



Iceland - Uganda Development Partnership

Buikwe Fishing Community Development Programme

2022 – 2025

MASTER PROGRAMME DOCUMENT



**© Buikwe District Fishing Community Development Programme: BDFCDP Phase III 2022-2025
Master Programme Document (Final PD)**

Buikwe District Local Government
Buikwe, (Uganda)

Ministry of Local Government
Kampala, Uganda

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Kampala, May 2022

¹ See composition of Joint Technical Team in Annex 1

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List of Abbreviations

BDFCDP	Buikwe District Fishing Community Development
CAO	Chief Administrative Officer
CBO	Community Based Organisation
CNDPF	Comprehensive National Development Planning Framework (Policy)
COVID	Corona Virus Disease
CSP	Country Strategy Paper
DDP	District Development Plan
DLG	District Local Government
DTPC	District Technical Planning Committee
GoI	Government of Iceland
GoU	Government of Uganda
HoC	Head of Cooperation (Embassy of Iceland)
HoD	Head of Department
HoM	Head of Mission (Embassy of Iceland)
IFMS	Integrated Financial Management System
LG	Local Government
M&E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
MFA	Ministry for foreign Affairs (Iceland)
MoES	Ministry of Education and Sports
MoFA	Ministry of Foreign Affairs (Uganda)
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
MoLG	Ministry of Local Government
NDP	National Development Plan
NGO	Non-Government Organisation
O&M	Operation and Maintenance
ODF	Open Defecation Free
OECD-DAC	Organisation for Economic Cooperation and Development – Development Assistance Committee
PD	Programme Document or Project Document
PFMS	Public Finance Management System
PIMT	Programme Implementation Team
PPDA	Public Procurement and Disposal Act
PSC	Programme Steering Committee
SDG	Sustainable Development Goals
SDP	Sector Development Plan
SOPs	Standard Operating Procedures (for COVID-19 Management)
SPO	Senior Programme Officer (Embassy of Iceland)
TSA	Treasury Single Account
UN	United Nations
USD	USD Dollars
USD (US\$)	United States Dollars
WASH	Water, Sanitation and Hygiene

Programme Fact Sheet

Country	Republic of Uganda
Location	Buikwe District in Uganda's Central (Buganda) Region
Name of Programme	Buikwe District Fishing Community Development Programme (BDFCDP) Phase III 2022-2025
Programme Duration	Four Years, 2022-2025
Development Objective (or Goal)	To reduce poverty and improve livelihood and living conditions of the population in fishing communities in Buikwe district.
Programme Components and Immediate Objectives	<ol style="list-style-type: none"> 1. WASH Project: The immediate objective is to increase access and utilisation of safe water and sanitation and improved hygiene facilities and services to improve public health of population in fishing communities of Buikwe district. 2. Basic Education Project: The immediate objective is to increase equitable access to and improve quality basic education and learning outcomes in schools serving fishing communities. 3. Economic Empowerment of Fishing Communities (Women & Youth): The immediate objective is to increase household incomes to economically empower women and youth in fishing communities of Buikwe district. 4. Climate Change Actions: The immediate objective is to address the impacts of climate change on livelihoods of fishing communities in line with the Buikwe District Climate Change Action Plan 5. COVID-19 and Gender Based Violence Response Actions: The immediate objective is to support efforts of the district to respond and mitigate the negative impacts of COVID-19 on gender relations. <p>❖ Cross-cutting issues of human rights, gender equality and environment will be promoted and mainstreamed in all programme components.</p>
Target Area	Fishing communities defined as the four rural sub-counties of Najja, Ngogwe and Ssi and Nyenga (now urban division) along shores of Lake Victoria supported since 2014, plus one new division of Wakisi along shores of river Nile: 40 new fishing villages (Local Councils) on top of cumulative number of 38 villages supported from 2015 05 new government-aided primary schools on top of 46 schools (42 primary schools and four secondary schools) extensively supported by end 2021; and 11 public health centres
Beneficiaries	<p>Primary Beneficiaries</p> <ul style="list-style-type: none"> - Current population of 50,000 people (98 males for every 100 females) in 40 new villages will benefit from safe WASH services; this is in addition to an estimated 60,000 people (same sex ratio) reached in 38 villages since 2014. - Population of about 3,000 learners in five new schools will benefit from improved quality of basic education and learning outcomes; this is in addition to the 23,000 learners reached in 46 schools supported since 2016. - 10,000 Women, Youth and men in fishing communities will benefit from the new project on economic empowerment of fishing communities - Fishing communities and the wider population in Buikwe and Uganda will benefit from the Climate Change Actions supported under the programme. <p>Secondary Beneficiaries</p> <ul style="list-style-type: none"> - Government and particularly Buikwe DLG and their staff, as well as staff of partner service delivery agencies will benefit from capacity development interventions funded under the programme.
Programme Total Budget	13.500.000 USD
<i>Gol (Embassy of Iceland)</i> <i>Contribution for Wash III and Basic education III (Excluding Overhead Costs) – project pending approval</i>	9.450.000 USD (70% of total budget) <ul style="list-style-type: none"> - WASH Project III: 5.250.000 USD - Basic Education Project III: 4.000.000 USD - Climate Change Action Plan for Buikwe District: 200,000 USD
<i>Gol (Embassy of Iceland)</i> <i>Contribution for economic empowerment, climate change and covid-19 and gender-based violence. (Excluding Overhead Costs) – projects pending</i>	2.750.000 USD (20%) <ul style="list-style-type: none"> - Economic Empowerment of Fishing Communities: 1.800.000 USD - Climate Change Actions: 550,000 USD - COVID-19 & Gender Based Violence Actions: 200,000 USD
<i>GoU/Buikwe DLG Contribution</i>	1.500.000 USD (10% of total budget)
Expected Start/Completion Date	May 2022 to 31 st December 2025

Executive Summary

The Buikwe District Fishing Community Development Programme (BDFCDP) Phase III 2022 to 2025 is a continuation of the Iceland-Uganda development partnership for support to Buikwe district that started in 2014 based on Uganda Country Strategy Paper (2014-2020) and Partnership Agreement (2014-2020). BDFCDP is a basic services programme whose goal is to *reduce poverty and improve livelihood and living conditions of the population in fishing communities in Buikwe district*. The master programme document outlines the overall programme framework, covering background and justification, programme strategy, and organisational arrangement, which cut across all programme components. The details of the programme components are elaborated in subsequent project documents.

The BDFCDP Phase III is guided by three main instruments; the General Agreement on Forms and Procedures for Bilateral Development Cooperation signed in 2000 between Iceland and Uganda; Iceland’s Uganda Country Strategy Paper (CSP) 2021-2025, which intertwines the development strategies, policies, and priorities of Iceland and Uganda, and aligned to sustainable development goals (SDGs) for UN Agenda 2030; and the Partnership Agreement for BDFCDP Phase III, which gives the overall framework for programme preparation, financing, coordination and implementation and partners’ roles and relationships. In line with the partners’ strategies and priorities, the following programme components have been identified for support under BDFCDP III over the period 2022-2025:

Programme Component 1: WASH Project: The immediate objective of the project is *“to increase access to and utilisation of safe water and sanitation and improved hygiene facilities and services for improved public health of population in fishing communities of Buikwe district”*.

Key Outputs

BW3-100	<i>Infrastructure and Facilities for Safe Water Service Delivery Developed or Expanded:</i> <i>Facilities for basic safe water service developed:</i> 15 mini-piped water systems developed (5 new and 10 extensions from existing scheme), and 120 public stand taps (AQ taps) installed; <i>Facilities for safely managed water service installed:</i> 1500 households (selected based on pro-poor criteria) connected to piped water supply with tap stand on their premises, and 40 public institutions (30 primary schools and 10 health centres) connected to piped water; <i>Facilities for water for production in fish handling facilities and other business ventures provided:</i> Water for production under the economic empowerment of fishing communities prioritising women and youth will be supported under the component of Economic Empowerment (connection and distribution of piped water to the business premises of supported groups will be covered by the programme, but the subsequent payment for water use will be borne by the enterprises), and private sector companies will access water for production at their own costs (connection and distribution of piped water to their business premises, and subsequent payment for water use); and infrastructure and facilities for basic safe sanitation and hygiene service developed or improved: 19 multi-stance water-borne toilets for public use constructed and 30 existing public VIP latrines modified into Aqua Privy ² for improved functionality; and improved hygiene facilities installed in targeted schools and communities.
BW3-200	<i>Hygiene Promotion and Education Conducted in Fishing Villages and Schools:</i> Safe sanitation and improved hygiene practices promoted in 40 new villages and 5 new schools to eliminate open defecation and increase hand washing; and ongoing campaign supported to consolidate exit strategy in 38 villages and 46 schools supported in earlier programme phases.
BW3-300	<i>WASH Sector Institutional Capacity at District LG, Lower Local Government and Community Level Strengthened;</i> <i>Focusing on capacity for operation and maintenance (O&M) of WASH facilities for sustained WASH services delivery.</i>
BW3-400	<i>WASH Project Coordination, Management and M&E Strengthened.</i> Programme Steering Committee held to review the component, WASH baseline data collected or updated; annual reviews of WASH conducted, and mid-term evaluation conducted, and final evaluation of WASH conducted.

² This is more effective technology, which is more less similar to water-borne toilets

Programme Component 2: Basic Education Project: The immediate objective of the project is “to increase equitable access to and improve quality of basic education and learning outcomes in schools serving fishing communities”.

Key Outputs

BE3-100	School Infrastructure and Facilities Developed in Nine Primary Schools (5 new selected primary schools, and 4 schools (three primary schools and one secondary school supported under education project phase II): Basic school infrastructure comprised of 60 classrooms (27 renovated and 33 new classrooms constructed), 05 new school administration offices, 05 new teachers’ houses, 05 new school kitchens; and 14 five-stance VIP latrines (7 with urinals for boys and 7 with showers and incinerators for menstruation hygiene management for girls), and one teachers house renovated in one secondary school.
BE3-200	Teaching and Learning Materials Provided to 30 Schools: Out of 30 schools, 05 new primary schools provided with textbooks and teachers’ guides to reach ratio of 1:1; 21 primary schools provided with some textbooks and teachers guides to reach ratio of 1:1; 26 primary schools (05+21 primary schools) provided with sports kits, 04 new primary schools (05 new primary schools except Senyi that already benefited) provided with MDD kits; and 04 secondary schools provided with laboratory equipment and computers for use in newly constructed ICT library.
BE3-300	Local Government Education Sector Management Support Systems Strengthened and Consolidated: Key local government officials in the new lower local government (LLG) of Wakisi (15 officials), as well as key officials of the district and other focal LLGs (85 officials) trained in planning and budgeting and monitoring of education service delivery.
BE3-400	District Education Office Functionality Enhanced and Consolidated: Equipment and tools provided for regular school inspection and support supervision and strengthened capacity for continuous assessment and monitoring of learner achievements (MLA) in all primary schools 47 (05 new and 42 supported before) and at district level.
BE3-500	Capacity of targeted primary schools for quality teaching and school leadership strengthened in 26 primary schools (five new schools and 21 schools that missed on this output in phase II) and consolidated in 21 primary schools supported in Phase I: 470 teachers and headteachers trained under continuous professional development (CPD) framework (about 10 primary teachers per school), and 100 teachers (about 2 teachers per school) sponsored to undertake a two-year training course to upgrade from Grade III Certificate Teachers to Grade V (Diploma) Teachers ³ .
BE3-600	Community Capacity and Awareness for Engagement and Support to Schools Strengthened in Catchment Areas of 30 Schools and Consolidated in All Schools (30 schools comprise of 05 new primary schools and 21 primary schools plus 04 secondary schools that missed on the output under phase II) and consolidation in all schools covers training of school management committee in all 47 primary schools (phase I, II & III): The focus is on community of mobilisation and sensitisation in 30 school catchment communities; and 611 SMCs trained (13 members x 47 schools).
BE3-800	Direct Learner Support Facilitated in 51 schools: Priority accorded to 5 new primary schools, and 25 schools supported under education phase II (21 primary and 4 secondary schools), as well as 21 primary schools supported in education phase I: <i>Actions on inclusive education</i> (girl child, children with special learning needs, orphans and vulnerable children or OVCs supported, through identification and assessment of needs of such eligible learners out of school and those already enrolled in schools, promotion of school-based health programmes, psycho-social support to learners to mitigate impacts of COVID-19 and HIV/AIDS; promotion of feeding in schools, supporting feeding of OVCs in schools, and promotion of menstruation hygiene in schools; initiatives on promotion of human rights, gender equality and LNOB in schools supported in collaboration with NGOs; and Buikwe DLG supported to develop district strategy to reduce girl drop out of schools (as part of sustainability strategy).

³ This is in line with new government policy to upgrade the qualification of primary teachers from the minimum qualification of grade III teaching certificate to a minimum qualification of a bachelor’s degree teaching certificate over the next 10 years.

BE3-900	Project Coordination and M&E Strengthened: Programme Steering Committee meeting held to review the component, education baseline data collected or updated; quarterly monitoring visits and reviews conducted, and annual assessments and reviews conducted.
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Programme Component 3: Economic Empowerment of Fishing Communities (Women & Youth): The immediate objective is: “to increase household incomes to economically empower women and youth in fishing communities of Buikwe district”. The description of the programme component will be detailed in the subsequent project document jointly prepared and approved by partners.

Programme Component 4: Climate Change Action: This component is designed to address the impacts of climate change on livelihoods of fishing communities. The description of the programme component will be elaborated in the subsequent implementation plan⁴ (or project document) jointly prepared and approved by partners based on Buikwe District Climate Change Action Plan.

Programme Component 5: COVID-19 and Gender Based Violence Actions: The immediate objective of this component is to support the efforts of the district to respond and mitigate the negative impacts of Covid-19 on gender relations. The outputs of this component will be elaborated in the project document.

Cross-cutting Issues: Human rights and leaving no one behind (LNOB), gender equality and environment will be promoted as specific objectives or mainstreamed in all programme components, with specific indicators, baseline data and targets to measure them.

BDFCDP Phase III (2022-2025) is estimated to cost 13.5 million USD: **12 million USD** in programme direct costs contributed by Government of Iceland, plus an estimated 1.5 million USD in kind in lieu of staff costs and land acquisition and easement contributed by Government of Uganda and Buikwe DLG (see summary budget of programme budget in table A below).

Table A: Summary of Programme Budget by Component and Source of Funding for Period 2022-2025

Programme Components (Projects)	Estimated Total Budget and Annualised Budget Frame (USD)				
	Total	2022	2023	2024	2025
Water, Sanitation and Hygiene (WASH) Project	5,250,000	1,150,000	1,500,000	1,300,000	1,300,000
Basic Education Project	4,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Economic Empowerment of Fishing Communities (Women & Youth)	1,800,000	310,000	500,000	500,000	490,000
Climate Change Actions	750,000	200,000	200,000	200,000	150,000
COVID-19/Gender Based Violence	200,000	0	100,000	50,000	50,000
Total Programme Budget (Direct Costs)	12,000,000	2,660,000	3,300,000	3,050,000	2,990,000
GoU/Buikwe DLG Contribution	1,500,000	✓	✓	✓	✓
Grand Total	13,500,000				

⁴ **Implementation Plan** as used here links to Buikwe District Climate Change Action Plan (DCAP) that will be developed with support from BDFCDP Phase III. DCCAP will have detailed description on background and justification, goal, purpose and outputs and activities, as well as indicative budget. The Implementation Plan will only highlight priority activities in plan to be implemented with support from the programme, which will include the logframe, budget and work plan.

1. BACKGROUND AND JUSTIFICATION

1.1 Introduction

This master programme document (PD) describes Buikwe District Fishing Community Development Programme (BDFCDP) Phase III for the period from 2022 to 2025 supported under Iceland-Uganda bilateral development cooperation. BDFCDP is a basic services programme, which has been supported by Government of Iceland (GoI) through its Embassy in Kampala since 2014. The goal of the programme is *to reduce poverty, improve livelihood and living conditions of the population in fishing communities in Buikwe district*. The PD gives the overall programme framework, particularly on aspects that cut across all programme components, covering background and justification in this section one; programme strategy, components, and objectives in section two; and organisational arrangements in section three. The detailed description of programme components is elaborated in subsequent project documents or implementation plans.

The BDFCDP Phase III entails the following three main aspects:

1. Extension of timeframe for support to implementation of the programme over the next four years from 2022 to 2025; alignment to the partners' new development policy frameworks, which include Iceland's Policy for International Development Cooperation (2019-2023), Iceland-Uganda CSP (2022-2025), Uganda's NDP III (2021-2025) and Buikwe LG DDP III (2021-2025); and incorporation of lessons learned from implementation of the ended programme phase (2014-2020).
2. Extension and expansion of geographical remit and population served by the programme, as outlined below:
 - The programme area has been expanded from four rural sub-counties of Najja, Ngogwe and Ssi and Nyenga urban division along shores of Lake Victoria to five by adding Wakisi division along shores of river Nile.
 - The programme component on WASH has been extended to cover 40 more villages with about 50,000 people (98 males for every 100 females); this over and above the original 39⁵ and later revised to 38 fishing villages with about 60,000 people targeted under WASH I and II.
 - The programme component on basic education has been extended to cover five more government-aided primary schools serving 3,000 learners; this is over and above 46 schools comprised of 42 primary schools and 4 secondary schools serving 23,000 learners supported under Education project phase I and phase II.
3. Expansion of scope of the programme components to include support to Economic Empowerment of Fishing Communities focusing on women and youth expected to benefit 10,000 women and youth and some men, Climate Change Actions, and COVID-19 and Gender Based Violence Actions.

1.2 Historical background

The Iceland-Uganda bilateral development cooperation has been ongoing for two decades since 2000. It was formally established by the General Agreement on Forms and Procedures for Development Cooperation (General Agreement), which was signed on 27th September 2000 by the Ministries of Foreign Affairs of the two countries. The General Agreement is the overall legal framework guiding the bilateral development cooperation between the two counties, and on matters of development cooperation, it provides that Iceland would be represented by Ministry for Foreign Affairs (MFA), while Uganda would be represented by Ministry of Finance, Planning and Economic Development (MoFPED).

The development partnership for Iceland's support to BDFCDP started in 2014 based on ICEIDA (2014) Uganda Country Strategy Paper (CSP) 2014-2017, extended to 2014-2020, and the Partnership Agreement for Support to BDFCDP 2014-2017, extended to 2014-2020. Under the Partnership Agreement, Iceland extended development assistance using the programme-based approach at district local government level. The BDFCDP aimed "to reduce poverty and improve livelihoods and living conditions of the population in the fishing communities of Buikwe district".

⁵ The target of 39 villages under WASH included Kiyindi fishing village, which only benefited from sanitation facilities (VIP Latrines). For purposes of all WASH components including safe water provision, the target was revised to 38 villages excluding Kiyindi that is now a town council served by mini piped water supply system developed by Government of Uganda.

The focus of programme interventions has been on capacity building to improve local governance and promote efficient and effective delivery of basic services; development of social infrastructure for basic service delivery with emphasis on basic education, and health and WASH as priority areas; and promotion of cross-cutting issues of human rights, gender equality and environment. Support to the BDFCDP was implemented through the following components:

- General Capacity Development Support to Buikwe District Local Government. This covered both pre-programme support and on-going support during implementation.
- Buikwe-ICEIDA Development Partnership: WASH development in Fishing Communities, WASH Project 2015-2017; and WASH Project Phase II 2018-2019 (with implementation of some activities spilling over up to 2021) at a planned cost of US\$ 6.3 million.
- Buikwe-ICEIDA Development Partnership: Education Development in Fishing Communities (2016-2019) and Phase II (2019-2022) at a planned cost of US\$ 14.4 million.

The CSP 2014-2020 and Partnership Agreement for BDFCDP 2014-2020 expired on 31st December 2020. At the end of 2021, the Iceland supported projects came to an end. The external evaluation of the BDFCDP: WASH project II and Education project II was commissioned in November 2021, which formally marked the end of the programme phase(s) implemented since 2014.

1.3 Key Achievements and Lessons

The achievements and lessons learned from implementation of BDFCDP since 2014 have been documented in detail in BDFCDP Internal Midterm Review Report (2019) and BDFCDP External Evaluation (WASH II and Education II) Report (2022). The support to the programme by GoI has increased development financing, amounting to about 20.7 million USD, which has enabled Buikwe DLG to build capacity in local governance and make investments in social infrastructure for delivery of basic services in WASH and education. The key achievements and lessons are outlined in the following subsections.

1.3.1 Key Achievements

BDFCDP has achieved perceived and measurable results since 2014. It has strengthened capacity for local governance, increased access and use of improved safe WASH services, and improved quality of basic education and learning outcomes in schools serving fishing communities.

General Capacity Development: The capacity development support extended to Buikwe DLG has facilitated acquisition of basic equipment and working tools; and training in generic skills in planning and budgeting; mainstreaming of human rights, gender equality and environment in development; managing for results, and monitoring and evaluation of development results; and capacity building to enhance specific performance skills for service providers in the sectors of education, health and WASH, and community development for improved service delivery.

Besides, the partnership has strengthened institutional linkages between Buikwe DLG and line ministries, especially, Ministry of Finance, Planning and Economic Development, Ministry of Local Government, Ministry of Education and Sports and Ministry of Water and Environment, among others. These ministries are involved in processing and approving development partnership agreements and programme documents, programme budgets and works plans, infrastructure designs, monitoring and support supervision during implementation of projects. Specifically, the Ministry of Water and Environment approved Buikwe DLG as a Water Authority⁶ to manage and operate the piped water supply schemes developed under BDFCDP within the area under its jurisdiction.

WASH Project Component: The programme has improved social infrastructure and facilities, which have facilitated delivery of basic safe WASH services reaching disadvantaged fishing communities of Buikwe district. In WASH, 29 mini piped water systems were developed, including one rehabilitated at Senyi, comprised of 24 mini systems plus four extensions, which have installed water supply capacity to serve 38 fishing villages with an estimated population 60,000 people in the fishing communities of Najja, Ngogwe and Ssi sub-counties, and

⁶ Buikwe DLG is currently the only Water Authority in the country. Piped Water supply systems elsewhere in Uganda are either managed by National Water and Sewerage Corporation or Umbrella Authorities under the Ministry of Water and Environment.

Nyenga urban division. Water is now close to about 72% of the households, and over 377 households have water connections on their premises. In addition, ventilated improved pit latrines and water-borne toilets were constructed for shared use by public in rural growth centres, and in public institutions benefiting 39 villages, over 51 schools and 11 health centres. As a result, the programme has achieved measurable outcome and impact in the project areas as summarised below (See details in BDFCDP External Evaluation Report, 2022)

- Access to functional sanitation facilities in targeted fishing villages increased, and open defecation free status has increased from zero percent in 2015 to 92% (35) of 38 villages targeted.
- The population in Buikwe district with access to basic safe water from an improved water source increased from about 57% in 2014/2015 to about 79% in 2019/2020 (Ministry of Water and Environment Water Atlas 2019/2020).
- The operation and maintenance of the WASH facilities, particularly the piped water systems have been strengthened, which has maintained functionality of the water systems above 95%⁷.
- As a result, cases of WASH related diseases have reduced with no cholera outbreak reported since 2017, and the rate of diarrhoea among children (0-4 years) reduced from 29% in 2015 to 17% in 2021.
- The availability of safe water has also contributed to implementation of Standard Operating Procedures (SOP) for prevention of COVID-19 infections in communities.

Education Project Component: In basic education (primary education and lower secondary education), school infrastructure and facilities have been improved to the minimum (and in some cases exceeding) national standards in 46 schools serving fishing communities, that is 68% (42/62) of all government-aided primary schools and 100% of four government-aided secondary schools in the four fishing communities (sub-counties). Besides, the project has enhanced the capacity of teachers by training 71 unqualified community-based teachers, 43 have qualified and were awarded Grade III certificate, and 28 are still undergoing training. Regular school inspection and monitoring of schools by the education department has been strengthened, among other interventions.

The period of implementation of the education project is still too short to realise significant improvements in learning outcomes in the schools supported. Education Project I lasted from 2016-2019; and Education Project II lasted from 2019-2022, with its implementation affected by COVID-19 pandemic for over 2 years in 2020 and 2021. Nevertheless, there are early indications of improved quality of education and learning outcomes in schools supported and overall performance of the district indicated by increased completion rates; reduction in dropout rates, especially for girls attributed to improved child friendly school learning environment created by gender sensitive infrastructure and facilities, and menstruation hygiene management facilities and promotional activities.

1.3.2 Key Lessons

Several lessons have been learned from the development cooperation between Uganda and Iceland for support to Buikwe district. The programme has considerably benefited the communities. The development approach was inclusive, involving key stakeholders including government and local government staff at all levels (duty bearers), community members (rights-holders), development partners, civil society such as non-governmental organisations (NGOs) faith-based organisations (FBOs) and community-based organisations (CBOs) and private sector. Capacity of local government staff and programme officers has been improved through training. Ownership of water schemes, which was initially an issue of concern has been streamlined. The key lessons learned include the following:

- Programme results at outcome and impact level take time hence the need for long-term partnerships.
- Strong monitoring and evaluation based on solid indicators and baselines is important.
- Changing mindsets on social cultural beliefs, attitudes and behaviour takes time and needs to be an integral part of on-going capacity building.
- It is important to avoid danger of creating financial dependencies by holding dialogue with key partners to provide for sustainable financing arrangements for operation and maintenance of social infrastructure developed.
- It is important to ensure quality in the design, construction, and O&M of infrastructure for sustainability of programme benefits over their design life.
- Last but not least, capacity building of local government institutions and partner service delivery agencies, including strengthening of structures, systems and processes; provision of basic working

⁷ The Ministry of Water and Environment approved Buikwe DLG Water Board as a Water and Sanitation Authority (currently the only one at Local Government level in the country and entered a performance agreement in 2020 to manage, operate and maintain the mini-piped water systems with the unique billing technology on the systems (AQ taps).

equipment and tools; and continuous development of generic and technical skills of human resource is a pre-requisite for programme implementation, local governance and sustainability of efficient and effective delivery of improved public services to the citizens.

1.4 Problems to be Addressed

The development partnership for support to BDFCDP for the period of October 2014 to December 2021 has registered significant achievement and lessons, but there is a lot of unfinished business and significant problems remain. The programme phase III will continue to address problems related to deficiencies in basic public services and their ramifications on poverty and quality of life of the population in fishing communities (these include people settled in fishing villages along the shores of the lake and inland villages within the sub-counties defined as fishing communities in this document and subsequent project documents). The core problems to be addressed are specifically the following:

- (a) **Low access and utilisation of safe WASH facilities and services leading to poor public health and other livelihood of poor people in fishing communities of Buikwe district.** In Buikwe district fishing communities, most areas have not achieved the basic level of WASH services. About 28% of people still take over 30 minutes to collect water coupled with low utilisation of safe water; access to basic sanitation is still low with most people using unimproved traditional latrines, while in fishing communities not yet supported by the project, there is limited or no basic WASH services. The operation and maintenance of WASH facilities still has gaps that need to be addressed to maintain their functionality for sustainability of WASH service delivery.
- (b) **Low and inequitable access to quality basic education in fishing communities.** The challenges in education are still considerable in the district and in targeted fishing communities. School infrastructure has been improved in 68% (42/62) of primary schools leaving 32% (20/62) of primary schools not covered in the four sub-counties. Besides, schools in Wakisi division along the shores of river Nile were not supported. The quality of education and learning outcomes in the schools that have not received support are poor with low enrolment levels, high dropout rates for pupils, poor examination outcomes, low achievements in literacy and numeracy and low transition to lower secondary education. This is attributed to factors related to inadequate quality and capacity of teachers and school management, poor and unattractive school facilities, low community participation and engagement. Although under the previous phase of the programme capacity building of the education department was supported in terms of provision of basic equipment and tools, and training of staff, gaps remain in the capacity of education office in terms of inadequate skills and facilitation to conduct regular school inspection and monitoring of learner achievements (MLA).
- (c) **Low levels of economic empowerment of fishing communities (women and youth):** The people in the fishing communities in Buikwe district are still poor and among the most disadvantaged in the district and the country, recognised as hard to reach. Women represent about half (50%) of the target population in fishing communities in Buikwe, yet they are the most economically vulnerable group. The women are involved in the fish value chains, especially processing and marketing of fish. The youth bulge, which could be an opportunity for the country if conducive factors were in place to harness the demographic dividend, is recognized as a development challenge in Uganda faced with high unemployment levels, lack of skills for self-employment and job market, as well as limited opportunities. Apart from the women and youth, the men are also facing challenges resulting from loss of opportunities in fishing owing to stringent enforcement of fishing standards with limited employment alternatives on land.
- (d) **Low capacities for COVID-19 and gender-based violence response actions:** Since March 2020, the COVID-19 pandemic has greatly affected the livelihoods of fishing communities. It has increased dependency of the population on public services by government including, education, increased use of ICT and necessitated increased coverage of water and sanitation. COVID-19 impacts are a threat to gender relations and have increased human-rights abuses, especially gender-based violence, during the lockdown periods. They require new interventions that can be inclusive and improve the agency of vulnerable sections of the population.
- (e) **Rising negative impacts of environmental degradation and climate change:** Environment degradation and climate change have greatly affected livelihood of fishing communities in Buikwe district. The increasing water levels of Lake Victoria have caused flooding and displacement of communities, loss of infrastructure and private property. Fish catches have reduced due to increased toxicity by pollution of the lake and falling of fish prices and exports due to travel bans.
- (f) **Continuous capacity development of district local government:** Buikwe DLG still faces various challenges in delivering sustainable efficient and effective basic services to the population, particularly in fishing communities. The basic equipment and tools are still inadequate, especially in areas that were not supported in the last programme period, and the capacity of LG staff is still inadequate and requires ongoing support

under the cooperation. The plans to achieve levels of capacity development are embedded in the programme component and are further elaborated under Risk Assessment, Sustainability and Exit Strategy in section four

(g) **Cross-cutting Issues:** In all programme components, human rights, gender equality and environment, will be promoted as specific themes or mainstreamed as crosscutting issues, with specific indicators, baseline data and targets developed to measure them.

1.5 Programme Preparation Process

The programme preparation started after Buikwe District Local Government submitted a formal request for BDFCDP Phase III from 2022-2025. The request was agreed upon in the PSC and approved by GoI and GoU, subject to the outcome of programme evaluations and preparations. The Government of Uganda, through Ministry of Finance, Planning and Economic Development reviewed and approved Partnership Agreement for BDFCDP Extension. Based on dialogue and consultations, the partners' have jointly prepared agreed upon the master programme document (see Partners' Joint Technical Team in Annex 1).

2. PROGRAMME STRATEGY AND COMPONENTS

2.1 Strategic Direction

The BDFCDP Phase III 2022-2025 is prepared in line with Iceland's Uganda Country Strategy Paper (CSP) 2022-2025⁸, which is in the final stages of preparation. The CSP is the main strategic framework guiding Iceland's development cooperation with Uganda over the medium term. It (CSP) intertwines the visions, strategies, and policy priorities of the partners (Government of Iceland and Government of Uganda and Buikwe DLG) and is aligned to the sustainable development goals (SDGs) for UN Agenda 2030, which are highlighted below.

2.1.1 Iceland Development Cooperation Policy

Iceland's vision, strategies and priorities for development cooperation are spelt out in its "Policy for International Development Cooperation 2019-2023". Under the policy, bilateral development cooperation shall be directed towards the poor low-income countries, including Uganda. The goal of Iceland's development cooperation with Uganda is "to reduce poverty and hunger and promote general well-being on the basis of human rights, gender equality, and sustainable development". Development partnership will be devolved at district level targeting fisheries dependent communities with significant poverty and resource constrains. It also aims at contributing to global efforts to achieve the UN SDGs. The development of social infrastructure and improvement of basic services, and promotion of key crosscutting issues of human rights, gender equality and environment are key priority focus areas.

2.1.2 Uganda Development Policy Framework

The development framework in Uganda is guided by the Comprehensive National Development Planning Framework (CNDPF) Policy adopted in 2007⁹. The CNDPF policy is operationalized through the long-term vision statement (Uganda Vision 2040), six medium term five-year national development plans (NDPs), and corresponding sector development plans (SDPs) and local government development plans (district development plans - DDPs at district level), and the short-term planning frameworks (annual budgets and work plans).

The Uganda Vision 2040: Uganda's Vision 2040 (2010/2011-2039/2040) defines the long-term focus and strategic direction towards attaining the shared vision statement of "A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 Years"¹⁰. This implies a change from a predominantly peasant low income to middle income country indicated by increasing GDP per capita to USD 9,500 and reducing proportion of population living below poverty line to 5%, among others. The vision 2040 is conceptualized around strengthening the fundamentals of the economy, including infrastructure and human capital development, to harness the abundant growth opportunities, which include: oil, gas and minerals, tourism,

⁸ Government of Iceland, Ministry for Foreign Affairs (2022). Uganda Country Strategy Paper, Iceland's Bilateral Cooperation

⁹ Government of Uganda, National Planning Authority (2013): The Uganda Vision 2040.

¹⁰ Ibid

water resources, and agriculture. The vision also aims to promote good governance, including human rights, gender equality and sustainable use of natural resources and environment.

National Development Plan: Uganda is currently implementing the Third Five-Year National Development Plan (NDP III) covering financial years 2020/21-2024/25¹¹, and corresponding SDPs. The NDP III stipulates the country's medium-term strategic direction, development programme priorities and implementation strategies; and government-development partner relations, alignment of development assistance and accountability for development results. The Goal of NDP III is to **increase household income and quality of life of Ugandans**, with the target of propelling the economy into middle income status with GDP per capita of 1,300 USD. The NDP III development objectives are to: (1) enhance value addition in key growth opportunities; (2) strengthen the private sector to create jobs; (3) consolidate and increase the stock and quality of productive infrastructure; (4) enhance the productivity and social wellbeing of the population; and (5) strengthen the role of the state in guiding and facilitating development.

Finally, the NDP III implementation is based on 18 priority programmes, and BDFCDP Phase III is largely aligned to the **human capital development programme, and to some extent to various components and activities of other NDP III programmes such as** water, climate change, environment and natural resources management programme; community mobilization and mindset change programme; selected aspects of economic empowerment that broadly fall under agro-industrialization¹² programme; private sector development programme; human rights and democracy aspects of the governance and security programme; and, on capacity development at district local government level for improved delivery of basic services aspects of public sector transformation programme.

Buikwe LG Development Plan: The development planning in the district is designed to be “people centred, bottom up and participatory” approach based on the 1995 Constitution and the Local Government Act (CAP 243). The district development framework is based on Uganda Vision 2040, NDP III and corresponding SDPs, and aligned to SDGs of UN Agenda 2030. The Buikwe LG DDP III has identified priority issues for cooperation aligned to priority programmes in the NDP III and those addressing unique significant local priorities. In accordance with the principles of the Paris Declaration on Aid Effectiveness, support to BDFCDP follows the overall development strategy of the Buikwe DLG Council as reflected in the DDP III.

2.1.3 Sustainable Development Goals

The programme strategy is guided by the Sustainable Development Goals of UN Agenda 2030 underpinned by the human rights-based approach to development planning and programming and principle of leaving no one behind, and gender equality and women empowerment. Specifically, the programme is guided by the following priority SDGs and targets, among others:

1. Reducing poverty and enhanced access to basic services, and reduction of hunger (SDG 1 & SDG 2).
2. Equitable access for all to quality education (SDG 4).
3. Gender equality and empowerment of women (SDG 5).
4. Equitable access to safe water and sanitation, and improved hygiene (SDG 6).
5. Environment and Climate Change Action (SDGs 13,14 and 15).

2.1.4 Guiding principles

The BDFCDP implementation and operational modalities will be guided by the following values and principles: ownership and local leadership by the population served through their district local government, equity, social inclusiveness, gender equality and empowerment of marginalised women and girls, sustainable development underpinned by protection of environment and actions against climate change, capacity building for sustainable service delivery, management for results based on sound monitoring and evaluation framework, including risk identification, monitoring and mitigation.

¹¹ GoU-NPA: The 3rd National Development Plan (NDP III) 2020/21–2024/25.

¹² Economic empowerment component will have aspects that fall under agro-industrialization programme such as fisheries business enterprise for women and youth.

2.2 Development objective

The development objective (goal) of the BDFCDP is to assist the Government of Uganda and Buikwe District Local Government to *reduce poverty and improve livelihood and conditions of living of the population in fishing communities in Buikwe district*. The programme goal is aligned to the overall goal of Iceland's development cooperation with Uganda "to reduce poverty and hunger and promote general well-being on the basis of human rights, gender equality, and sustainable development". The BDFCDP goal is also perfectly aligned to Uganda Vision 2040 social-economic transformation aspiration, NDPIII goal, "**to increase household income and quality of life of Ugandans**" and development objective number 4, "to enhance productivity and social wellbeing of the population".

2.3 Programme Components, Immediate Objectives, and Key Outputs

The BDFCDP as espoused in this PD is a logical continuation and expansion of previous support covering WASH, basic education, and general capacity building. After successful implementation of this programme phase, there will be a graduated phase out in accordance with the findings of the midterm evaluation and based on the programme sustainability plan and exit strategy.

To achieve desired outcomes and impact the BDFCDP will aim at achieving immediate objectives and deliver specific outputs which can be measured against baselines and numeric indicators of progress under five programme components, which are summarised in the following subsections, and are further elaborated in subsequent project documents¹³ (or implementation plan for the component on climate change action based on Buikwe DCCAP).

2.3.1 WASH Project

The immediate objective of WASH project is **increased sustainable access to, and utilisation of safe water and sanitation and improved hygiene facilities and services, for improved public health of fishing communities in Buikwe district**. The improved WASH services have direct impact on the lives of poor people, especially women, girls and children, by reducing the occurrence of waterborne diseases. Furthermore, reduction of time and effort needed for water collection within the households (traditionally the chore of women and children) will improve living standards by freeing up time and energy that can be diverted to more productive labour.

The current WASH service levels indicate that Buikwe district, and Uganda in general, still have wide gaps to reach basic service levels, and are therefore not likely to achieve the much higher targets for safely managed water and sanitation and improved hygiene services by 2030 as set out in SDG 6 and targets. In view of that reality, the WASH project will first support government and Buikwe DLG efforts to increase access and use of **basic WASH services** by all and eliminated open defecation in all villages supported. However, the 1,500 households selected for promotion of piped water connection to the tap stand on the compound of private premises, the intervention will achieve **safely managed**¹⁴ water service level. The selection criteria for beneficiary households will be elaborated in the WASH project document but the criteria include the principles of "demand driven" and "pro-poor" considerations aligned to the principles of human rights-based approach and **leaving no one behind (LNOB)**.

Priority areas

- The provision of safe, adequate, and affordable water to meet the basic needs of poor population in fishing communities for drinking and basic hygiene.
- Provision of relatively safe sanitation facilities for public use in rural growth centres and targeted public institutions.

¹³ The preparation of the project documents for Water, Sanitation and Hygiene (WASH) Programme Component One and Basic Education Programme Component Two has been finalised and the project documents have been submitted together with the Master Programme Document.

¹⁴ Basic water service is defined as drinking water from an improved (safe and clean) source, provided collection time is not more than 30 minutes for a round trip, including queuing (*accessibility, availability and quality are achieved to a large extent*); Safely managed water defined as drinking water collected from an improved (safe and clean) water source that is located on premises, available when needed and free from faecal and priority chemical contamination (*accessibility, availability and quality are guaranteed*).

- Community mobilisation and education to increase coverage of basic sanitation and improved hygiene facilities, and promote behaviour change and practices to eliminate open defecation.

Key Outputs

BW3-100:	<p>Infrastructure and Facilities for Safe Water Service Delivery Developed or Expanded: Facilities for basic safe water service developed/expanded - 15 mini-piped water systems developed comprised of 5 new and 10 extensions with 120 AQ public stand taps installed; facilities for safely managed water service installed with 1500 households connected to piped water supply on their premises, and 40 public institutions (30 primary schools and 10 health centres) connected to piped water¹⁵; and facilities for water for production in fish handling facilities and other business ventures provided in two ways:</p> <ul style="list-style-type: none"> - <i>Water for production under the economic empowerment of fishing communities prioritising women and youth will be supported under the component of Economic Empowerment (connection and distribution of piped water to the business premises of supported Groups will be covered by the programme, but the subsequent payment for water use will be borne by the enterprises)</i> - <i>Private Sector companies will access water for production at their own costs (connection and distribution of piped water to their business premises, and subsequent payment for water use)</i> <p>Infrastructure and Facilities for Basic Safe Sanitation and Hygiene Service Developed or Improved: 19 multi-stance water-borne toilets for shared public use constructed and 30 existing public VIP latrines modified into Aqua Privy for improved functionality¹⁶; and facilities for improved hygiene installed in schools and communities</p>
BW3200:	<p>Hygiene Promotion and Education Conducted in Fishing Villages and Schools: Safe sanitation and improved hygiene practices promoted in 40 new villages and 5 new schools to eliminate open defecation and increase hand washing; and ongoing campaign supported to consolidate exit strategy in 38 villages and 46 schools supported in earlier programme phases.</p>
BW3400	<p>WASH Sector Institutional Capacity at District LG, Lower Local Government and Community Level Strengthened: Main focus is on capacity developed for operation and maintenance (O&M) of WASH facilities and for sustainability of delivery of safe WASH services.</p>
BW3500	<p>WASH Project Coordination, Management and M&E Strengthened: Programme Steering Committee meetings held to review the component, WASH baseline data collected or updated; annual reviews of WASH conducted, and midterm evaluation conducted, and final evaluation of WASH conducted.</p>

Expected outcome and impact

These expected outcome and impacts shall be indicated by the following indicators:

- At least 80% of targeted household population (not less than 40,000) gain access to adequate and affordable basic safe water within 30 minutes of collection time, (and same service level maintained or increased in previously supported villages).
- 100% of population in 1,500 households (6000 males and females) targeted have access to safely managed water.
- 100% of institutional population in targeted public institutions have access to adequate and affordable water on their compounds or within 200 metres.
- 100% functionality of O&M structures, systems and process, including inclusive representation of women on committees and management structures in line with national standards.
- At least 95% of all the safe water facilities developed are functional all year round.
- At least 80% all household population targeted have and effectively use basic latrines and hygiene facilities.

¹⁵ The 1500 households will be selected based on the criteria that priorities pro-poor households, among others, in line with the principle of LNOB. Public institutions will be selected based on their location in relation to the altitude of the reservoir storage tanks and whether water can flow to them by gravity.

¹⁶ Notwithstanding the finding in external evaluation of the ended phases of the programme, public sanitation facilities still play a critical role in elimination of open defecation by floating population in rural growth centres and some households that do not have own toilets. The water-borne toilets are relatively easy to empty, and there is a provision to engage Umbrella Authority for Central Area to manage the emptying of the toilets as O&M is streamlined.

- At least 95% of all villages targeted villages (40 new villages and 38 supported before) have achieved or sustained open defecation free status (ODF).
- 100% of all public institutions (schools and health centres) have achieved or sustained ODF.
- At least 50% reduction in rate of diarrhoea cases from baseline status, among children 0-4 years achieved in programme/WASH project area.
- Demonstrated contribution of WASH project to perceived improvements in livelihoods reported; and measurable impacts on education outcomes, especially school attendance and completion for girls; impacts on gender equality gains for women and girls evidenced by reduced burden of fetching water, time saved for productive work and leisure, and increased security and privacy in use of sanitation facilities that increase dignity and protection from violence and abuse of women and girls.

2.3.2 Basic Education Project

The immediate objective (or purpose) of education project is “to increase equitable access to and improve quality of basic education and learning outcomes in schools serving fishing communities”. The project will support the district in addressing its shortfalls in education in several areas related to school infrastructure development (including WASH facilities), capacity building to support the quality of teaching in targeted schools, support direct needs of learners in schools (including health and feeding) to increase inclusive enrolment of all school going age children as a basic human right and leaving no one behind, and significantly reduce drop out of learners, both boys and girls, and increase completion rates.

In response to the findings of the external evaluation of the education project phase II, that key software outputs were not delivered, largely because of COVID-19 outbreak and subsequent lockdown and closure of schools for close to two years. The education project phase III has an aspect of extension to complete the outputs in 25 schools (21 primary schools that missed on some outputs and 04 secondary schools that missed on laboratory equipment and computers for ICT libraries), while some outputs will be extended to all schools supported in phase I and II to consolidate gains made and strengthen capacity for sustainability, and address emerging impacts of COVID-19 on learners and teachers returning to school after extended school closures, and increase focus on human rights, inclusiveness and leaving no one behind. These interventions are embedded in outputs B3-500, BE3-600 and BE3-800.

Main outputs

BE3-100	School Infrastructure and Facilities Developed in Nine Schools (5 new selected primary schools, and 4 schools (three primary schools and one secondary school supported under education project phase II): Basic school infrastructure comprised of 60 classrooms (27 renovated and 33 new classrooms constructed), 05 new school administration offices, 05 new teachers’ houses, 05 new school kitchens; and 14 five-stance VIP latrines (7 with urinals for boys and 7 with showers and incinerators for menstruation hygiene management for girls), and one teachers house renovated in one secondary school.
BE3-200	Teaching and Learning Materials Provided to 30 schools: Out of 30 schools, 05 new primary schools provided with textbooks and teachers’ guides to reach ratio of 1:1, 21 primary schools provided with some textbooks and teachers guides to reach ratio of 1:1; 26 primary schools (05+21 primary schools) provided with sports kits, 04 new primary schools (05 new primary schools except Senyi primary school ¹⁷ that was given the MDD kit in the previous education project phase) provided with MDD kits; and 04 secondary schools provided with laboratory equipment and computers for use in newly constructed ICT library.
BE3-300	Local Government Education Sector Management Support Systems Strengthened and Consolidated: Key local government officials in the new lower local government (LLG) of Wakisi (15 officials), as well as key officials of the district and other focal LLGs (85 officials) trained in planning and budgeting and monitoring of education service delivery.
BE3-400	District Education Office Functionality Enhanced and Consolidated: Equipment and tools provided for regular school inspection and support supervision and strengthened capacity for continuous assessment and monitoring of learner achievements (MLA) in all primary schools 47 (05 new and 42 supported before) and at district level.

¹⁷ Senyi Primary school was initially selected for support but could not benefit from infrastructure because it lacked land then.

BE3-500	Capacity of targeted primary schools for quality teaching and school leadership strengthened in 26 primary schools (five new schools and 21 schools that missed on output in phase II) and consolidated in more 21 primary schools supported in Phase I: 470 teachers and headteachers trained under continuous professional development (CPD) framework (about 10 primary teachers per school), and 100 teachers (about 2 teachers per school) sponsored to undertake a two-year training course to upgrade from Grade III Certificate Teachers to Grade V (Diploma) Teachers ¹⁸ .
BE3-600	Community Capacity and Awareness for Engagement and Support to Schools Strengthened in Catchment Areas of 30 Schools and Consolidated in All Schools (30 schools comprised of 05 new primary schools and 21 primary schools plus 04 secondary schools that missed on the output under phase II) and consolidation in all schools covers training of school management committee in all 47 primary schools (phase I, II & III): The focus is on community of mobilisation and sensitisation in 30 school catchment communities; and 611 SMCs trained (13 members x 47 schools).
BE3-800	Direct Learner Support Facilitated in 51 Schools: Priority accorded to 5 new primary schools, and 25 school supported under education project II (21 primary and 4 secondary schools), as well as 21 primary schools supported in education phase I: <i>Actions on inclusive education</i> (girl child, children with special learning needs, orphans and vulnerable children or OVCs supported, through identification and assessment of needs of such eligible learners out of school and those already enrolled in schools, promotion of school-based health programmes, psycho-social support to learners to mitigate impacts of COVID-19 and HIV/AIDS; promotion of feeding in schools, supporting feeding of OVCs in schools, and promotion of menstruation hygiene in schools; initiatives on promotion of human rights, gender equality and LNOB in schools supported in collaboration with NGOs; and Buikwe DLG supported to develop district strategy to reduce girl drop out of schools.
BE3-900	Project Coordination and M&E Strengthened: Programme Steering Committee meeting held to review the component, Education baseline data collected or updated; quarterly monitoring visits and reviews conducted, and annual assessments and reviews conducted.

Expected outcome and impact

About 26,000 learners (3,000 in new primary schools and 13,000 in 21 primary schools and four secondary schools supported in phase II, and for some interventions another 10,000 in schools supported in phase I) will benefit from improved access to quality basic education through an improved learning environment, underpinned by promotion of human rights, LNOB, gender equality and environment and measures to prevent and address impacts of COVID-19 pandemic. Indicators of improved quality of basic education and learning outcomes include; increased enrolment and equity, and retention of learners, especially girls and orphans and vulnerable children (OVCs) in targeted schools, increased completion rates, increased achievement of proficiency in literacy and numeracy skills, increased pass rates in final examinations, increased transition rates to post primary lower secondary education and equivalent vocational training, increased retention and completion of lower secondary education, and progression to gender parity index.

2.3.3 Economic Empowerment of Fishing Communities

A new programme component on Economic Empowerment of fishing communities focusing on empowerment of women and youth employment is being planned. The immediate objective of this project (programme component) is **to increase household incomes to economically empower women and youth in fishing communities of Buikwe district**. The detailed description of this programme component will be elaborated in the subsequent project document.

2.3.4 Environment and Climate Change Action

This programme component will support Buikwe DLG to develop the District Climate Change Action Plan (DCCAP) aligned to the National Climate Change Action Plan, to guide further interventions in climate change

¹⁸ This is in line with new government policy to upgrade the qualification of primary teachers from the minimum qualification of grade III teaching certificate to a minimum qualification of a bachelor's degree teaching certificate over the next 10 years.

mitigation and adaptation. The areas to be supported will be elaborated in the subsequent implementation plan based on the DCCAP.

2.3.5 COVID-19 & Gender Based Violence Response Action

The immediate objective of this component is to support the efforts of the district to respond and mitigate the negative impacts of COVID-19 on gender relations, specifically gender-based violence. The detailed description of key outputs of this component will be elaborated in the project document.

2.3.6 Cross-cutting Issues

The programme considers human rights and LNOB, gender equality and environment as cross-cutting issues, which will be promoted as specific objectives or mainstreamed in all programme components, with specific indicators, baseline data and targets to measure them.

2.4 Inputs and Cost Estimates

The total budget for programme phase III over the four-year period is estimated at 13.5 million USD comprised of GoI contribution of 12 million USD in direct contribution to programme costs plus GoU/Buikwe DLG contribution in kind in lieu of staff cost (salaries and wages) and cost of land acquisition or easement for infrastructure development estimated at 1.5 million USD. The programme budget has been allocated among programme components as shown in the table below.

Table 2: Programme Budget by Component and Source of Funding for Period 2022-2025

Programme Components (Projects)	Estimated Budget (USD)	Percentage of Total Budget	Annualised Budgets (USD)			
			2022	2023	2024	2025
Water, Sanitation and Hygiene (WASH) Project	5,250,000	43.8%	1,150,000.0	1,500,000	1,300,000	1,300,000
Basic Education Project	4,000,000	33%	1,000,000.0	1,000,000	1,000,000	1,000,000
Economic Empowerment of Fishing Communities	1,800,000	15.0%	310,000.0	500,000	500,000	490,000
Climate Change Actions	750,000	6%	200,000.0	200,000	200,000	150,000
COVID-19/Gender Based Violence (GBV)	200,000	1.7%	0.0	100,000	50,000	50,000
Total Direct Programme Budget	12,000,000	100%	2,660,000	3,300,000	3,050,000	2,990,000
Government of Iceland Contribution	12,000,000	90%				
GoU/Buikwe DLG Contribution (In Kind)	1,500,000	10%				
GRAND TOTAL	13,000,000	100%				

2.5 Target Area and Population

The primary target group is the population of Buikwe district with priority given to disadvantaged fishing communities, that are expected to benefit from improved delivery of basic services, economic empowerment interventions, and mitigation of climate change and pandemics resulting in improved livelihoods and wellbeing of population in fishing communities.

2.5.1 Buikwe District

Buikwe DLG is one of 136 districts of Uganda (including capital city of Uganda) that was established in 2009 out of Mukono district. The district had a population of 422,772 counted during 2014 National Population and Housing Census (NPHC), with the sex ratio of 96.2 or 96 males per 100 female (UBOS, NPHC 2014) as indicated in the table 3 below.

Table 3. Buikwe District Population by Sub-County and by Sex (2014 Census)

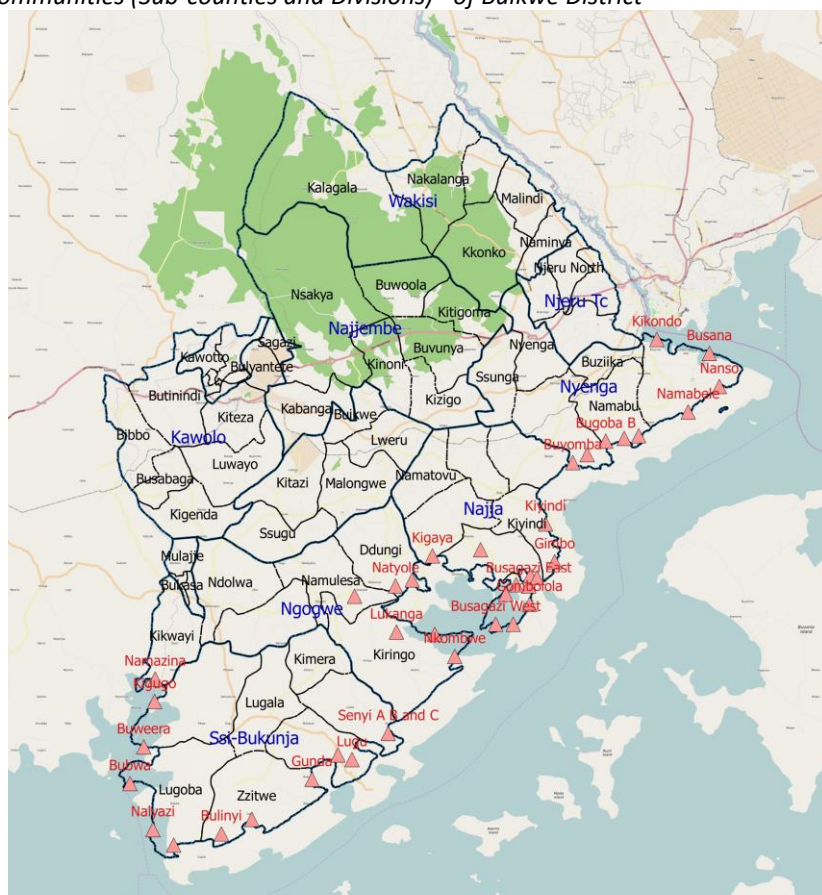
Sub-County/Division/Town Council*	F/C**	Male	Female	Total	Sex Ratio***
Lugazi Municipality (Urban)					
Lugazi Central Division	NO	19,437	20,796	40,233	93.5
Kawolo Division	NO	20,507	20,463	40,970	100.2
Najjembe Division	NO	16,748	16,573	33,321	101.1
Njeru Municipality (Urban)					
Njeru Central Division	NO	32,557	36,237	68,794	89.8
Nyenga Division	YES	24,358	25,267	49,625	96.4
Wakisi Division	YES	20,321	20,809	41,130	97.7

Sub-County/Division/Town Council*	F/C**	Male	Female	Total	Sex Ratio***
Town Councils ((Urban)					
Buikwe Town Council	NO	7,858	8,686	16,544	90.5
Nkokonjeru Town Council	NO	4,201	4,810	9,011	87.3
Sub Counties (Rural)					
Buikwe Sub County	NO	8,885	9,191	18,076	96.7
Najja Sub County (Including Kiyindi Town Council)	YES	21,475	22,510	43,985	95.4
Ngogwe Subcounty	YES	17,830	17,694	35,524	100.8
Ssi-Bukunja Subcounty	YES	13,147	12,411	25,558	105.9
District Total Population (2014)		207,324	215,447	422,771	96.2
Total Fishing Communities (2014)	YES	97,131	98,691	195,822	98.42
Percentage of Population in Fishing Communities	YES	47%	46%	46%	

* Sub-county is a rural lower local government, while a division (under municipality) or a Town Council is an urban lower local gov't
** F/C stands for Fishing Community (YES/NO implies the sub-county/division or town council is a fishing community/Not one)
*** Sex ratio is the number of males per 100 females (population of males divided by females multiplied by 100)

Despite Buikwe district’s strategic location in a relatively more developed central region of Uganda, it still faces challenges of high levels of multi-dimension poverty and inequality, largely attributed to deficiencies in delivery of basic services, including basic education services. The development challenges facing Buikwe district are accentuated in fishing communities, which have been recognised as “hard to reach”.

Map 1. Fishing Communities (Sub-counties and Divisions)¹⁹ of Buikwe District



¹⁹ Fishing communities are broadly defined as sub-counties bordering shores of Lake Victoria and river Nile; they include fishing villages and inland villages (or fishing landing site hinterland)

2.5.2 Buikwe Fishing Communities

The programme and project focus will continue to be on the fishing communities of Buikwe district. The targeted fishing communities were defined in previous programme documents (WASH and Education Project Documents for Phases I and II) as comprising of four sub-counties bordering Lake Victoria, namely, Najja sub-county (including the current Kiyindi town council), Ngogwe sub-county, Nyenga sub-county (currently an urban division under Njeru Municipality) and Ssi (Ssi-Bukunja) sub-county. The fishing communities have been revised to include Wakisi division under Njeru Municipality bordering river Nile (as shown in the map 1). The results of the 2014 National Population and Housing Census indicated that approximately 46% of the Buikwe district population (195,822/422,771) lived in fishing communities, with sex ratio of 98 males per 100 females as already shown in table 3. The population in fishing communities comprises of both those settled in fishing villages or landing sites proper along the shores of the lake and the river and those living in inland villages within the sub-counties or divisions defined as fishing communities.

In total, 40 new fishing villages will be targeted on top of the 38²⁰) villages supported before, bringing the cumulative total to 78 fishing villages. The population targeted in the 40 new fishing villages is currently estimated at 50,000 people, on top of 60,000 people supported in the 38 fishing villages in the previous programme phase, bringing the cumulative total of population served to 110,000 people (98 males for every 100 females). The secondary beneficiaries are the officials of Buikwe DLG and non-state service delivery agencies that will benefit from capacity building interventions.

Wakisi division was one of the original five fishing communities (sub counties) bordering the River Nile identified for support under BDFCDP. Due to resource limitations, the BDFCDP prioritised the sub counties on Lake Victoria first and Wakisi was to be considered in case of availability of resources. The fishing community of Wakisi has 33 villages and 6 parishes with an area of 177km² and 41,130 people (2014), currently projected to be 47,000 people. The community is involved in fishing Nile Tilapia, Bagrus and Nile perch that are traded through the already established value chains for fisheries of Buikwe District. The major landing sites are Buloba, Malindi, Namiyagi and Wakisi.

3. ORGANISATIONAL ARRANGEMENTS

This section presents the overall organisational arrangements that will guide programme coordination, management, implementation, monitoring and evaluation, reporting and communication. These organisational arrangements will apply to all programme components. In that regard subsequent project documents or implementation plans will make reference to these arrangements, except where there is need to elaborate on specific aspects of the organisational arrangements which may be unique for the programme component.

3.1 Legal Framework

The Iceland-Uganda cooperation for support to BDFCDP is based on the following three legal instruments as outlined below:

General Agreement: General Agreement on Forms and Procedures for Bilateral Development Cooperation signed on 27th September 2000, is the overall legal framework guiding the bilateral development cooperation between Iceland and Uganda. It provides that, on matters of Development Cooperation, Iceland will be represented by MFA/Embassy, and Uganda by Ministry of Finance, Planning and Economic Development.

Partnership Agreement: The Partnership Agreement for BDFCDP Extension signed by the Government of Iceland represented by MFA through Embassy of Iceland and Government of Uganda (GoU) represented by MoFPED gives legal mandate and framework for preparation, financing, coordination, implementation, and monitoring and evaluation of the programme. It also gives specific mandate for preparation of this programme document and subsequent project documents and implementations plans, and defines the roles, responsibilities, and relationships of partners.

²⁰ The original villages targeted under WASH were 39 including Kiyindi and they all benefited from the sanitation facilities. However, Kiyindi was later upgraded to a town council and benefited from small towns water supply by Ministry of Water and Environment.

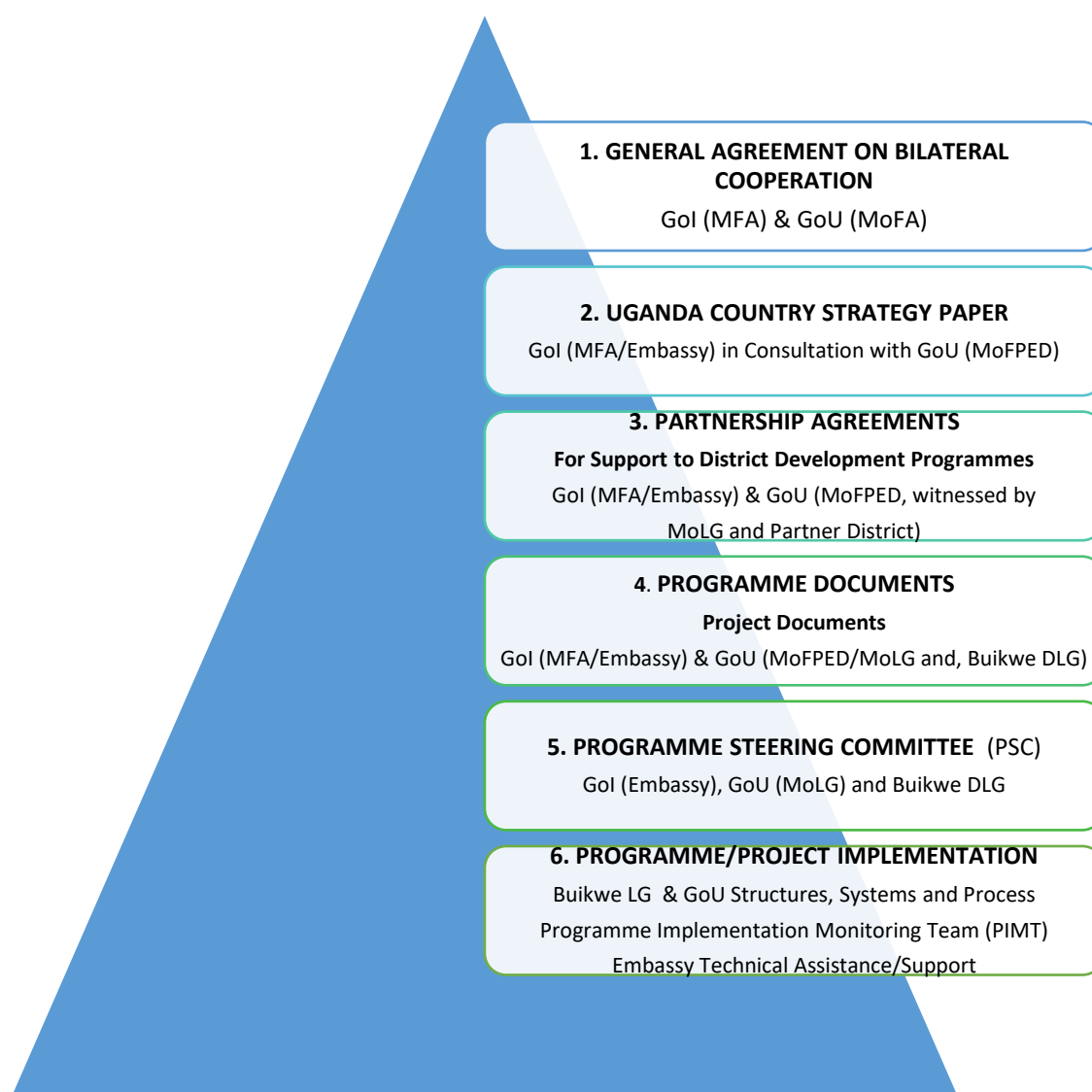
3.2 Programme Coordination and Direction

The programme will be coordinated in accordance with institutional arrangements spelt out in the Partnership Agreement for support to BDFCDP and further elaborated in this Master Programme Document.

- All strategic decisions relating to, and guiding the Iceland-Uganda development cooperation, including the Partnership Agreement shall be handled at bilateral level by GoU (represented by MoFPED) and GoI (represented by Embassy of Iceland).
- All matters relating to programme coordinated mechanisms for implementation of the programme shall be exercised through the Programme Steering Committee (PSC) provided for in the Partnership Agreement, which shall be established and further elaborated in this Master Programme Document.

The programme institutional arrangements and responsibilities are illustrated in figure 1 below and more details on programme coordination roles at national and subnational levels are further elaborated in the sections below.

Figure 1: Legal, strategic and institutional framework for programme coordination, management and implementation



3.2.1 Programme Coordination Roles and Responsibilities

The roles and responsibilities for overall coordination of the programme are spelt out in the partnership agreement as outlined below:

Ministry of Finance, Planning and Economic Development (MoFPED): The MoFPED is the official representative of GoU in matters of development cooperation with GoI and has overall responsibility for reaching understanding on the Uganda CSP, signing of Partnership Agreement and will liaise with Embassy at national level on alignment to the country public finance management system (PFMS), and on overall financial management oversight over the programme in line with its mandate under the Public Financial Management Act.

Ministry of Local Government (MoLG): Under the Partnership Agreement, the coordination, monitoring and supervision of the programme is delegated to the MoLG, in line with its mandate as the responsible Ministry for Local Governments in Uganda.

Government of Iceland or Embassy of Iceland: The Government of Iceland, through the Embassy of Iceland, is responsible for supporting the implementation of BDFCDP and its components as formalised in the Partnership Agreement, and in accordance with this Master Programme Document and subsequent project documents. The Embassy is responsible for providing funding and technical assistance for implementation of the programme, in accordance with approved plans and budgets, and participate in programme coordination and monitoring on behalf of Government of Iceland.

Relevant Sector Ministries: The key sector ministries include Ministry of Health (MoH), Ministry of Water and Environment, Ministry of Education and Sports (MoES), and Ministry of Gender and Social Development (MoGLSD). These ministries will give technical guidance, monitoring, support supervision and quality assurance in various aspects of the programme, in line with their mandate.

Buikwe District Local Government): Buikwe DLG has ownership and primary responsibility for coordination and programme implementation, co-financing (in kind), monitoring, reporting and accountability for resources and results at the local government level, in line with programme implementation instruments and relevant applicable laws.

Table 3. Programme Key Institutional Roles at various levels

Level	Key Roles	Institutions
National Level	Bilateral Development Cooperation <ul style="list-style-type: none"> • CSP Approval • Programme Approval • Partnership Agreement • External Evaluations 	Partners' Authorised Representatives (General Agreement) <ul style="list-style-type: none"> • GoU - MoFPED • GoI - MFA (Embassy of Iceland)
National-Local Level Interface	Programme Coordination and Direction Reviews, oversight, policy decisions and approvals: <ul style="list-style-type: none"> • Budgets & Work plans • Progress Reports & Accounts • Monitoring and Audit Reports 	Programme Steering Committee (PSC) <ul style="list-style-type: none"> • MoLG (and MDAs) • Embassy of Iceland • Buikwe DLG
Local Government Level	Programme Implementation	<ul style="list-style-type: none"> • Buikwe DLG technical institutions • Buikwe DLG Council Organs • BDFCDP PIMT • Embassy Technical Support • Sector Ministry Technical Support, • Non-state Partner Service Delivery Agencies
Community Grassroot Level	Programme Beneficiaries: Rights holders, Up-take of services	Community members (men, women, youth and children) and community organisations

3.2.2 Programme Steering Committee (PSC)

In line with the Partnership Agreement for BDFCP, the Programme Steering Committee (PSC) will be established to provide oversight and serve as the highest decision-making body for the programme. The members of the PSC shall comprise of the following:

1. Permanent Secretary of MoLG or his representative - Chairperson

2. Head of Mission of Embassy of Iceland – Member
3. District Chairperson, Buikwe DLG - Member
4. Chief Administrative Officer, Buikwe DLG - Secretary
5. Head of Cooperation, Embassy of Iceland–Technical Advisor
6. District Programme Coordinator, Buikwe DLG - Technical Advisor

Representatives of relevant line ministries and government agencies may be invited to the meetings of the PSC, if deemed necessary. In addition, the relevant Heads of Departments of Buikwe DLG supported under the programme, and Senior Programme Officers of Embassy of Iceland may attend the PSC when required to present reports or provide technical support on matters under their responsibility.

The PSC will meet at least twice a year, according to its own plan, and will be guided by the following terms of reference:

- Review and approve programme/project biannual and annual activity budgets and work plans.
- Review and approve programme financial reports.
- Review and approve programme implementation reports on progress and results achieved.
- Discuss any special concerns that partners may have and determine action.
- Determine the date and other practicalities of a mid-term programme review to be undertaken.

The reports and documentation put on agenda for the biannual meetings of PSC shall be submitted at least **15 days** in advance of each meeting by the Secretary (CAO), and draft minutes of the meeting shall be shared for action within 15 days. The quorum of the PSC shall constitute of at least **three** authorised representatives of the partners as stated below:

- Government of Ugandan (Permanent Secretary of MoLG or representative).
- Embassy of Iceland (Head of Mission or representative).
- Buikwe District Local Government Representative (s) who must at least include the Chief Administrative Officer or representative.

3.3 Programme Management and Implementation

The programme and project management and implementation arrangements and roles of key institutions and duty holders shall be as outlined below:

3.3.1 Buikwe District Local Government

The primary responsibility for planning, implementation and monitoring of the programme is vested within Buikwe DLG in accordance with its mandate under the Local Governments Act. The implementation of the programme and projects will be managed through existing structures and utilizing existing national and local government planning and budgeting, public procurement and disposal, financial management and accounting, monitoring and evaluation, and reporting and communications systems and processes.

1. **Chief Administrative Officer (CAO):** As head of the district technical team and accounting officer of the district, the CAO will have overall responsibility for coordination, management, and implementation of the programme and its components, and will be ultimately accountable for programme resources released to the district and for achievement of results in accordance with the project results chain in the logframe. The CAO will be responsible to the partners through the PSC and will be the official channel for all communication from the district to the Embassy on matters regarding management and implementation of the programme.
2. **District LG Line Departments:** The responsible line departments, will be responsible for the day-to-day management and implementation of the project under the supervision of the head of department (HoD) who will be responsible to the CAO for accountability of resources and results of the project. To ensure smooth coordination of planning and budgeting, implementation processes, supervision, and monitoring, and reporting and accountability of the project activities, the HoD will be required to assign a senior officer in the department as the project focal officer to be responsible for liaising with the PIMT on a day-to-day basis.
3. **Support District LG Departments:** The lead department will collaborate with other LG departments and units which provide technical and management support services to perform their roles in accordance with their mandates under the district structure, either directly or through the District Technical Planning

Committee chaired by the CAO. These include Works and Technical Services Department for supervision of works for infrastructure development; Procurement and Disposal Unit for public procurement; Finance Department for financial management; Natural Resources Department for managing environment issues; Community Based Services for community mobilization and sensitisation, and gender and women empowerment issues; Health department for health, sanitation and hygiene promotion and COVID-19 management; and District Planning Department (coordination of planning and monitoring function).

4. **Local Government Council Organs:** The Local Government Council organs, including the LG Council, Executive Committee, Standing Committees, and other statutory committees, boards and commissions will perform their roles in line with their mandate under the constitution and laws of Uganda, and in conformity with the provisions of the Partnership Agreement for implementation of BDFCDP.
5. **Building Partnerships:** The District LG, will to the extent practical, engage with and build partnership with other service delivery agencies operating in the district with expertise and demonstrated competence in implementing some of the project components. These include civil society organisations such as non-governmental organisations (NGOs) and community-based organisations (CBOs). To ensure coherence and avoid duplication of effort, Buikwe DLG will be required to inform the Embassy on the work and contributions of other development partners supporting related development interventions in the district, during as part of programme bi-annual reports and reviews.

3.3.2 Embassy Technical Support

The management of the Embassy of Iceland (**Embassy Management**), which is comprised of either the Head of Mission or the Head of Cooperation, will have the overall responsibility for coordination and direction of financial and technical assistance to the district. All official communication from the Embassy to the district shall be made by Embassy Management.

The Embassy of Iceland will provide both direct and external technical assistance to support programme implementation and monitoring as agreed upon by partners. The Embassy will make technical assistance available to the Buikwe District for implementation and monitoring support and other assistance, including the funding of outside experts and consultants, if necessary.

The Embassy will specifically, assign a full-time senior programme officer to support programme implementation monitoring at the district level as member of PIMT. Other senior programme officers will be available to provide additional support in supervision of work, financial management and results monitoring. The Embassy will continue to operate a small office in the district for programme implementation monitoring support. The Embassy staff members will interact on a regular basis with staff of the district.

3.3.3 Programme Implementation Monitoring Team

The Programme Implementation Monitoring Team (PIMT) will be established jointly by Buikwe District and the Embassy of Iceland comprised of the Senior Programme Officer (SPO) assigned by Embassy Management, and a Senior Officer of Buikwe DLG assigned by CAO. The PIMT will be responsible for day-to-day monitoring and overseeing the implementation process of the programme and its components but will not be directly involved in implementation. It will relate directly with implementing departments, as well as other departments and units that provide technical and management support services and the District Technical Planning Committee (DTPC). The PIMT members will report to their respective supervisors, through monthly PIMT minutes and periodic briefs.

The responsibilities of the PIMT will include the following:

- Monitoring, review, and validation of budget and work plan preparations, including site selection and designs for infrastructure, and processing of the technical proposals and recommendation by District Technical Planning Committee for approval by authorised district organs and programme coordination organs of the partners.
- Monitoring, review and validation of all procurement functions and processes from preparation of procurement plans, through all procurement stages up to contract approval, and during contract management and implementation of works and services and delivery of supplies.
- Coordinate and facilitate collection of project implementation monitoring data as required by the monitoring and evaluation structure of the project as detailed in the monitoring and valuation (M&E) strategy of the programme.

- Monitor, review, and validate preparation of the programme progress reports in accordance with the reporting and communication structure as detailed in the M&E Strategy of the programme.
- Monitor post-installation, functionality and utilisation, and operation and maintenance of facilities during the implementation period of the programme.
- Perform any other functions as may be assigned to them by the Programme Steering Committee.

3.3.4 Government Ministries, Departments and Agencies (MDAs)

The key government line ministries responsible for specific programme components will provide support supervision, monitoring and quality assurance in accordance with their mandate. These include Ministry of local Government, Ministry of Education and Sports, Ministry of Water and Environment, Ministry of Gender, Labour and Social Development, and other relevant MDAs.

3.4 Financial Management and Accountability of Funds

The financial management of the programme, including preparation of budgets and work plans, disbursement and management of funds, management of accounting records, procurement of works, goods and services, and financial reports and accountability shall be in accordance with Uganda Country public financial management (PFM) systems and as agreed upon in the Partnership Agreement and Memorandum of Understanding (MoU) on Management of funds for Iceland supported programme in Uganda²¹. Financial management must fulfil the requirements of GoU PFM systems applied by the local governments as stipulated in the Public Finance Management Act and the Local Government Financial and Accounting Regulations in force, which meet international standards and Iceland requirements. Buikwe district is already connected to GoU electronic government accounting system, the Integrated Financial Management System (IFMS). The funds transferred for programme activities will go through the IFMS, Treasury Single Account (TSA), in accordance with provisions of the Partnership Agreement and MOU.

3.4.1 Annual Budgets and Work Plans

In accordance with the Partnership agreement, the programme will be implemented on the basis of annual budgets and work plans approved by the PSC. The Buikwe DLG and MoFPED will have the responsibility to ensure that the funds approved for the programme for each financial year are appropriated by Parliament and Buikwe DLG Council to facilitate processing through the Uganda PFM systems. The safeguards on the risks of delay other fiduciary risk arising out of the PFM systems were included in the MoU for management of funds for Iceland supported programmes in Uganda.

3.4.2 Disbursement and Management of Funds

Management of programme/project funds will be under the overall responsibility of the Chief Administrative Officer (CAO), as accounting officer of the district designated by the MoFPED. The CAO will be accountable to the PSC for management of project funds. The programme (or project) funds will be disbursed (transferred) at least on quarterly basis by the Embassy of Iceland based on request by BDLG derived from the approved annual budget and work plans, and upon Embassy verifying successful implementation and disbursement of funds in the previous quarter. The Embassy will transfer the funds to the dedicated Treasury Single Account Collection Account for BDLG and made available for programme use as provided in the Partnership Agreement and MoU on management of funds for programmes and projects supported by Iceland in Uganda.

Notwithstanding the transfer of programme funds through IFMS-TSA, the Buikwe DLG will be the recipient and manager of all programme funds solely for the implementation of BDFCDP activities. The DLG will treat all funds received from the Embassy as public funds and will utilise and account for them as governed by the Public Finance Management Act. All payments for programme activities will follow the proper procedures for public funds.

3.4.3 Procurement Arrangements

The procurement of works, goods and services under the programme will be managed in accordance with Uganda's Public Procurement and Disposal of Public Assets Act, 2003 (PPDA Act, 2003) and PPDA Amendments

²¹ Memorandum of Understanding (MoU) between Ministry of Finance, Planning and Economic Development (On behalf of Government of Uganda) and Embassy of Iceland (On behalf of Government of Iceland) for Management of Funds for Programmes supported by Iceland in Uganda Aligned to Uganda Public Finance Management Systems, dated 24th June 2020, Kampala.

Act 2021, and the Local Governments (Public Procurement and Disposal of Public Assets) Regulations, 2006, and the procurement guidelines and standard bidding documents (SBDs). All procurements under the project will be consolidated in the annual procurement plan and submitted for approval by PSC as a subsidiary plan of the programme/project annual budget and work plan.

To mitigate fiduciary risks in public procurement, the Embassy closely monitors all procurement processes under the programme to ensure compliance with GoU and GoI requirements. All documents regarding procurement of goods and services shall be made available to both parties, and a written no-objection must be sought from the Embassy management for all procurements exceeding the limit stated in the Partnership Agreement of UGX 20 million (Twenty Million Uganda Shillings). In addition, the Embassy will provide monitoring and supervision support in construction of works through the SPO (Engineer). On-going capacity building support will be extended to the district in public procurement and contract management, provision of basic office tools, and peer learning through exchange visits to other partner districts.

3.4.4 Accounting and Reporting

The Buikwe DLG, through its Finance Department, will keep all books of accounts for the programme updated at all times, in accordance with the requirements of GoU requirements that conform with GoI requirements and international best practices. A detailed financial report will be prepared quarterly and cumulatively consolidated into bi-annual and annual financial reports. These reports will be submitted as part of the Programme Progress Reports. Financial Reports will indicate progress and discrepancies, along with any needed revisions, and will be reviewed and approved bi-annually by the PSC. Releases of further funding shall be contingent on receipt and approval of all financial reports. The Embassy may without notice delay or stop the release of funding if there is non-compliance with accounting and reporting requirements.

3.4.5 Internal and External Audit

The Public Finance Management Act (2015) requires public officers to utilise all public funds for their intended purpose, including funds from donors. When such funds are being utilised, officials have to ensure that all accounting rules and regulations are followed to the letter. Two types of audits will be undertaken to verify this compliance, applying ISA methods and standards

Internal audits

Buikwe DLG Principle Internal Auditor will, at least twice a year, undertake audit of programme books of accounts. The results (Report of District Internal Auditor) will be made available to Embassy of Iceland immediately in any case, not later than 15 days before they are discussed at the PSC biannual meetings (at end of June and at end of December of each year).

External audits

The GoU Auditor General will audit the financial statements of the programme as provided for in the Partnership Agreement and conduct value for money audit of the projects as part of GoU procedure for utilization of funds. The Buikwe DLG or the responsible Ministry will share certified copies of the Auditor General's Reports with Embassy of Iceland when they become available.

Besides, the Embassy of Iceland will have the right to inspect and audit programme accounts any time. It shall be granted access to all accounts and information that involve GoI funded projects under the programme. The Embassy may conduct sporadic controls as deemed appropriate or order independent audits and evaluations of any part of the program when needed. For such audits, the GoI shall bear the costs and support Buikwe DLG shall be paramount.

3.5 Monitoring, Reviews, Reporting and Evaluations

The monitoring and evaluation (M&E) activities under the programme will be guided by the Programme M&E strategy²² approved by the partners in accordance with the Partnership Agreement. The M&E of the programme will be pursued systematically with defined spheres of shared responsibilities at every stage of management and decision-making. The managing for results approach will be applied in the entire programme and throughout

²²Monitoring and Evaluation (M&E) strategy for BDFCDP Extension will be developed separately, with detailed M&E Plans for each project.

project cycles. Furthermore, the logframe results and monitoring and evaluation (M&E) frameworks will serve as foundations for M&E plans of the programme components.

The M&E activities will fall under the following main stages, which will be further elaborated in the M&E Strategy:

3.5.1 Baseline Surveys

Baseline surveys or studies will be conducted to establish the baseline data and information on key project indicators in project areas, which will form the basis or starting point against which subsequent assessment of progress and performance of the programme and projects will be compared. The baseline data will also be used for planning purposes in detailing and refining project performance indicators and defining the appropriate methodology to be used in measuring project performance in subsequent longitudinal surveys, reviews, and evaluations.

3.5.2 Monitoring

Monitoring of programme implementation will assist the partners in tracking progress and assess performance of the programme components (projects) to generate data for internal quality control, learning through experience, and to guide project strategy and operations for improved performance. The emphasis of the monitoring will be on three routine or regular activities:

- Financial monitoring focusing on inputs and expenditure to track progress of financial implementation, and effectiveness of procurements processes, financial management, and accountability systems (whether implementation is on budget and in compliance with requirements).
- Physical implementation monitoring to track progress of implementation of project activities and delivery of outputs (immediate results) in the logical framework of the project and approved in work plans (whether implementation process is on time and efficient in converting inputs into outputs).
- Results monitoring will focus on assessing project performance through collection, update, and analysis of data on key outcome indicators to assess effectiveness, impact, sustainability and coherency (used as basis for managing for results).

The monitoring processes will include quarterly monitoring missions conducted by Embassy of Iceland team independently or joint monitoring mission by the partners' teams and other key stakeholders, and joint bi-annual reviews by PSC. The monitoring arrangements will also strengthen and support existing monitoring mechanism in local governments, departments, schools, and at community level. It will also interface with, and benefit from monitoring arrangements by government MDAs, as well as independent experts.

The monitoring results will be disseminated in monitoring reports submitted to the PSC and shared with partners at least twice a year (biannually), to feed into building knowledge and learning, and inform evidence-based decision-making in programme management cycle to improve project performance. The monitoring of the project will be a shared responsibility of project partners with NDLG taking the lead and interfacing with Embassy through programme structures (such as PIMT and PSC). In this regard, the programme components under BDFCP will make a provision of strengthening coordination and monitoring and evaluation of the programme.

3.5.3 Evaluations

External evaluations will be commissioned by the Ministry for Foreign Affairs, in accordance with Iceland's policy for evaluations in international development cooperation. An external mid-term evaluation will be conducted at mid-point of programme implementation period, around October 2023. A final external evaluation will be conducted no later than 6-12 months after the completion of the implementation period.

3.5.4 Reporting and Accountability for Results

In accordance with the Partnership Agreement, a Programme Steering Committee (PSC) constituted by representatives of the partners, shall meet at least bi-annually to review progress, assess achievement of results, and fulfilment of agreed obligations. The following reports will be produced and reviewed by PSC during implementation and at the end of the programme or projects as specified below:

- Baseline report for each component within three months of commencement of project implementation.
- Cumulative quarterly progress reports culminating into biannual and annual reports (including financial reporting) in January and July every year.

- Monitoring reports submitted quarterly and annually in accordance with the format approved in the M&E strategy.
- Mid-term evaluation report at mid-point of implementation at end of 2023.
- Programme/project completion report, three months after practical completion of programme in 2025.
- Final external evaluation report, within six months after submission of programme completion report.

3.5.5 Communication Strategy

Effective communication within the programme is essential for effective management, coordination, and oversight purposes. Programme communication mechanisms shall be based on existing structures of central government and district local governments, as well as the formal communication arrangements established for the programme and its components. The Programme Steering Committee and the PIMT will follow communications channels formalized in the Partnership Agreement and elaborated in the Master Programme Document, the M&E Strategy and respective project documents. The PSC meetings and the formal reporting regimes will ensure that information about implementation processes reach the highest levels of decision making on a regular basis and that all stakeholders in respective partner government ministries are kept up to date with relevant information.

Regular and formal communication with the Ministry for Foreign Affairs in Iceland is ensured through biannual progress reports from Embassy drawing from formal reports approved by the PSC, as well as with participation in regular meetings with leading staff of the Directorate for Development Cooperation at the Ministry.

The programme or projects will also seek to inform the public in Iceland, whose taxpayers have a stake in the success of the programme or projects, through the public relations effort of the Embassy in Kampala, and by liaising with other donors in the sector in information sharing. Communicating results to the public in Uganda will also be done through local media channels.

The programme and the projects will seek to mobilize beneficiaries at community level to participate in the communications channels pertaining to the implementation of the projects and bringing feedback from communities into the management cycle of decisions, by strengthening the existing feedback and complaint mechanisms in the district. Public information will be disseminated to the beneficiaries through relevant organs of the local government, during the public launch of the programme and project, and through other existing public information dissemination channels, including public notices, mass media, social media, and through the community mobilization and sensitization platforms under the programme. In addition, feedback mechanisms will be established aligned to existing local government arrangements, including formal complaints mechanisms.

4. RISK ANALYSIS, SUSTAINABILITY AND EXIT STRATEGY

4.1 Risks and Safeguards

The internal and external risks, that may affect the health of bilateral development cooperation and affect the development partnership for support to Buikwe or other programmes in Uganda have been analysed and documented in the Country Strategy Paper and can be mitigated through bilateral consultation and dialogue. The main contextual risks are outlined below:

- Political and social instability risks arising from political disagreements, contested election, political transition and succession struggles, and discontent from perceived rampant corruption, land grabbing and eviction of communities from their ancestral land, abuse of human rights and rule of law, and tribalism and nepotism.
- Economic risks relate to economic downturns arising from slowing economic growth, inflation affecting prices of essential commodities and fuel, and debt crisis reducing household real income and availability of funding by government for delivery of basic services to citizens thus exacerbating poverty levels in Uganda.
- Major policy shifts on development priorities including decentralization policy may undermine the basis of bilateral partnership using programme-based approach at district level.

- There are significant changes in Iceland’s foreign policy affecting bilateral development cooperation with Uganda, including changes in foreign assistance levels and composition.
- Finally, climate shocks and outbreak of diseases/pandemics similar to COVID-19 emerge on scale that disrupts the cooperation and implementation of supported programmes under the CSP.

The programmatic and institutional risks that can impede programme coordination, management and implementation, and have negative influence on achievement of results, and ultimately undermine sustainability of programme impacts. The main risks are outlined below:

- The institutional, management and operational weaknesses could lead to failures of planning and coordination, and failure to implement plans and utilise committed funds that may contribute to not meeting the expected outcomes and impacts of the programme and their sustainability.
- Fiduciary risks that funds may not be used for the intended purposes, and will not achieve value for money, or will not be properly accounted for may lead to frustration of the programme results and undermining trust, which may be exacerbated by weak capacities, corruption, bureaucratic inefficiency, and weaknesses in public financial management systems and weak accountability mechanisms.
- Risk of overdependence on donor assistance with regard to service delivery and technical expertise, which may temporarily substitute rather than build local civil service capacity.

The above risks can be mitigated through careful planning and monitoring efforts, strengthening internal and external checks and controls, strengthening institutional and human resource capacity of district, and sensitization of key stakeholders for mindset change. More specific risks are elaborated in subsequent project documents of each programme component.

4.2 Sustainability and Exit Strategy

The support to BDFCDP Phase III is construed as the final phase of the programme, which has been supported since 2014. From the start, the programme has and will continue focusing on supporting implementation strategies to strengthen and further build district capacity, both in education and WASH to improve sustainability and support gradual phase-over of programme and project activities to Buikwe DLG. The key sustainability and exit strategies include the following:

- Engendering ownership of programme and projects by Buikwe DLG and its institutions, and use of country/local structures, systems and process to manage and implement the programme.
- General capacity development support to strengthen Buikwe DLG institutions and management structures, systems and operations for local governance and sustainability of efficient and effective improved service delivery to citizens under their jurisdiction.
- Develop technical capacity of local authorities to ensure that social infrastructure designs are appropriate and construction quality complies with design specifications and national standards and will not fail to deliver the service before their design life.
- Community mobilisation and sensitisation to create strong sense of ownership, engagement and participation, support and contributions, and for social-cultural mindset change to increase uptake of improved services.
- Establishment and strengthening of operation and maintenance systems for WASH facilities and services, especially for piped water supply facilities.

The sustainability and exit strategy of the programme will be updated after taking stock of successful interventions and lessons learned from BDFCDP phase III midterm evaluation. The final evaluation of the programme is planned no later than 6-12 months after the implementation period comes to an end by end of 2025. It is envisaged that at the end of implementation of programme phase III, there will be sustainable operation and maintenance system for WASH facilities and services warranting the phase-over of all WASH supported activities to Buikwe DLG. Similarly, the phase-over of most activities supported in schools should be possible.

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6. ANNEXES

6.1 Annex 1: Joint Programme Formulation Team

The team of the partners' officials who took part in the formulation and processing approval of the BDFCDP extension and expansion and the programme document were the following:

BDFCDP EXTENSION PREPARATION - JOINT TECHNICAL TEAM

S/n	Name	Designation	Sex	Organisation
1	Kayaga Arthur	District Water Officer	M	Buikwe District Local Government
2	Seguya Fredrick	District Engineer	M	Buikwe District Local Government
3	Musasizi Julius Kizito	District Education Officer	M	Buikwe District Local Government
4	Nalubega Joyce	Senior Education Officer	F	Buikwe District Local Government
5	Dr. Bossa Richard	District Health Officer	M	Buikwe District Local Government
6	Mbuya Lameck	District Health Inspector	M	Buikwe District Local Government
7	Musoke Solomon	District Natural Resources Officer	M	Buikwe District Local Government
8	Stella	Environment Officer	F	Buikwe District Local Government
9	Kayanja Vincent	District Production and Marketing Officer	M	Buikwe District Local Government
10	Kiganda Sam	District Community Development Officer	M	Buikwe District Local Government
11	Mutebi Mustula	Gender Officer	F	Buikwe District Local Government
12	Kavuma Vincent	Assistant Water officer -supply	M	Buikwe District Local Government
13	Ssekatuga Henry	Assistant Water Officer - Sanitation	M	Buikwe District Local Government
14	Nawaali Lovic	Assistant Water officer - Mobilization	F	Buikwe District Local Government
15	Zalwango Rose	District Planning Department	F	Buikwe District Local Government
17	Kalinda Mathias	Chief Finance Officer	M	Buikwe District Local Government
18	Nakindi Betty	Deputy Chief Administrative Officer	F	Buikwe District Local Government
19	Kuruhiira Godfrey Akiiki	Chief Administrative Officer	M	Buikwe District Local Government
20	Ruth Gyayo	Principle Inspector Local Governments	F	Ministry of Local Government
21	Ben Kumumanya	Permanent Secretary	M	Ministry of Local Government
22	Dr. Mugenyi Cleophus	Commissioner. Basic Education	M	Ministry of Education and Sports

S/n	Name	Designation	Sex	Organisation
23	Eng. Achom Jane	Head Regional Water and Sanitation Centre	F	Ministry of Water and Environment
24				Ministry of Health
25	Wetaaya Paul	Senior CDO	M	Ministry of Gender, Labour and Social Development
26	Dr. Ramadhan Ggoobi	Permanent Secretary/Secretary to Treasury	M	Ministry of Finance, Planning and Economic Development
27	Wanyera Maris	Director Debt & Cash Policy	F	Ministry of Finance, Planning and Economic Development
28	Odongo Benjamin	Research Assistant	M	Ministry of Finance, Planning and Economic Development
29	Maurice Ssebisubi,	SPO/BDFCDP PIMT	M	Embassy of Iceland, Kampala
30	Samuel Lutwama	SPO (Engineer)	M	Embassy of Iceland, Kampala
31	Pauline Atai,	SPO (Finance & Accounting)	F	Embassy of Iceland, Kampala
32	Ben Twikirize,	SPO (M&E)	M	Embassy of Iceland, Kampala
33	Finnbogi Rútur Arnarson	Head of Cooperation	M	Embassy of Iceland, Kampala
34	Þórdís Sigurðardóttir	Head of Mission	F	Embassy of Iceland, Kampala
35	Erla Hlín Hjálmarsdóttir	Director of Results and Evaluations	F	Ministry for Foreign Affairs, Iceland
36	Sara Ögmundsdóttir	Director of Finance and Statistics	F	Ministry for Foreign Affairs, Iceland
37	Ásdís Bjarnadóttir	Adviser, Bilateral Development Cooperation	F	Ministry for Foreign Affairs, Iceland
38	Davíð Bjarnason	Director of Bilateral Development Cooperation	M	Ministry for Foreign Affairs, Iceland