per District/City	5	10	20	25	30

ANNEX 3: PROFILES OF THE SWRDF STEERING COMMITTEE MEMBERS

1.



Dr MESHARCH W. KATUSIIMEH

Dr. Mesharch W. Katusiimeh is the Chairperson of SWRDF. He is an experienced academician and university administrator with an interest in local and urban governance, public-private partnerships, and the politics of African Development. He holds a Ph.D. from Wageningen University, in the Netherlands, an MA degree in Public Administration and Management, and a bachelor's degree in Social Sciences (Political Science) from Makerere University Uganda. Dr. Katusiimeh is an Associate Professor in Governance and Dean Faculty of Arts and Social Sciences at Kabale University. He hails from Ngoma Cell, Kiziba Ward, Sheema Municipality. He was elected to the Steering Committee to represent academic institutions of Southwestern Uganda region on the forum.

2.



Dr CLEMENTIA MUREMBE NEEMA

Dr. Clementia Murembe Neema is a senior lecturer in the Faculty of Interdisciplinary Studies (FIS) at Mbarara University of Science and Technology (MUST), heading the department of Human Development and Relational Sciences. She is a social-anthropologist and ethnographic researcher, an approach she used to collect qualitative data for her Ph.D. obtained from Tilburg University of the Netherlands in 2015 on 'Women's empowerment and decision making at Household level'. She is an African feminist exploring gender in the African perspective and how cultural context influences family development and relations. Additionally, Clementia is an inspirational speaker on Family Relations and Development through radio programs. She is current Ibanda University Chairperson Governing Council (2019-22), and the lead researcher of Male involvement in

Health of Adults and Youths in the Institute of Maternal Newborn and Child Health of MUST.

3.



MR. EDMOND KANSIIME

Mr. Edmond Kansiime is the Head of Planning, Monitoring, and Evaluation of Petroleum Authority of Uganda. He holds a MA in Economic Policy Management, a Post graduate diploma in Project Planning and Management as well as a bachelor's degree in Economics and Statistics. He has served as the Senior Corporate Planner for the National Planning Authority as well as a Senior Planner of Rubirizi District Local Government. He grips experience in Strategic Planning, Monitoring and Evaluation, Project design, and implementation among others, that is critical for regional development. He hails from Rubirizi and was elected to the Steering Committee to represent the interests of Regional Planners.

4.



Dr. DAISY OWOMUGASHO

Dr. Daisy Owomugasho is a Steering Committee member for the SWRDF and a development expert with over 30 years of experience. She is the Regional Director of The Hunger Project in East Africa- where she coordinates the Movement of Community-Led Development. She has worked as Executive Director at 2 NGOs, a consultant for the Food and Agriculture Organization of the United Nations (FAO) and African Development Bank and She has lectured at Makerere University for over 10 years. She represents Sub- Saharan Africa Facilitation Group at Action for Sustainable Development; she is the Vice Chairperson for Food Rights Alliance and previously served as Secretary to the CIVICUS Board of Directors. Dr. Owomugasho earned her Ph.D. in Economics from Makerere University in Uganda in 2014. She holds a master's degree in Development Economics from Dalhousie University in Halifax, Canada, and a B.A. Degree in Economics and Rural Economy from Makerere University. She

hails from Kabale district and represents Civil society Organizations on the SWRDF committee.

5.



Mr. MWESIGYE SILVER KATABARWA

Mr. Mwesigye Katararwa is a development practitioner who has worked as a planner for over 30 years in Sheema and Bushenyi District Local Governments, MGLSD and Population Secretariat. He holds two master's degrees in Development Studies and Demography and Population Studies. He worked as a consultant for a USAID-supported Activity Strengthening Decentralization for Sustainability [SDS]. He has participated in various research and data collection related activities such as Census in greater Bushenyi in 2002, Post Enumeration Survey Supervisor in 2003, District Supervisor National Integrity Survey in 1998, 2008, and Lot Quality Assurance Surveys [LQAS] with [UAC, Health Partners & Star-SW] among others. He hails from Sheema and presents planners on Committee.

6.



Hon JULIUS KARUHANGA

Hon Karuhanga is the MP for Rwampara East, he has worked with local and international NGOs like Reproductive Health, Red Cross Society, and Development Initiatives Internal in integrated health programs, coordination, and humanitarian services. He is perusing a master's in Management Science, has a bachelor's degree in Arts and Social Science, a postgraduate diploma in Project planning and management, and acquired a certificate in HIV counseling from TASO Uganda. He was the Youth Council Chairperson Mwizi Subcounty and the secretary Labour affairs. He is a member of the SWRDF Steering Committee, and he hails from Rwampara District.

7.



Ms LUCKY SHIELL MUSIIMENTA

Ms Musiimenta is the site manager of Tranidit Ltd, a member of the woman executive committee for Kabale district, and also a member of the Youth National Council where she represents the female youth. Part of her role as youth female representative is to empower the women to take part in district governance and equip them with economic growth skills like making soap and pads for them to earn a living. Ms. Lucky holds a bachelor's degree in Adult and Community. She hails from Kabale district and was elected to the steering committee to represent the Youth.

8.



Mr. ABEL BIZIMANA

Mr. Bizimana is the LCV Chairman Kisoro district and a member of the Transformative Leadership and Management of health programs at Makerere University School of Public Health-CDC fellowship program. He is a practicing Community-based Clinician, Health Manager, and Educator with rich experience in health systems management, advocacy, social mobilization, and behavior change communication. He is pursuing a Ph.D. in Public Health, has a Master of Science degree in Health Services, a bachelor's degree in Public Health Promotion, two Diplomas in Health Promotion and Education, and Clinical Medicine and Community Health. Abel has managed health facilities, conducted operations studies, and coordinated implementing partners in public health, specifically in strategic planning, monitoring, and evaluation of health programs. He was elected on the Steering Committee to represent the Chairpersons and hails from Kisoro district.



Ms. EVELYNE NINSIIMA

Ms. Ninsiima is the Secretary General of the Steering Committee of SWRDF. She is also the Founder and President of Green Environment Promotion, where she has worked for the past 15 years and championed Rural and Community Development. She holds a master's in science degree in Sustainability, Environment and Development, the University of Leeds, United Kingdom, Bachelor of Arts in Environmental Management. She participated in the International Visitor Leadership Program and is their alumnus. Evelyne has won several awards like the Unsung Heroine Environment Category (2013), awarded by UN Uganda Chapter and the Best Tree Planter in Southwestern Uganda (2013) awarded by Norwegian government, European Union and the Government of Uganda. She is also the CEO of Live to Inspire Uganda Chapter a program that champions motivational and inspirational talks amongst teens and youth. She hails from Rubanda District.



Mr. BYAMUNGU B. ELIUS

Mr Byamungu is a member of SWRDF with over 30 years of experience as an administrator. He worked with the Office of the President as a field Administrative Officer since 1987 and Chief Administrative Officer since 2002- to date in districts of Bundibugyo, Kabarole, Ntungamo, Gomba, Lira, Bushenyi, Rukungiri and Hoima. He holds 2 master's degrees in Public Administration and Management from Makerere University and Business Administration from ESAMI. He also holds a Post Graduate Diploma in public Administration and Management from Uganda Management Institute, Bachelor of Arts in Social Sciences at Makerere University and a Certificate in Law from Law Development Center. Mr. Elius has vast experience in research, leadership, project planning and management. He hails from Kanungu and elected to the committee to represent Chief Administrative Officers in the SW region.



Mr. TWINOMUHANGI DEOGRATIAS

Mr. Twinomuhangi is Chief Executive Officer at Ankole Private Sector Promotion Ltd since 2004, an organization that focuses on the Socio-economic empowerment of the rural poor, through the promotion of financial inclusion and income-generating activities in the Ankole region and even beyond. He is a development practitioner with an emphasis on Socio-Economic transformation for the rural poor, particularly the marginalized groups, especially women and youth. He is concluding his research, for a master's degree in Development studies. And holds a Bachelor of Commerce (Finance) degree. He hails from Rubirizi district and was elected on the committee to represent the Private Sector and Civil Society Organizations.

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