



BUKEDI SUB-REGION STRATEGIC PLAN FOR
ACCELERATED WEALTH CREATION

(2024-2040)



LAUNCHED

BY

**HIS EXCELLENCY, THE PRESIDENT OF THE REPUBLIC OF
UGANDA, GEN. YOWERI KAGUTA TIBUHABURWA MUSEVENI**

ON

THURSDAY, 22ND AUGUST 2024

“ABRIDGED VERSION”





This strategic plan was launched by H.E. Gen. Yoweri Kaguta Tibuhaburwa Museveni on the 22nd August 2024. This was during the gracing of the thanksgiving ceremony of the Minister for Science, Technology and Innovation – Office of the President, Hon. Dr. Monica Musenero Masanza at Petete Primary School, Butebo District. The President affirmed the launch by signing on the memorial strategic plan symbol witnessed by the Vice President of the Republic of Uganda, H.E. Jessica Rose Epel Alupo and Hon. Dr. Monica Musenero Masanza.

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ACRONYMS

BUDECO	- Bukedi Development Consortium Limited
DATIC	- District Agricultural Training and Information Centre
GDP	- Gross Domestic Product
H.E.	- His Excellency
ICT	- Information, Computer, Technology
PAB	- Productivity Acceleration Bureau
PDM	- Parish Development Model
PDC	- Parish Development Committee
NARO	- National Agriculture Research Organization
NDP	- National Development Plan
NSSF	- National Social Security Fund
STI-OP	- Science, Technology and Innovation Secretariat
UBOS	- Uganda Bureau of Statistics
UCDA	- Uganda Coffee Development Authority
UIA	- Uganda Investment Authority

UNHS - Uganda National Household Survey

UGX – Uganda Shillings

EXECUTIVE SUMMARY

Bukedi Sub region is located in Eastern Uganda and comprises seven districts namely, Budaka, Butaleja, Butebo, Busia, Kibuku, Pallisa and Tororo; and is one of the sub-regions with multiple ethnic groups. It has an estimated population of 2,376,744 (UBOS 2024) with a land area of 4,504 Sq. kms, with a population density of 528 people per square kilometers. With over 400,000 households of average 5 members, Bukedi has average household land holding of less than two acres.

This Strategic Plan for Bukedi Sub-Region Accelerated Wealth Creation (2024-2040) presents an ambitious but well researched roadmap designed to elevate household incomes to Ugx 30 million or more per year by 2040. It is anchored in strategy of economic empowerment at household level through:

1. Adoption of Science based approach to planning (Kibalo, value chain analysis and enterprise mix, etc.) at all levels. Tools have been developed, piloted and confirmed.
2. Adoption of perennial cash crops from those prioritized (Coffee and Cocoa).

3. Adoption of sustainable production method through promotion of nutrient recycling, environmental conservation and irrigation.
4. Value Chain development through a district a factory model to add value to available raw materials to enhance wealth retention.
5. Human capital development at all levels of the human capital pyramid.
6. Working with the central government to develop the relevant New Economy value Chain such as value addition to Minerals.
7. The plan emphasizes enhancing productivity, quality, and market access for value chain actors and entrepreneurs throughout the sub-region.

The goal of the 16-year strategic plan 2024 to 2040 is to reduce household subsistence to less than 5% in the sub region and raise annual household income to UGX 30 million. The strategic objectives are:

- i. Increase industrial level production of prioritised crops and animals to at least 75% of all households by 2040.
- ii. Implement “A district a Factory Model” in all districts to undertake value addition to what is locally produced.
- iii. Build human capital to support the development priorities for Bukedi Sub Region.
- iv. Develop an ecosystem that enrolls households in Bukedi to benefit from the green economy.
- v. Harness other locally available natural resources to industrialize the region.

To achieve these objectives, we need to

1. Establish coordination mechanism: Two key entities will be established to lead and coordinate efforts in alignment with this strategic plan. The Bukedi Development Consortium (BUDECO) will be created to actively mobilise and coordinate members and partners for the plan’s implementation. This entity should be funded by both government and private sector.

2. The Bukedi Think Tank: This is a research and strategic advisory platform established to generate ideas, monitor, evaluate, and review strategic interventions throughout the implementation period.

The Bukedi Sub-Region Strategic Plan provides a robust framework for enhancing household incomes through development of the most relevant interventions. The implementation will be aligned to bring the region at par with the rest of the Country.

The six interventions to be deployed during the implementation of this strategic plan are;

- i) Increased industrial level production of prioritized crops and animals to at least 75% of households by 2040; The rest of the households will develop by other means.
- ii) Implement “A district a Factory Model” in all districts to undertake value addition to what is locally produced.
- iii) Build human capital to support the development priorities for Bukedi Sub Region.
- iv) Develop an ecosystem that enrolls households in Bukedi to benefit from the green economy.

- v) Harness other locally available natural resources to industrialize the region.
- vi) Integration of priority value chains with other value chains like fish for sustainable transition and environmental protection.

The effective execution of this plan will make a substantial impact on household income from less than Ugx 1,000,000 to Ugx 30,000,000 annually and therefore the economic leap of the Sub-region from USD 424.23 million to USD 8,484.6 million. This will require an investment of USD 173 million (UGX 657.36 billion) for a period of 15 years.

PREAMBLE

The Bukedi sub-region is currently grappling with a severe and unprecedented crisis of debilitating peasantry, the worst in the region's history. The region has now gravitated to the last ranking in poverty. The Bukedi population is rapidly expanding, leading to increasingly fragmented arable land and a rising number of landless people. Households are experiencing extreme poverty in terms of income, food and nutrition, energy, water, health, and environmental conditions. Many families are surviving on just one meal a day, often without any sauce, and the few available options for food and sauce are prohibitively expensive.

In Bukedi, rural women bear the responsibility of being the primary providers for their families, ensuring food security. However, it has become increasingly difficult for them to secure daily food and sauce. The communities lack reliable cash crops and have limited access to affordable, nutritious food. Traditional staples like groundnuts and beans, which take 3-4 months to harvest, require a significant amount of wood for cooking—a resource that is becoming scarce.

Additionally, population pressure has led to the fragmentation and degradation of land in Bukedi, resulting in small landholdings of averagely 1 acre per household. The weather is increasingly unreliable, and productivity is low. Many youths are landless and spend much of their time idling in trading centres. As a result, household members often suffer from malnutrition, infections, and diseases due to inadequate food and nutrition. This situation has hindered the communities and the nation from achieving the levels of production and productivity necessary for socio-economic transformation in Bukedi.

In view of the status of Bukedi Sub Region, H.E the President of the Republic of Uganda made several efforts to find ways to support the development of Bukedi Sub region. In 2007, at Tororo District Headquarters, there was the first effort by the president to engage leaders in the strategic plan of Bukedi and the plan was not completed.

In 2011, there was an effort by Bukedi leaders to complete the plan. This attempt to agree on what should be the priority enterprise for Bukedi was also not successful.

In 2017, Uganda Investment Authority (UIA) developed a plan “Bukedi Investment Profile” without prioritising value chains.

2019 – 2020 Hon. Dr. Monica Musenero tried to develop a prioritized strategic plan but these efforts did not mature due COVID – 19 pandemics.

In 2021, after the elections in Kyankwanzi, His Excellency engaged MPs of Bukedi regional leaders but there was no strategic plan developed.

Recognizing the need for a solution to these complex challenges, H.E. the President of the Republic of Uganda, H.E. Gen. Yoweri Kaguta Tibuhaburwa Museveni directed the Honorable Minister for Science, Technology and Innovation and Head of Secretariat for Science, Technology, and Innovation - Office of the President Secretariat (STI-OP), Dr. Monica Musenero Masanza to help him find out a way to support Bukedi Sub region out of the “Nkolera Kida Kyonka”.

In response, Hon. Minister Dr. Monica Musenero Masanza established a pioneer think tank committee to address the Bukedi challenge. This committee, supported by the Hon. Minister for STI-OP and Productivity Acceleration Bureau Team at STI-OP secretariat,

was tasked to examine these multifaceted issues and propose a strategy for the Bukedi. The think tank committee members selected from the sub-region included Mr. Thomas Okoth Nyalulu (Tororo District), Prof. John David Kabasa (Sub-regional Scientist), Mr. Weyre Samuel Hibinga (Butaleja District), Dr. James Kisaale (Budaka District), Ikote Brian (Kibuku District), Mr. Charles Barazah (Busia District), Mr. Richard Waya (Butaleja District), Mr. James Okurut (Butebo District), Muhamed Samuka (Pallisa District) and Pr. James Shaine (Budaka District and Faith organizations representative).

The committee's terms of reference included a thorough examination of the challenges of household peasantry and low productivity, as well as the response efforts of various stakeholders. The committee was expected to propose efficient, effective, and sustainable strategies to accelerate household and resource productivity in the region.

This strategic plan, especially the value chain prioritisation, has been developed with consultation of the local communities and leaders. The groups consulted include all PDM actors, Faith leaders, District

Leaders, District technical officers, and Members of Parliament in the sub region. (See lists in Annexes).

WHY THE BUKEDI SUB-REGION STRATEGIC PLAN?

Bukedi Subregion development has been planned several times nationally. Under the NDP III, the Bukedi subregion was included and earmarked to benefit under the following enterprises; Cotton, cassava and rice, all of which cannot help the region move out of the “nkolera kida kyonka” syndrome following the value chain analysis that has been conducted, the subregion remaining among the poorest subregions.

The Bukedi Sub-Region Strategic Plan 2024–2040 aims to elevate household income by empowering households and the entire subregion economically through scientific analysis of the priority enterprises (Ekibalo).

The plan emphasizes enhancing productivity, quality, and market access for value chain actors and entrepreneurs throughout the sub-region.

CHAPTER ONE: INTRODUCTION

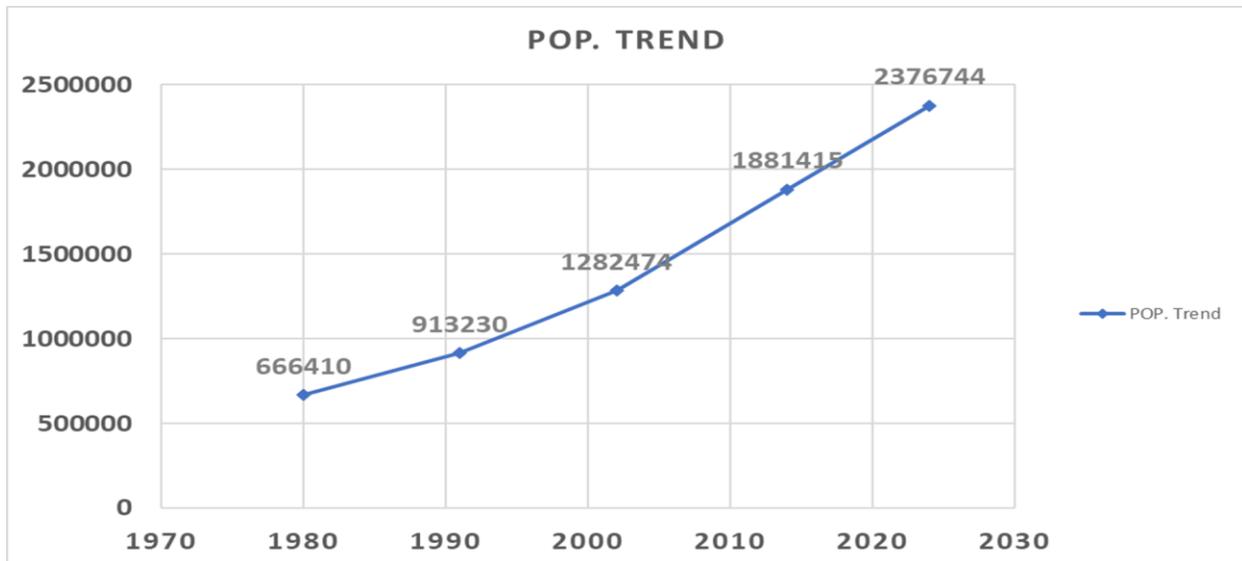
1.1 Background of Bukedi Subregion

Bukedi Sub-Region, situated in Eastern Uganda, is rich in cultural heritage and historical significance. It is composed of Busia, Tororo, Butaleja, Budaka, Kibuku, Butebo, and Pallisa districts. It has an estimated population of 2,376,744 (UBOS 2024) with a land area of 4,504 Sq.kms, and the population density of 528 people per square kilometres with average land holding of 1 acre per household and a Gross Domestic Product of \$424.23M (Wang, et al., 2019).

The average household size of Bukedi Sub is 5 persons and the proportion of households in subsistence farming is 58.3% compared to the national percentage rate of 39%. The proportion of poor people in Bukedi sub region is 34.7% compared to the national average of 20.3%.

The population of Bukedi Sub region has been changing as follows;

Figure 1 Population Trends of Bukedi Sub Region 1970 - 2030



Source: Estimation and mapping of sub-national GDP in Uganda using NPP-VIIRS imagery (Wang, et al., 2019).

However, the per capita income of the region stands at a rate of 43.7% with the GDP Per capita of \$135 (Shs 488,866) compared to the national GDP Per capita of \$1185 (Shs. 4,291,157).

1.2 Economic History of Bukedi Sub-region

1.2.1 post-Independence Economy

Uganda's economy focused more on 3Cs (Cotton, Coffee, and Copper) and 3T (Tea, Tobacco and Tourism). For that period, Bukedi's only economic activity was cotton as a cash crop. However, since independence, Uganda has gone through a series of economic phases, that is Phase 1: Economic Recovery, Phase 2: Economic Expansion, Phase 3: Economic Diversification and Phase 4: Industrialization.

Phase 1: Economic Recovery

By 1986, Uganda's economy had virtually collapsed. Whereas areas with coffee, tobacco and tea managed to recover during the Government's economic recovery phase, Bukedi subregion that was dependent on cotton did not recover due to several factors such as the collapse of cooperatives, competition from petroleum synthetic fibres, lack of market, among others. Consequently, the region remained without a lucrative cash crop.

Phase 2: Economic Expansion

At this level, only one C that is Coffee recovered. Bukedi Subregion which was a marginal tourism area with no tea, coffee and tobacco had no economic activity to expand, and thus missed out on this expansion phase.

Phase 3: Economic Diversification

During this period, new economic value chains were adopted by different sub regions of Uganda. For example, Western Uganda sub regions adopted dairy and matooke (banana) growing as a new cash crop. Bukedi on the other hand adopted growing of rice, cassava, maize and other crops which was not economically sustainable. Furthermore, Uganda's economy adopted a service-oriented approach focusing on ICT and Tourism. Bukedi missed out on this as well.

Phase 4: Industrialization

The government is currently focusing on agro industrialization. However, Bukedi is missing out on this phase also because it lacks a major cash crop to support the industrialization drive. Consequently, the economy of the sub region will remain stagnant unless drastic

measures are taken to leapfrog the region into the money economy.
This Strategic Plan will enable the sub-region to leapfrog itself into
the money economy.

CHAPTER TWO: RESOURCES, FACILITIES AND OPPORTUNITIES AVAILABLE IN BUKEDI SUB-REGION

2.1. Natural Resources

Bukedi is endowed with arable land, water and mineral resources. The region receives rain in two seasons of 1000 - 1200 mm annually. The river systems offer potential for crop irrigation.

2.2. Processing Facilities

The region has a total of over 68 facilities which include, agro and mineral processing facilities, distributed as follows: Tororo (24.07%), Butaleja (18.52 %), Budaka (12.96%), Pallisa (12.96), Busia (11.11%), Butebo (11.11%) and Kibuku (9.26%). This is evidence that the region has investment opportunities to be exploited in the execution of this Strategic Plan.

2.3. Infrastructure

Bukedi subregion boasts of good road networks such as Mbale - Tirinyi - Kampala Highway, Busia - Tororo-Mbale - Soroti Highway, and Malaba - Iganga - Kampala Highway have enhanced connectivity within and outside the subregion. Other potential road networks that

will support the region include the Tororo - Nagongera -Busolwe - Busaba road, Nabumali -Butaleja - Busolwe - Budumba - Namutumba road, great Bukedi road (Busia - Busitema- Nagongera - Paya - Leresi- Budaka - Kachomo - Butebo - Kanyumu- Kumi Road). This road network will provide easy access to inputs and markets for the production enterprises.

Additionally, the subregion is blessed with railway line Malaba - Tororo- Nagongera - Budumba - Namutumba - Iganga - Jinja line, and the Tororo - Mbale line. The planned East African Standard Gauge railway line will be of great importance to the sub region.

The subregion has a 4G internet connectivity of 87%, and 100% call communication which will provide access to appropriate information in the execution of this strategic plan.

The subregion has over 1,252 primary schools, over 69 secondary schools, 13 tertiary institutions and 2 universities. This will provide basic infrastructure for production of minimum human capital to support this strategic plan.

The Sub region has over 257 health facilities including 4 hospitals which will provide minimum health services to support the population to support this strategic plan.

Bukedi Sub region has a household electricity coverage of 5% (Odokonyero and Mwesigye, 2023). This electricity coverage, though low, provides a starting point for access to electricity by processing facilities that will be established during the execution of this strategic plan.

2.3. Policy and Regulations

- **The National Development Plan (NDP):** The NDPIII points out clearly in a statement of the implementation reforms “***Develop and implement regional development programmes in Busoga, Teso, Bukedi, and Karamoja, similar to the approach taken in Rwenzori, West Nile and Bunyoro***”. This provides opportunity for policy support for special development projects and programs to develop the Bukedi Sub region.
- **Presidential Directives:** In 2022, H.E, The President of Uganda issued a directive that rice growing in wetlands should stop. This left many Bukedi households stranded on the alternatives

for income generation. Also, H.E. directed that no minerals should be exported in their raw forms except those He authorizes upon need.

- **Parish Development Model:** The running PDM program has increased access to finance by the subsistence households to invest in the establishment of enterprises along the priority value chains including coffee and poultry. A total of over 628 PDM SACCOs have received cumulatively over UGX 125 Billion which funds will contribute to input procured into the household enterprises of Bukedi.
- **Physical Planning Act 2010:** The Physical planning act 2010 provides for the bottom-up planning which gives Bukedi Sub Region Local government an opportunity to integrate this strategic plan for Bukedi Sub Region Accelerated Wealth Creation into the National Development Plan.
- **The Vision 2040:** This is a long-term development strategy that aims to transform Uganda into a middle-income country by 2040. Here Coffee is highly prioritised as a key value chain to lead the country into middle-income status.

- **National coffee act 2021:** This act affirms the establishment of the Uganda Coffee Development Authority (UCDA) to support the coffee and cocoa value chains.
- **Mining and Minerals policy:** The existing policy framework provides for the mining and value addition on the minerals in Uganda.

2.4. Human capital

- DIT has a hands-on program Called the assessment and training for farmers and processors in the different agro-value chains. This provides an opportunity for the holistic capacity development strategic intervention as per this strategic plan.

2.5. Investment

- There is good will from the government to Favor and fund affirmatively the efforts of developing Bukedi.
- All the leading scientists on Vaccine and key areas are Bakedi
- There is an example of co-investment from Butaleja cooperatives
- There is an existing local and export market for poultry products. Growing Mbale City and Nearing Kenya.

- There is a growing hospitality sector in Mbale city, especially tourists who are a market for poultry products.
- We have a few demonstrations for Cocoa and Coffee which have proven that the prioritized value chains can do well in Bukedi
- There is available supply of cocoa seedlings in Kibuku district.
- Poultry is an old value chain and therefore easy to promote
- There is an existing sample factory for poultry meat processing
- The Bukedi environment which is flat, warm and crops and other inputs like insects can be used to self-produce the inputs for poultry.
- The intensive nature of Poultry suits well in the land fragmentation in Bukedi
- The improved exotic duo-purpose suppliers are already in the region such as Uzima Chicken.
- Poultry input system is very weak. Few feed, drugs, equipment stores or distributors.
- Research is needed to customize inputs into the value for optimized yields.

CHAPTER THREE: PRIORITY VALUE CHAINS FOR BUKEDI SUB-REGION

3.1. Overview on value chain analysis

Bukedi region lacks a perennial cash crop yet the current value chains do not produce substantial cash flows. This strategic plan has done analysis of the existing value chains and of the new ones that can be introduced into the sub-region. This analysis is to enable the sub-region to get new economic value chains to make it leapfrog and catch up with the rest of the country in economic development. So, for this to happen, the sub-region needs the value chains with the following characteristics: i) Innovation, ii) Collaboration, iii) Agility, iv) Digitalization, v) Sustainability, vi) Diversification, vii) Investment in human capital, Strong logistics and infrastructure, Government support, Access to finance.

3.2. Methodology for Prioritization

The methods used for value chain prioritisation were;

- **Cost-Benefit Analysis** for evaluating each activity costs and benefits to prioritise those with the highest return on investment;
- **SWOT Analysis** which identified strengths, weaknesses, opportunities, and threats related to each activity by prioritising those that leverage strengths and address weaknesses;
- **Prioritization Matrix**, which developed a matrix to evaluate activities based on criteria below:
 - Is it a mainstay
 - Has Potential for import substitution
 - Can it generate at least UGX 20,000,000/= new money per acre per year
 - Has potential to ignite other industries in the economy
 - It is a national strategic importance
 - Has global market opportunity

Scores ranging from 0 -5 were allocated for each criterion on different value chains. Consequently, **Cocoa** which had the highest score followed by **Coffee** and **Poultry** were selected as the priority value chains for the Bukedi sub region.

Table 1: "Kibalo" for selected value chains at Raw material production in Bukedi Sub-region

SUMMARY OF "KIBALO" AT HOUSEHOLD LEVEL RAW MATERIAL PRODUCTION - CASE OF BUKEDI SUB - REGION SCENARIOS					
S/N	Enterprise/ VC	Input cost /year (Ugx)	Profit/year (Ugx)	Profit/million invested (Ugx)	Basis for calculation (Ugx)
1	Cocoa	2,195,636	67,500,000	30,742,801	1 Acre
2	Coffee	2,195,636	9,054,364	4,123,800	1 Acre
3	Tomato	3,321,700	12,588,300	3,789,716	1 Acre
4	Onion	7,591,200	22,408,800	2,951,944	1 Acre
5	Poultry	10,209,000	12,341,000	1,208,835	1,000 Duo-purpose Chicken
6	Turkey	12,166,000	9,398,900	772,555	10 mother Turkey
7	Dairy	6,084,500	2,615,500	429,863	1 Cow
8	Goats	11,465,000	2,535,000	221,108	10 female Goats, 1 male
9	Fish	30,088,500	3,511,500	116,706	5,000 Catfish-Earthen Pond semi-intensive
10	Piggery	7,030,600	649,400	92,368	3 Sows and 1 Boar
11	Rice	2,770,000	230,000	83,032	1 Acre
12	Cotton	1,024,333	25,667	25,057	1 Acre
13	G. nuts	1,543,750	-193,750	-125,506	1 Acre
14	Cassava	1,606,700	-406,700	-253,128	1 Acre
15	Maize	2,650,000	-1,650,000	-622,642	1 Acre

Note: The calculations presented in this summary are an average of results from several groups of people in Bukedi Sub Region. The results are a net profit with the assumption that all inputs into the primary production are paid including labor and land. The characteristic column here is the Profit/million investment. This column presents the net profit a household earns for every One million, e.g PDM loan invested in a particular enterprise. This status can change from region to region. The ranking can change depending on the region being analysed.

CHAPTER FOUR: BUKEDI SUB-REGION STRATEGIC DIRECTION

4.1. Vision Statement

A united and prosperous Bukedi with an average income of UGX 30 million per household by 2040.

4.2. Mission Statement

To empower the people of Bukedi to achieve socio-economic leap through unity, hard work, Science, Technology, and Innovation based on scientifically prioritised value chains.

4.3. Strategic Objectives

1. Increase the number of households commercially engaged in cocoa value chain to at least 75% by 2040
2. Increase the number of households commercially engaged in poultry value chain to at least 75% by 2040
3. Increase the number of households commercially engaged in the Coffee value chain to at least 75% by 2040.
4. Develop a foundry for development of specialised human capital for Bukedi Sub Region.

5. Develop an ecosystem that enrolls households in Bukedi to benefit from the green economy.
6. Increase the number of youths and women engaged in commercial agro- value chains to at least 50% by 2040.
7. Increase the number of households engaged in the Pathogen Economy Industrial Value Chain.
8. Develop a system that amplifies the value addition of minerals with in the sub region.

4.4. Core Values

In the execution of this strategic plan, the subregion will be guided by the following core values:

1. Unity in diversity
2. Hard work
3. Collaboration
4. Integrity
5. Science-led

CHAPTER FIVE: IMPLEMENTATION PLAN

5.1. The Implementation Leadership

5.1.1. The Patron

Bukedi subregion requests His Excellency, The President of Uganda be the patron of the efforts towards the implementation of the strategic plan for acceleration of wealth creation.

5.1.2. The Science, Technology and Innovation - Office of the President Secretariat (STI-OP)

This strategic plan was developed under the support of the STI-OP as a deliverable through the Productivity Acceleration Bureau. It is prudent that the role of continuous government supervision and support is vested onto the STI-OP.

5.1.3. The Sub Regional Implementor

A unified entity shall be established as a subregional organisation to take on the direct role of implementing this strategic plan. Bukedi Development Consortium (BUDECO) is the proposed sub regional implementor entity which will be supervised by the STI-OP to coordinate partners, execute implementation activities, and give accountability for the

resources invested in the implementation of this strategic plan.

5.1.4. Priority value chains integration with other value chains

This strategic plan is aligned to the accelerated wealth creation of the sub region. The stakeholders' engagements and the scientific value chain prioritization identified that the most lucrative value chains at household level are Cocoa and Coffee. However, since these crops take long to yield (2.5 to 3.5 years), there was need to identify an interlink quick gain value chain. The consultation resulted into poultry value chain which is easy to start, easy to sell and generates manure instantly.

Additionally, this strategic plan focuses on minerals which are a huge deposit of the sub region. To connect to the new economies in the world, the strategic plan shall focus on pathogen economy and green economy as future value chains in the knowledge economy.

Despite the selection of the above-mentioned value chains, the sub region is not instantly abandoning the food crop value chains which the Bukedi Sub Region households have been engaged in. This is to address the theory of technology adoption process of the

Innovators, early adopters, late adopters and laggards as well as the household food security needs. The implementation approach for this strategic shall be to encourage the Bakedi to sustainably transition from the low-income generating value chains to the high-income prioritized value chains. Value chain combination models will be developed and encouraged to allow sustainable transition of the households from low income generating value chains to prioritized value chains.

Such models will include integration of fish farming and cocoa or coffee or both, cassava and cocoa or coffee or both, fruits and cocoa or coffee or both.

5.1.5. Monitoring, Evaluation, and Learning

A formally appointed think tank team will be put in place by the STI-OP as part of its structure under the Productivity Acceleration Bureau. The key role of this think tank shall be to monitor, evaluate, draw lessons and design modifications for the implementation of this strategic plan. The think tank will serve as a strategic advisory organ to BUDECO.

5.2. Key deliverable for the strategic plan

The key deliverables of this strategic plan are;

1. A Sub-region wealth creation leap of a household income of UGX 30,000,000,000 per annum by 2040.
2. Seventy five percent (75%) of the Bukedi households engaged in production, processing and marketing of value products along the priority value chains.
3. Seventy five percent (75%) of households engaged in green economic activities (E.g. recycling, sustainable agriculture, renewable energy, planting of trees)

5.3. The Work Plan

This strategic plan will be implemented in three phases over 15 years, with a total budget of UGX 657.36 billion.

- **Phase 1 (2024-2030)** will focus on activities that will enable the attainment of a household wealth creation leap of UGX 5,000,000 per annum. These activities include mobilization, ground breaking sensitization, basic capacity development, basic infrastructure development, ecosystem optimization, access to basic inputs, market establishments among others.
- **Phase 2 (2031-2035)** will focus on activities that will enable the attainment of a household wealth creation leap of UGX 20,000,000 per annum. These activities include extended

sensitization, specialized capacity development, specialized infrastructure development, ecosystem optimization, access to specialized inputs, establishment of processing facilities, market expansion among others.

- **Phase 3 (2036-2040)** will focus on activities that will enable the attainment of a household wealth creation leap of UGX 30,000,000 per annum. These activities include high level sensitization, highly specialized capacity development, highly specialized infrastructure development, ecosystem optimization, access to highly specialized inputs, expansion of processing facilities, market consolidation among others.

5.4. Funding and Resource Mobilization

5.4.1. Key Funding Sources

The successful implementation of the strategy will require significant financial resources. Funding will be mobilized from a variety of sources, including government allocations, development programs, international development partners, NGOs, and private sector investments.

5.4.1.1. Government Allocations:

- National development programs, such as the Parish Development Model (PDM), will provide funding for infrastructure, agriculture, and human capital development initiatives.
- Local governments will allocate budgetary resources to support the implementation of the strategy within their jurisdictions.

5.4.1.2. Development Partners and NGOs

- International development partners and NGOs will be engaged to provide technical assistance, funding, and capacity building. Partnerships with organizations such as the World Bank, African Development Bank, and UN agencies will be pursued to secure grants and concessional financing.
- NGOs with expertise in agriculture, education, and environmental sustainability will be involved in the implementation of specific initiatives, particularly those related to community-based development and capacity building.

5.4.1.3. Private Sector Investments

- Private sector investments will be critical for the development of agro-processing industries, infrastructure projects, and digital connectivity. Public-private partnerships (PPPs) will be explored to leverage private sector expertise and resources.
- Investment promotion efforts will focus on attracting both domestic and international investors to Bukedi, particularly in sectors such as agriculture, agro-processing, mining, and renewable energy.

5.4.1.4. Innovative Financing Mechanisms

- To complement traditional funding sources, the strategy will explore innovative financing mechanisms that align with Bukedi's development goals.

5.4.1.5. Carbon Credit Trading

- Carbon credit trading offers a unique opportunity to monetize environmental conservation efforts. The strategy includes the development of a carbon credit trading system, which will allow households and communities to earn income by participating in reforestation, afforestation, and other carbon sequestration activities.

- Partnerships with international carbon markets and certification bodies will be established to ensure that Bukedi's carbon credits meet global standards and attract buyers.

5.4.1.6. Public-Private Partnerships (PPPs)

- PPPs will be pursued for infrastructure development, particularly in road construction, digital connectivity, and energy projects. These partnerships will leverage private sector investment and expertise, while ensuring that projects align with the region's development goals.
- PPPs will also be explored for the development of agro-processing facilities, transport hubs, and logistics centres, creating opportunities for private sector participation in Bukedi's economic transformation.

5.4.1.7. Community Savings Groups and Microcredit Programs

- Community savings groups, such as village savings and loan associations (VSLAs), will be promoted to provide a safe and accessible way for communities to save and borrow money. These groups will offer financial education and support,

helping members manage their finances and invest in income-generating activities.

- Microcredit programs will be established to provide small loans to farmers, entrepreneurs, and women-led businesses. These programs will be supported by digital financial services, such as mobile banking, to increase access to credit and financial products.

5.4.1.8. Family Resources Pooling Business Model

- Since Bukedi Sub-region is affected by the high rate of land fragmentation and poverty, resources for individual enterprise start up are limited. This strategic plan intends to frontier the family business Model where family members will be encouraged to pool resources such as land, money, expertise, labour and others and turn them into share capital for family business establishments.
- This will enable families raise minimum investment capital to set up viable enterprises or investment projects. The families will then share dividends/profits from the family businesses.
- This model relates to the analogy which was used by H.E. Gen. Yoweri Kaguta Tibuhaburwa Museveni to change the

minds of his family members. In H.E.s narration, he says to have asked family members to consider family resources as a pot for fetching water. He gave them two scenarios of using the pot. One scenario was that of breaking it into pieces and each got part such each family member can use the pieces to fetch water for their families. The second scenario was the one of leaving the pot intact and instead use it to fetch for each family member. When he asked them to choose one of the two, the family members choose the one of leaving the pot intact and instead use it to for each in a shared way. This is a classic illustration of the family business which he encourages Bakedi to adopt (**Source: Launch Speech on the 22nd Aug 2024**).

CHAPTER SIX: INVESTMENT PLAN (2024-2040)

6.1. Overview of the Investment Plan

This investment plan outlines the financial requirements necessary to achieve the strategic objectives of transforming Bukedi Sub-Region from peasantry to a middle-class income society over 15 years. The total investment required is UGX 657.36 billion, distributed across three phases: Phase 1 (2024-2030), Phase 2 (2030-2035), and Phase 3 (2036-2040). The comprehensive version of the plan provides a detailed breakdown of the costs associated with each strategic priority, ensuring clarity and ease of implementation.

This investment plan provides clear guidance on the allocation of resources across the three phases of the Bukedi Sub-Region Transformation Strategy, ensuring that the total budget of UGX 657.36 billion is effectively utilized to achieve the desired outcomes. The narration and budget notes have been made more explicit to facilitate understanding and implementation by all stakeholders involved.

6.2. Phased Investment Breakdown

6.2.1 Phase 1 Investment (2024-2030)

The first phase focuses on laying a strong foundation for the transformation of Bukedi Sub-Region by prioritising the basic capacity building, infrastructure development, and initial engagement in high-value agricultural value chains.

6.2.1.1 Strategic Organisational Development

- **Establishment of BUDECO Secretariat:**
 - **Budget:** UGX 4.5 billion
 - **Description:** This includes setting up the secretariat, recruiting key personnel (e.g., CEO, accountants, support staff), securing office space, purchasing necessary IT equipment, and acquiring vehicles. This foundational investment ensures that the Bukedi Development Consortium (BUDECO) has the operational capacity to coordinate and manage the transformation strategy effectively.

- **Registration and Legal Setup:**
 - **Budget:** UGX 0.5 billion

- **Description:** This covers the legal formalities required to establish BUDECO as a recognized entity, including company registration, preparation of legal documents, and obtaining necessary permits. This one-time cost is critical for formalizing BUDECO's operations.

6.2.1.2 Capacity Building and Training

- **Training Extension Workers:**

- **Budget:** UGX 5 billion
- **Description:** Training extension workers is essential for providing farmers with the knowledge and skills they need to improve agricultural practices. This budget covers the costs of training programs, workshops, and materials over five years.

- **Training of Trainers (TOTs) and Mobilization:**

- **Budget:** UGX 7.5 billion
- **Description:** This initiative focuses on developing a cadre of skilled trainers who can further disseminate knowledge and skills to local farmers. It includes district entry meetings, per diems for trainers, and mobilization costs.

- **Mass Farmer Training**

- **Budget:** UGX 15 billion
- **Description:** Large-scale training programs will be conducted to educate farmers on the cultivation of high-value crops such as cocoa, coffee, and poultry farming. This budget covers training logistics, materials, and the coordination of training sessions across the region.

6.2.1.3 Infrastructure Development

- **Road Network Upgrades**

- **Budget:** UGX 45 billion
- **Description:** Upgrading and maintaining key road networks, particularly feeder roads, is crucial for improving market access and facilitating the efficient movement of goods. This investment will significantly enhance the region's connectivity over the five-year period.

- **Development of Transport Hubs**

- **Budget:** UGX 27.5 billion

- **Description:** Transport hubs equipped with storage and cold storage facilities will be established at strategic locations to support the distribution of agricultural products. This budget includes construction and equipping of these hubs.
- **Digital Infrastructure Expansion**
 - **Budget:** UGX 25 billion
 - **Description:** Expanding digital infrastructure, including internet and mobile network coverage, will facilitate access to market information and enable e-commerce. This budget supports partnerships with telecom companies to extend connectivity to rural areas.

6.2.1.4 Initial Value Chain Engagement

- **Cocoa and Coffee Seedling Distribution:**
 - **Budget:** UGX 15 billion
 - **Description:** This budget covers the establishment of nurseries and the distribution of high-quality cocoa and coffee seedlings to farmers. The initiative is aimed at promoting the cultivation of these high-value crops, which are key to Bukedi's agricultural transformation.

- **Poultry Farming Inputs**

- **Budget:** UGX 20 billion
- **Description:** To support the scale-up of poultry farming, this investment includes the establishment of hatcheries, feed mills, and training for farmers in modern poultry management practices.

6.2.1.5. Minerals development efforts started

- **Exploration of Bukedi sub region**

- **Budget:** UGX 2 billion
- **Description:** To support the complete exploration of minerals profile for the Bukedi Sub region.

- **Upgrading of minerals beneficiation in Bukedi Sub Region**

- **Budget:** UGX 5 billion
- **Description:** To support the beneficiation from the selected and economically viable minerals.

6.2.1.6 Monitoring, Evaluation and Learning Setup

- **MEL Framework Development:**

- **Budget:** UGX 5 billion

- **Description:** Establishing a robust Monitoring and Evaluation (M&E) framework is essential for tracking progress and outcomes. This budget covers the development of baseline data, key performance indicators (KPIs), and the conduct of annual assessments over the five-year period.

Phase 1 (2024-2030) Budget: UGX 177 billion

6.2.2 Phase 2 Investment (2031-2035)

The second phase builds on the foundation established in Phase 1, focusing on scaling up production, deepening human capital investments, and enhancing market linkages.

6.2.2.1 Scaling Up Production

- **Agro-Processing Facility Development:**
 - **Budget:** UGX 45 billion
 - **Description:** Establishing and equipping processing facilities for cocoa, coffee, poultry, rice, and soybeans is essential for value addition. This budget covers construction, equipment, and staff training over five years.

- **Expansion of Value Chain Participation**

- **Budget:** UGX 20 billion
- **Description:** Increasing the participation of households in prioritized value chains requires continued support in terms of inputs, training, and access to markets. This budget is allocated to ensure broader inclusion of farmers in these lucrative value chains.

6.2.2.2 Human Capital Investments

- **STEM Education and Vocational Training Expansion**

- **Budget:** UGX 40 billion
- **Description:** Investing in STEM (Science, Technology, Engineering, and Mathematics) education and expanding vocational training centres are critical for developing the skills needed for Bukedi's economic transformation. This budget covers the establishment of additional training centres, scholarships, and curriculum expansion.

- **Value Chain School Development**

- **Budget:** UGX 40 billion

- **Description:** Specialized value chain schools focused on sectors such as cocoa, coffee, and poultry will be developed to provide hands-on training. This investment includes construction, curriculum development, and instructor training.

6.2.2.3 Market Linkage Enhancement

- **Export-Oriented Processing Facilities:**

- **Budget:** UGX 30 billion
- **Description:** Developing processing facilities that meet international standards is crucial for accessing export markets. This budget supports the upgrade of existing plants and the establishment of new export-oriented facilities.

- **E-Commerce Platform Development:**

- **Budget:** UGX 15 billion
- **Description:** Creating online platforms to market and sell Bukedi's agricultural products will open up new market opportunities. This budget covers the development, launch, and farmer training for these e-commerce platforms.

- **International Trade Partnerships:**

- **Budget:** UGX 20 billion
- **Description:** Establishing and strengthening trade partnerships will enhance Bukedi's access to international markets. This budget includes trade missions, negotiations, and agreements with international buyers.

6.2.2.4 Sustainability and Environmental Integration

- **Carbon Credit Scheme Expansion:**

- **Budget:** UGX 10 billion
- **Description:** Expanding carbon credit schemes to include more households and activities will generate additional income through environmental conservation. This budget supports the registration, monitoring, and verification processes needed for successful participation in carbon markets.

- **Large-Scale Reforestation Projects:**

- **Budget:** UGX 5 billion
- **Description:** Reforestation projects will restore degraded lands, protect water sources, and enhance

biodiversity. This budget covers tree planting, the establishment of community forests, and ongoing conservation efforts.

- **Sustainable use of swamps and other waters Projects:**
 - **Budget:** UGX 5 billion
 - **Description:** This will include the action research and technology transfer for profitable earthen pond fish farming and irrigation schemes for sustainable use of swamps in Bukedi Sub-Region.

6.2.2.5 Infrastructure Expansion

- **Additional Road Network Development:**
 - **Budget:** UGX 45 billion
 - **Description:** Further upgrading and expanding road networks will enhance connectivity and support economic activities. This budget is allocated for the construction of new roads and the maintenance of existing infrastructure.
- **Power and Energy Infrastructure:**
 - **Budget:** UGX 25 billion
 - **Description:** Improving the power supply is essential for supporting industrial activities and household

needs. This budget includes the development of renewable energy projects and upgrades to the power grid.

6.2.2.6. Minerals development enhanced

- **Minerals value addition expansion:**
- **Budget:** UGX 10 billion
- **Description:** To support the setup of minerals value addition from the Bukedi Sub region.

6.2.2.7. Monitoring, Evaluation and Learning midline

- **MEL midline activities intensified:**
- **Budget:** UGX 2 billion
- **Description:** This budget covers the development of midline data, key performance indicators (KPIs), and the conduct of annual assessments over the five-year period.

Phase 2 (2031-2036) - Budget: UGX 352 billion

6.2.3 Phase 3 Investment (2036-2040)

The final phase focuses on consolidating the gains made in Phases 1 and 2, with an emphasis on value addition, green economy integration, and human capital consolidation.

6.2.3.1 Value Addition and Branding

- **Product Development and Marketing:**

- **Budget:** UGX 20 billion
- **Description:** Developing new value-added products and promoting Bukedi's agricultural brand are key to capturing premium markets. This budget supports product research, development, branding, and marketing campaigns.

- **Expansion of Agro-Processing Industries:**

- **Budget:** UGX 25 billion
- **Description:** Continued expansion of agro-processing capacity, with a focus on organic and specialty products, will further increase the value of Bukedi's agricultural output. This budget covers facility upgrades and the introduction of new processing lines.

6.2.3.2 Green Economy Integration

- **Full Integration into Carbon Credit Markets:**

- **Budget:** UGX 10 billion
- **Description:** Widespread participation in carbon credit schemes across Bukedi will provide households with

additional income streams. This budget supports the final stages of integration and the establishment of trade departments for carbon credits.

- **Eco-Tourism Development:**

- **Budget:** UGX 10 billion
- **Description:** Developing eco-tourism as a sustainable income source involves establishing eco-tourism sites and promoting Bukedi as a green destination. This budget includes site development, marketing, and partnerships with tour operators.

6.2.3.3 Human Capital Consolidation

- **Advanced Training Programs:**

- **Budget:** UGX 15 billion
- **Description:** Providing advanced training in agro-processing, sustainable practices, and digital technologies will ensure that Bukedi's workforce remains competitive. This budget covers the development of advanced courses and partnerships with international institutions.

- **Leadership and Governance Training:**

- **Budget:** UGX 5 billion
- **Description:** Enhancing leadership and governance skills among local government and community leaders is crucial for sustaining the transformation. This budget supports leadership workshops, governance training programs, and capacity-building initiatives.

6.2.3.4 Final Infrastructure Enhancements

- **Final Road and Transport Network Completion:**

- **Budget:** UGX 10 billion
- **Description:** Completing all road and transport infrastructure projects ensures that Bukedi has the connectivity needed to support its economy. This budget covers final upgrades and ongoing maintenance.

- **Final Energy Infrastructure Upgrades:**

- **Budget:** UGX 8.36 billion
- **Description:** Ensuring that all energy needs are met for both industrial and household use, this budget

supports the completion of renewable energy projects and the enhancement of power distribution networks.

6.2.3.5. Minerals development further enhanced

- **End to end Minerals value addition attained:**
 - **Budget:** UGX 20 billion
 - **Description:** To support the upscaling of minerals value addition from the Bukedi Sub region.

6.2.3.6. Monitoring, Evaluation and Learning endline

- **MEL endline activities execution:**
 - **Budget:** UGX 5 billion
 - **Description:** This budget covers the development of endline data, key performance indicators (KPIs), and the conduct of annual assessments over the five-year period. Also, a new strategic plan (2040 – 2060) will be development during this phase based on the lessons and performance.

Phase 3 (2036-2040) Budget: UGX 128.36 billion

6.3. Overall Investment Summary

- **Phase 2 (2031-2036) - Budget:** UGX 352 billion

- **Phase 3 (2036-2040) - Budget:** UGX 128.36 billion
- **Phase 1 (2024-2030) - Budget:** UGX 177 billion

Total Investment (2024 – 2040) Budget: UGX 657.36 billion

CHAPTER SEVEN: MONITORING, EVALUATION AND LEARNING (MEL)

7.1. Monitoring, Evaluation and Learning framework

The MEL framework, established in Phase 1, will guide the monitoring of the investment plan. Regular progress reports, financial audits, and impact assessments will be conducted to ensure that the investment plan remains on track and delivers the expected outcomes. The purpose of this MEL framework will be to;

- **Establish Baseline Data:** Baseline data will be collected at the beginning of the strategy's implementation to establish a reference point for measuring progress.
- **Track Progress:** Progress will be tracked against key performance indicators (KPIs) across all strategic objectives, including household income, agricultural productivity, infrastructure development, and environmental sustainability.
- **Conduct Regular Assessments:** Annual assessments will be conducted to evaluate the effectiveness of interventions, identify challenges, and recommend adjustments to the strategy.

- **Ensure Accountability:** The MEL framework will ensure that all stakeholders are accountable for the successful implementation of the strategy and that resources are used efficiently and effectively.

7.2. Key Performance Indicators

- **Household Participation in Value Chains:** The percentage of households participating in the prioritized value chains (cocoa, coffee, poultry, minerals among others) will be a key indicator of success. The target is to achieve at least 75% household participation by 2040.
- **Per Capita Income:** The increase in per capita income is a critical measure of economic upliftment. The target is to achieve income of UGX 30 million per household by 2040.
- **Infrastructure Development:** Progress in infrastructure development, including road upgrades, digital connectivity, and the establishment of transport hubs, will be tracked to ensure that these projects are completed on time and meet the needs of the population.
- **Environmental Sustainability:** The adoption of sustainable farming practices, participation in carbon credit schemes,

and progress in reforestation and conservation efforts will be key indicators of environmental sustainability.

- **Youth and Women Participation:** The participation of youth and women in economic activities, particularly in agro-value chains, will be tracked to ensure that the benefits of Bukedi's transformation are inclusive and equitably distributed. The target is to achieve at least 50% engagement of youth and women by 2040.

7.3. Risk Management

The implementation of this strategic plan may encounter a number of risks. Their analysis and mitigation are here by explained;

- **Resource Mobilization Challenges:** Securing the necessary financial resources to fund the ambitious UGX 657.36 billion budget may be challenging.
 - **Mitigation:** Diversify funding sources by engaging international development partners, local governments, and private sector stakeholders. Implement a phased funding approach to align resource mobilization with implementation milestones.

- **Market Fluctuations:** Volatility in global commodity prices, particularly for cocoa and coffee, could undermine the profitability of the prioritized value chains.
 - **Mitigation:** Develop hedging strategies and explore value addition to mitigate the impact of price fluctuations. Establish local processing facilities to reduce dependence on raw commodity exports.

- **Climate Change and Environmental Degradation:** The region's agricultural activities, particularly in cocoa and coffee, are vulnerable to climate change, which could affect crop yields and disrupt supply chains.
 - **Mitigation:** Integrate climate-smart agriculture practices, promote sustainable farming techniques, and establish a robust green economy framework that includes reforestation and carbon credit trading.

- **Infrastructure Development Delays:** Delays in critical infrastructure projects, such as roads, digital infrastructure, and processing units, could impede the implementation of the strategy.

- **Mitigation:** Prioritize key infrastructure projects and ensure strong coordination between government agencies, private sector, and development partners. Establish a project management office under BUDECO to monitor and accelerate infrastructure development.
- **Human Capital Constraints:** Insufficient skilled labor and expertise in the region could slow down the implementation of value chains and other strategic initiatives.
 - **Mitigation:** Invest in education and vocational training programs early in the implementation phase. Develop partnerships with educational institutions to fast-track human capital development and establish value chain schools.
- **Political and Social Instability:** Potential political unrest or social conflict could disrupt the implementation of the strategy, especially in regions with historical tensions.
 - **Mitigation:** Engage in continuous stakeholder consultations, promote inclusive governance, and ensure transparency in the implementation process.

Build community trust through consistent communication and by demonstrating early successes.

- **Dependency on External Markets:** Heavy reliance on external markets for cocoa, coffee, and poultry could expose Bukedi to international market risks.
 - **Mitigation:** Strengthen local and regional markets through the development of internal supply chains, promote local consumption, and diversify export markets to reduce dependency on any single market.

- **Weak Institutional Capacity:** Insufficient capacity within BUDECO and other local institutions to manage and implement the plan effectively could undermine the strategy's success.
 - **Mitigation:** Strengthen institutional capacity through targeted training, recruitment of skilled professionals, and continuous organizational development. Regularly assess institutional performance and adapt structures as necessary.

7.3. Key Assumptions and Considerations

- 1. Phased Funding Approach:** The investment plan assumes that funding will be secured in phases, with each phase building on the success of the previous one. This phased approach allows for flexibility, enabling adjustments based on lessons learned and changing circumstances.
- 2. Stakeholder Engagement:** Active participation from all stakeholders, including government, private sector, development partners, and local communities, is essential for the success of this plan. Continuous engagement and collaboration will ensure that the strategy remains relevant and effective.
- 3. Sustainability and Impact:** The investment plan prioritizes sustainability in both environmental and financial terms. Investments in green economy initiatives, such as carbon credit schemes and eco-tourism, are designed to provide long-term benefits to Bukedi's economy and environment.
- 4. Risk Management:** The investment plan includes provisions for risk management, such as contingency funds and flexible

budgeting to address unforeseen challenges and market fluctuations.

CHAPTER EIGHT: CONCLUSION

The Bukedi Sub-Region Transformation Strategy (2024-2040) is a comprehensive and ambitious roadmap aimed at lifting households out of poverty and transitioning them to a middle-class income society. By focusing on prioritized value chains, enhancing infrastructure, investing in human capital, and promoting environmental sustainability, Bukedi is poised to achieve significant socio-economic development over the next 15 years.

Success will depend on the active participation and collaboration of all stakeholders, including government, private sector, development partners, and the community. Through collective effort, strategic planning, and a commitment to sustainable development, Bukedi can unlock its full potential and secure a prosperous future for its people.

The strategy lays out a clear path for transformation, with well-defined objectives, key initiatives, and a robust implementation framework. By following this roadmap and addressing potential risks and challenges, Bukedi can become a model of inclusive and sustainable development in Uganda and beyond.

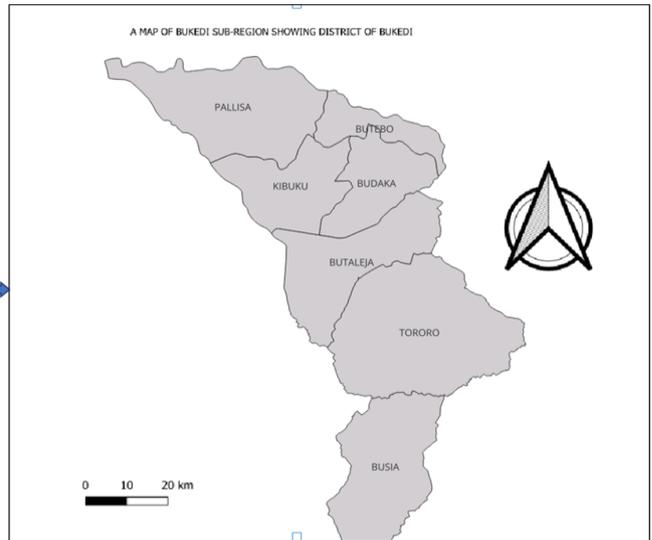
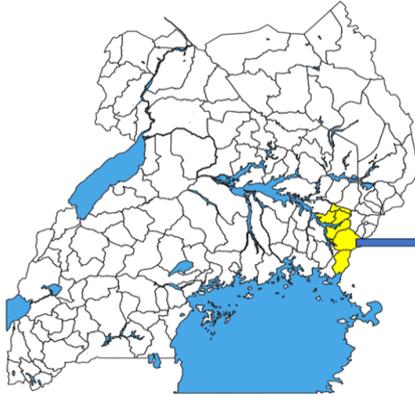
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ANNEXES

Annex i: Maps – Bukedi District



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