



STRATEGIC PLAN *for* **BUKEDI SUB-REGION ACCELERATED WEALTH CREATION (2024-2040)**



LAUNCHED BY:
HIS EXCELLENCY, THE PRESIDENT OF THE REPUBLIC OF UGANDA,
GEN. YOWERI KAGUTA TIBUHABURWA MUSEVENI
On 22nd August, 2024 at Petete Primary School

SUMMARY





This booklet presents a summarized version of the Strategic Plan for Bukedi Sub-Region Accelerated Wealth Creation (2024-2040) which was launched by H.E. Gen. Yoweri Kaguta Tibuhaburwa Museveni on the 22nd August 2024 at 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.

PROJECT OVERVIEW

2,376,744

estimated population (UBOS 2024)

400,000+

households of average 5 members

4,504

land area in sq. kms

75%

Increased industrial level
production of prioritized
crops and animals by 2040

UGX30M

Household incomes or more
per year by 2040

UGX657.36B

estimated investment over a period of 16 years

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FOREWORD

“If you are failing to plan, You are planning to fail “
Benjamin Franklin, Advice to a Young Tradesman, (1744)

The Bukedi Sub-Region Strategic Plan for Accelerated Wealth Creation (2024-2040) comes at a pivotal time for Uganda’s development. Spearheaded by the vision and leadership of His Excellency, the President of the Republic of Uganda, General Yoweri Kaguta Tibuhaburwa Museveni, this comprehensive roadmap seeks to transform the Bukedi Sub-region into a prosperous economic hub by the year 2040. This ambitious plan is built upon the principles of scientific innovation, value chain analysis, and sustainable development—all aimed at elevating household incomes to over UGX 30 million annually.

The plan aligns with Uganda’s broader national development goals and represents a model for inclusive growth, harnessing the untapped potential within the sub-region’s diverse communities. With a strong focus on priority value chains like cocoa, coffee, and poultry, and bolstered by innovative approaches to human capital development, mineral resources, and green economy initiatives, this strategic plan lays a solid foundation for economic transformation.

It is important to note that the successful implementation of this plan will not only benefit the people of Bukedi but also position the region as a key contributor to Uganda’s overall socio-economic growth. This strategy reflects a long-term commitment to creating wealth and sustainable livelihoods through collaborative partnerships between the government, private sector, and local communities.

As the Patron of this initiative, His Excellency, President Museveni, alongside key stakeholders such as the Science, Technology, and Innovation Office of the President, other MDAs, Local governments and the Bukedi Development Consortium, will play critical roles in steering this initiative to success. I am confident that with determination, unity, and a shared sense of purpose, the aspirations outlined in this strategic plan will be fully realized.

This is a moment of great potential, and we are all called upon to support this transformative journey toward a wealthier, more sustainable Bukedi Sub-region.

Dr. Monica Musenero Masanza

Minister: Science, Technology and Innovation

August, 2024

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 **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 Interventions are:

1. Increase industrial level production of prioritized crops and animals to at least 75% of all households by 2040.
2. Implement **“A District a Factory Model”** in all districts to undertake value addition to what is locally produced.
3. Build human capital to support the development priorities for Bukedi Sub Region.
4. Develop an ecosystem that enrolls households in Bukedi to benefit from the green economy.
5. Harness other locally available natural resources to industrialize the region.
6. Integration of priority value chains with other value chains like fish for sustainable transition and environmental protection.

To achieve these Interventions, we need to:

Establish coordination mechanism. Two key entities will be established to lead and coordinate efforts in alignment with this strategic plan.

1. **The Bukedi Development Consortium (BUDECO)** whose main role is to mobilise and coordinate actors & 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 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 estimated investment of **USD 173 million** (UGX 657.36 billion) over a period of 16 years.

1.0. PRIORITY VALUE CHAINS FOR BUKEDI SUB -REGION

1.1. 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.

1.2. METHODOLOGY FOR PRIORITIZATION

The methods used for value chain prioritization were;

- 1. Cost-Benefit Analysis** for evaluating each activity costs and benefits to prioritize those with the highest return on investment;
- 2. SWOT Analysis** which identified strengths, weaknesses, opportunities, and threats related to each activity by prioritizing those that leverage strengths and address weaknesses;
- 3. 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

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.



2.0. BUKEDI SUB-REGION STRATEGIC DIRECTION

2.1. VISION STATEMENT

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

2.2. MISSION STATEMENT

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

2.3. 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 specialized human capital for Bukedi Sub Region.
5. Develop an ecosystem that enrolls households in Bukedi to benefit from sustainable and regenerative agriculture such as aquaculture and 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.



3.0. IMPLEMENTATION PLAN

3.1. THE IMPLEMENTATION LEADERSHIP

3.1.1. 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.

3.1.2. 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.

3.1.3. The Sub Regional Implementor

A unified entity shall be established as a subregional organization 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.

3.1.4. 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.



4.0. INVESTMENT PLAN (2024-2040)

4.1. OVERALL INVESTMENT SUMMARY

- Phase 1 (2024-2030) - Budget: **UGX 177 billion**
- Phase 2 (2031-2036) - Budget: **UGX 352 billion**
- Phase 3 (2036-2040) - Budget: **UGX 128.36 billion**

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





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