



UPHOLD

Northern Strategy

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Executive Summary

The Uganda Program for Human and Holistic Development (UPHOLD) is committed to assisting the Government of Uganda (GOU) in realizing its goal of poverty reduction in the country. UPHOLD recognizes that without efforts focused on areas in which conflict has taken a toll on service delivery and use, the probability of a significant national reduction in poverty is at risk. In partial response, UPHOLD has devised an initial strategy that begins to outline its support to the region.

The following analyses, strategies and proposed activities are the result of interviews with stakeholders including GOU officials, NGOs and international agencies, a review of key documents and a visit to the region. The strategy is a living document, and will undoubtedly be modified to address the changing circumstances in the affected districts.

Since 1986, Northern Uganda has experienced a civil war between the Lord's Resistance Army (LRA) and the GOU army, Ugandan People's Defence Forces (UPDF). Over the past 17 years, people in the region have been the victims of murder, rape, child abductions, mutilation and displacement. Today, the Local Government in Gulu district estimates that 80 percent of district residents live in Internally Displaced Camps (IDPs), and that service infrastructure they need such as schools and clinics have also been 'displaced'. The greatest needs in these camps are security, food, water and sanitation infrastructure and access to basic health and education services, and above all a lasting peace.

Thousands of children have been abducted by the LRA as a method to shore up its need for army recruits, and those abducted include girls as young as ten years old who are given to LRA commanders as 'wives'. Non-Governmental Organizations (NGOs) report that between 75 and 90 percent of the children who escape, or are rescued, have contracted sexually transmitted diseases, including AIDS.

The Strategy for Northern Uganda focuses on three main principles: 1) a commitment to work with, and through, existing efforts to increase the delivery and use of quality services in education, HIV/AIDS and Health to those living in conflict areas; 2) to clearly define with partners UPHOLD's niche in assisting in service delivery and use; and 3) to maintain the safety of UPHOLD staff in the region.

UPHOLD is operating under the critical assumptions that the conflict is likely to continue at current levels for the foreseeable future, and that opportunities to increase the delivery and use of services exist. UPHOLD is committed to working in the region in partnership with formal and informal stakeholders through flexible approaches which effectively address the unmet demand for services.

Background

For purposes of UPHOLD's strategy, the north refers to those districts in which UPHOLD will likely operate, namely Gulu, Kitgum, Lira, Arua and Yumbe. In Arua, Yumbe and Lira, the effects of the conflict are not as devastating as in Gulu and Kitgum districts. While this strategy focuses primarily on the north, other districts in which UPHOLD may operate in the Karamoja region also suffer from conflict and decreased access to basic services. Many of the lessons learned will be applicable to those regions also.

UPHOLD has devised this strategy in recognition of the unique circumstances in Northern Uganda due to prolonged conflict, and the potential to build public-private partnerships to address the unmet need for services in Uganda as a whole. The Government of Uganda's Poverty Reduction Strategy Paper (PRSP) identified two primary roles for civil society in Uganda: monitoring of government programs and service delivery. Education, health, and access to water are the services which are cited as in greatest need and which CSOs have ability to help provide. In the PRSP's 2002 Progress Report, the GOU contends that 'CSOs (civil society organizations), particularly those with greater links in districts have influenced the formulation, implementation and monitoring of district policies and plans. This is particularly true so in Northern Uganda where the challenging conflict situation necessitates closer collaboration between government and civil society.'

This document is meant to serve as a supplement to UPHOLD's overall strategic plan. The North Strategy is not the workplan for the region, but rather a framework for UPHOLD's general approach and focus. UPHOLD's North Strategy is divided into eight major sections: Current Situation; Current Response; Opportunities; Critical Assumptions; UPHOLD's Response; Activities; Stakeholders in the North and Needed Resources.

Current Situation

Since 1986 Uganda has experienced a civil war in the north between the Lord's Resistance Army (LRA), a rebel faction, and the Ugandan People's Defence Forces (UPDF). The LRA has repeatedly called for talks aimed at devising a strategy for power-sharing with the current Government. There have been periods of relative calm over the years, and until recently (June 2002), GOU and development organizations were planning for the return of many Internally Displaced Persons (IDPs) back to their villages and towns.

In March 2002, the Ugandan People's Defence Forces launched 'Operation Iron Fist' a military offensive against the LRA in Southern Sudan. The offensive was carried out with the permission of the Sudanese Government. As a result, the LRA moved back into Northern Uganda, and the outcome has been an escalation and spread of conflict and abuses on civilian populations. Since June 2002, the

situation has escalated due in part to the rebels' inability to easily cross over into the Sudan.

The Gulu Support the Children Organization (GUSCO) reports that since June 2002, an estimated 4,000 children have been abducted. Over the life of the conflict, the numbers are reported to be in the tens of thousands. The majority of children are abducted to serve as child soldiers and 'wives' for the LRA soldiers. Children who manage to escape suffer from severe trauma, exposure to STDs, and experience difficulty reintegrating into a community. Worse yet, some are re-abducted once they return home and face certain death if recognized by their former captors.

Kitgum, Pader and Gulu districts have suffered some of the worst atrocities in the conflict including murder, child abductions, rape, looting of villages and burning of homes and fields. As a result of the years of fighting, many people in the region have been forced to settle in camps. Estimates of Internally Displaced Persons (IDPs) in camps range from 400,000 to 850,000. IDP camp conditions are dire. According to NGOs and humanitarian organizations working there, the most pressing needs include food, basic water and sanitation facilities, malaria control and treatment, and basic health care.

Because of the conflict, many civil servants, health workers, teachers, and in some cases local government officials, have left the area because of concerns for their personal safety. Health services are largely limited to regional hospitals which many people are unable to access because of security concerns, and most schools outside of the district capitals have closed. Limited education services of uncertain quality are occurring in the camps. Children who are able to attend school, do so under stressful and difficult conditions. They are often separated from their families, have excessively overcrowded conditions and few supplies. These children must take the same exams as those students from peaceful, better resourced areas.

The general security situation in many districts in the North is 'fluid' at best. In February 2003, a Ugandan Red Cross Vehicle was ambushed and 6 staff were shot, with two seriously wounded. In August 2003, the International Rescue Committee (IRC) compound in Pader was looted and staff were held for a few days and later released. In late February, an Oxfam truck was shot at mid-day and the driver was slightly injured, and the BBC published a report that children were abducted by the LRA during daylight hours from schools in Gulu and Kitgum, towns once thought to be safe.

On March 3, 'New Vision' and 'The Monitor' reported that the LRA commander, Joseph Kony unilaterally called for a cease fire. On March 6, the same papers reported that 10 were killed by the LRA on March 5th (five civilians were ambushed on roads just outside Gulu and five UPDF soldiers were killed during fighting). On March 9, the headlines were that President Museveni is ready to pardon Kony if he comes out of hiding. Yet, on March 26, the Presidential Peace Envoy, Captain Okech Kuru, was killed by the LRA while on a peace mission.

The conflict is both a cause and result of poverty in the region. According to the World Bank, Northern Uganda has the highest incidence of poverty 66%, compared with 20% in the Central Region. Selected statistics point to significant disparities in the north when compared to other regions, and the likely long-term impact is continued, and deepening, poverty. Yet, Uganda's ability to significantly decrease poverty, the goal stated in the Government's Poverty Eradication Action Plan (PEAP) hinges largely on the addressing poverty in conflict areas. UPHOLD has a role to play as a catalyst to decrease poverty through delivery and use of social services through partnerships.

Table 1. Selected Statistics for Northern Uganda

Indicator	Northern Region	Central Region
Incidence of poverty ¹	66%	20%
Life expectancy ²	41% not beyond 40	33% not beyond 40
Illiteracy ³	30%	19%
Access to health ⁴	65%	80%
Incidence of diarrhea ⁵	27%	N/A
Under 5 mortality rate ⁶	290 per 1,000 live births*	127 per 1,000 live births**
Malnutrition rate ⁷	31.6%	21.1%
Number of TB cases ⁸	4414	2617
Ever used a condom 2001 ⁹	13.2%***	29.7****

- * Gulu District
- ** Uganda's national rate
- *** Lira
- **** Jinja

Current Response

The following section provides only illustrative examples of responses to the conflict situation in the region on the part of Government, NGOs and international agencies. There are additional initiatives underway from these groups and civil society which also provide opportunities for partnership with UPHOLD.

Since August 2002, President Museveni has travelled to the North on numerous occasions in an effort to bring an end to the conflict in the north. His brother, Salim Saleh, is personally responsible for working with religious leaders, civil society and others in efforts to bring about a lasting ceasefire and eventually peace.

Local Government officials in Gulu, both at the District level and the Municipal level, cite the need to focus on youth to address many of the region's challenges.

¹ 2001 Uganda Poverty Status Report

² 2000 UNDP's Human Development Report

³ 2001 Human Development Index

⁴ 2000/1 Uganda DHS

⁵ Ibid

⁶ UNDP

⁷ UNICEF 2001 baseline survey, Gulu District

⁸ 2002 HIV/AIDS Surveillance Report – MOH/Uganda

⁹ Ibid

The Directorate of Community Services presentation during the 2003/2004 budget conference in late March, detailed a myriad of activities that have two common themes – a focus on youth and donor/partner coordination to deliver services. Activities proposed range from psychosocial counselling to the creation of cultural groups to deliver health and behaviour change messages. In additions, LG structures have created Disaster management Committees whose function is to coordinate inputs of agencies and government to avoid duplication of efforts.

The Ugandan Red Cross (URC), World Vision/Uganda (WVU), Catholic Relief Services (CRS), Save The Children Denmark and Norway (SAVE), Caritas, The World Food Program (WFP), local NGOs and others are operating in the region providing food, emergency aid, psycho-social counselling, basic health care services and water/sanitation infrastructure. However in recent months all organizations, except the World Food Program, have scaled back operations due to security concerns for staff. WFP currently travels with a Ugandan (UPDF) military escort in order to deliver food outside of towns.

A group of development NGOs, Humanitarian Organizations and Faith-Based Organizations meet twice monthly as members of the ‘Contact Group on the North’ to share information on current activities and up-to-date information on security issues. The group also serves as a forum for coordinating efforts and advocacy work. The Group is coordinated and supported by the United Office for Coordination of Humanitarian Affairs in Kampala.

In February 2003, the World Bank and the Ugandan Government launched the ‘Northern Uganda Social Action Fund (NUSAF) designed to ‘empower communities in 18 districts in Northern Uganda by enhancing their capacity to systematically identify, prioritize and plan for their needs and implement sustainable development initiatives’ in response. The total budget for NUSAF is 100 million USD over five years.

Human Rights Watch has called on humanitarian organizations and NGOs to sign a letter requesting that the Secretary General of the UN appoint a special envoy to Northern Uganda to work on for the immediate release of abducted children. The letter was sent on February 24, 2003.

Lessons Learned and Incorporated into the North Strategy

Many agencies, both public and private, are working to address the severe unmet need for services in Northern Uganda. All understand the enormous challenges facing the region as a result of conflict, insecurity and an atmosphere of mistrust between the two sides. Nonetheless, activities are often carried out in collaboration and partnership, largely through the coordinating efforts of the United Nations Organization for Coordination of Humanitarian Assistance (OCHA).

While the capacities and approaches may differ, there is a unified recognition that informal networks and relationships are key to working in the region. For

example, NGOs report relying on informal networks for information on security outside of district towns and recent movements of the LRA. Both GOU and NGOs contend that extensive networking is critical to working successfully and that the situation is so fluid that an ‘on-the-ground’ presence is needed to be effective.

In addition, delivery of social services without addressing conflict issues gets to only a part of the needs. Education services, for example, that include conflict resolution strategies, life skills training and reconciliation discussions provide tools for longer-term impact. Health services which focus on the systems in place which make health issues severe; for example depression and alcoholism in families that have had trauma such as an abducted child are not addressed. Psycho-social counselling for the abducted child is often available, yet longer-term impact on family or community health neglected largely due to lack of human and financial resources.

Opportunities

Opportunities exist in Northern Uganda to work in partnerships to increase the delivery and use of social services. There exists unmet demand for social services as well as strong motivation within the communities to do what they can to better their lives. People have a commitment to work and desire to be positively productive. In addition, church groups, community leaders/associations, selected humanitarian organizations and NGOs who have maintained a presence on the ground are willing to share experience and to provide appropriate services.

Educational opportunities are crucial for children in conflict areas. Education provides a much needed daily routine and allows children to feel a sense of normalcy and control in their lives. Educational settings are ideal venues for life skills and the Primary Teachers College staff in Gulu report that HIV/AIDS education and prevention, basic health and nutrition are fundamental to the curriculum there. Opportunities for conflict resolution and peace building activities are desperately needed to break the cycle of violence in the region.

In the absence of a lasting end to the conflict, the Government of Uganda and most organizations working in the region cite food, water/sanitation infrastructure, and access to basic health care (including malaria control and treatment, mental health services and HIV/AIDS testing/counselling/prevention/ treatment) as those services most desperately needed.

In some areas, mobile health units are used to provide services to hard-to-reach areas and thereby increase access for inhabitants (contingent on security situation). These units are important links to the IDP camps and the provision of services.

The AIDS Information Centre and The AIDS Support Organization are currently operating in the North, or have plans to establish/deepen their presence in the region. UPHOLD is working in close partnership with both NGOs, and has a role to play in assisting management to ensure effective expansion into the region.

The MOH program for psychosocial services (Dr. Margaret Mungherera and Dr. Sheila Ndyabangi.) has significant experience in psychosocial counselling needs and training of local health workers. Most common mental health issues include alcoholism, post-traumatic stress, and depression. Dr. Mungherera also has insights into the cultural importance of traditional healers in the recovery process for individuals and communities suffering from the aftermath of abduction and acts committed while in captivity.

People have and use radios and some NGOs have had success with this intervention in education, HIV/AIDS and health sectors. The Straight Talk Foundation, which broadcasts radio programs and provides newspapers to schools on HIV/AIDS, reports that Gulu is one of its most responsive districts. A new program, 'Teacher Talk' is being launched which provides teachers with tools to effectively discuss and teach children about their sexuality and AIDS.

Critical Assumptions

UPHOLD has learned that the result of 17 years of conflict has created need for services which are considerably different from those in areas that have not experienced conflict. While all hope that an end to the conflict is soon, most believe that the conflict is likely to persist, but that it may not escalate beyond current levels for the foreseeable future..

International organizations and the GOU remain committed to providing resources in order to meet the development challenges facing the people of northern Uganda, and yet at current levels the needs are largely unmet. Organizations that are currently working in the region are committed to continuing their work in the North and to deepening collaboration whenever possible.

Most stakeholders believe that trust can be rebuilt in communities in the North with committed efforts on the part of GOU, communities and international organizations. Yet, as has been the case in other countries, most notably South Africa, reconciliation and rebuilding trust requires concerted efforts and time.

Proposed UPHOLD Response

UPHOLD is committed to maintaining an active profile in the North, and including the local population in the design, delivery and ultimate use of social services.

UPHOLD will link its' strategy for Northern Uganda with annual workplans and the programme's monitoring and evaluation system (M&E). An overriding focus will be coordinating efforts through existing channels, such as the OCHA Contact Group and informal networks. UPHOLD recognizes the complexity of working in the region to deliver services, and therefore will link with partners who are skilled in community-based approaches with a proven track-record for results.

UPHOLD intends to operate within established principles, or approaches, including: working within District Plans and Local Government structures, and in close partnership with NGOs on the ground by awarding grants (service delivery, capacity-building, operational); clearly defining and articulating, UPHOLD's niche in assisting in the delivery and use of services in the North through a needs assessment and stakeholders' analysis; and maintaining safety of all staff working in the region.

Strategies

In support of its' proposed response, UPHOLD will:

- focus on those activities which contribute to development initiatives in the short-to-medium term, and not emergency efforts (ex. health services-vs-emergency food);
- gain entry into the North by building trust-based relationships with informal and de-facto leaders of the region;
- continue learning mode on efforts in the North, especially local, community-driven efforts designed to achieve people-centered results;
- develop flexible grant instruments for the North which takes into consideration current circumstances and provides appropriate flexibility for partners;
- encourage and support innovation in the pursuit of meeting service delivery and use; and
- develop flexible, yet accountable, organizational arrangements to effectively manage programs.

Illustrative Activities in Support of Strategies

The list below includes examples of activities which UPHOLD will undertake in the near-term in response to the needs in the North:

- outline and seek feedback from stakeholders on UPHOLD's grant criteria which takes into consideration the current circumstances under which development assistance efforts are governed in the North;
- provide short briefings for UPHOLD staff, GOU partners in the Ministries of Education and Sports and Health, USAID, NUSAF and other informal and formal networks regarding UPHOLD's North Strategy in order to solicit information and input;
- develop responsive position descriptions and recruit UPHOLD staff for the North as soon as possible – devise workplan in the short-term to liaise with stakeholders in headquarters offices in Kampala while also travelling to the districts in the region for supervision and support as appropriate and feasible.
- work with existing organizations whose track record and ability to work effectively in the area are known (WV, URD, CPR, CRD, SAVE, etc.);
- identify key elected or appointed community leaders, community health workers, traditional healers, religious leaders, and Parish Development

Workers through NGOS and face-to-face meetings in order bring them together in a two-day forum to outline activities and approaches (May/June 2003)

- continue to identify opportunities for leveraging existing resources and expertise (ex. URC trained counsellors in the camps in western region (Sudanese) and their ability to train counsellors for the north;)
- field an Infectious Disease Specialist in the North to work with regional hospitals and clinics to identify, design and deliver technical support in malaria prevention, control and treatment;
- learn more about efforts currently by Commercial Marketing Strategies (CMS) to increase use of mosquito nets in hope of collaborating with those activities;
- learn more about education activities and ways to support them (possibly through radio, youth friendly reproductive health information, collaboration with 'Straight Talk', and other integrated services with education);
- continue active participation in the Contact Group on the North, as well as meetings with key stakeholders; and
- support the expansion of AIDS Information Centre (AIC) and The AIDS Support Organization (TASO) into the area through technical and organizational development assistance.

Players/Stakeholders in the North

UPHOLD recognizes that the strength of its strategy is founded on its understanding of, respect for, and partnership with, key stakeholders in the region. UPHOLD has identified the following players without who impact regarding the increased delivery and use of social services is in question:

- Local Governments in the region including the LC 5, LC 3 and Municipality;
- Local community members/leaders, such as the Acholi Religious Leaders Peace Initiative;
- Churches and church groups;
- Local and international NGOs with a strong field presence;
- OCHA supported Contact Group on the North;
- Northern Uganda Social Action Fund Task Force (NUSAF –World Bank and Prime Minister's Office);
- International Humanitarian Organizations (WFP, URC, CRS, CRD etc.);
- Ministries of Health, Education and Sports, Gender, Labour and Social Services and Local Government;
- Informal Opinion leaders from the North with technical expertise and who are based in Kampala; and
- UPHOLD/Services and UPHOLD/Systems.

Resources Needed

An integral part to any strategy is resources. UPHOLD will focus on the following resources areas:

- a defined grant strategy which takes into consideration the additional challenges in support of development efforts in Northern Uganda, and therefore structures requirements to suit the circumstances;
- agreement/support from USAID to pursue interventions for the North;
- financial resources to fund programs that support identified needs;
- Infectious Disease Specialist staff person hired for the North;
- staff and office space for the North regional office.

Program Risks and Mitigating Strategies

All programs face challenges and risks to their ultimate success. The table below outlines potential risks to UPHOLD's North Strategy. UPHOLD is committed to frequent analysis of its strategy, and assessment of the risks to it, though frequent dialogue with partners and a firm presence in the region.

Table 2. Risks and Mitigating Strategies

Risk Event (Probability)	Impact	Mitigating Strategy
Prolonged or increased insecurity that makes work in the North unsafe for UPHOLD staff and partners (50%)	Non-delivery and use of needed services to the North.	Design plan of action to gather information and appropriate responses for resident and visiting staff; continue to actively participate in OCHA meetings where the UN Security Officer provides valuable information; receive security briefing from US Embassy RSO and follow established protocols.
Confiscated UPHOLD Program Resources by LRA Rebels (20%)	Loss of UPHOLD program inputs results in decreased productivity and increased anxiety about, and safety for staff.	Devise plan for staff which outlines protocol to follow when facing confrontation over goods. Keep stocks of supplies and materials at reasonable level.
Failure to establishing high levels of trust between LG and UPHOLD and among LG, UPHOLD and all stakeholders 10%)	Delays in, or ineffective provision of, services to the North. Loss of credibility as key player in addressing needs.	UPHOLD staff will deepen understanding regarding local government Kitgum, Lira and Gulu and devise strategies on how best to work with the district officials. Travel to the districts will be frequent. UPHOLD will establish the regional office with AIM in Lira by mid-April. Continue liaising with all stakeholders.
Lack of focus on development aspects in the North given the huge demand for emergency relief. (25%)	Lose comparative advantage of UPHOLD team to increase quality and use of services in education, HIV/AIDS, and health	Clearly devise and articulate UPHOLD's strategy and comparative advantages in working on a response to the North – critically review requests for interventions.
Prolonged conflict in the Middle East and donor decisions to move funds from Northern Uganda to Iraq. (50%) * WFP reports that this has already occurred.	Humanitarian crisis worsens and development activities become irrelevant due to deepening of need for food and basic shelter.	Monitor changes in resource allocation to the region through OCHA contact meetings. Discuss with partners the role that UPHOLD can and should play in an even more critical emergency situation.

Conclusion

Due to conflict in much of the North, the need for basic services in health, education and HIV/AIDS is at a critical stage. Security concerns are many, and the situation in the region is very fluid with daily monitoring needed. The conflict is unlikely to end in the near-term, yet there are both emergency relief and development activities occurring in the region through local initiatives, NGOs, and churches. UPHOLD is committed to working with key partners to provide basic services to people in the region through grants and technical assistance.

Partial List of Persons Contacted

- 1) Honorable Lt. Colonel Walter Ochora Odoch, Chairman DLC/Gulu
- 2) George Onono, District Education Officer, Gulu
- 3) Robby Muhumuza, World Vision
- 4) Bois Luther Anukur, World Vision
- 5) James Odong, World Vision
- 6) Anna Schowengerdt, CRS
- 7) Benjamin Phillips, CRS
- 8) Erasmus Ibom, OCHA
- 9) Bart Wassink, MEDAIR
- 10) Martin Mogwanja, UNICEF
- 11) Catherine Robins, American Red Cross
- 12) Phil Vernon, CARE
- 13) Aina Bergstrom, Save the Children – Norway
- 14) Renuka Pillay, USAID/BEPS
- 15) Susanne Kirk-Christensen, Save the Children – Denmark
- 16) Hallvard Holoyen, Norwegian Refugee Council
- 17) Officials at the Ministry of Education and Sports
- 18) Officials at the Ministry of Health
- 19) John Oloya, NUSAF - World Bank
- 20) Warren Nyamugasira, Uganda National NGO Forum
- 21) Dr. Sheila Ndyabangi, Ministry of Health
- 22) Catherine Watson, Straight Talk Foundation
- 23) Anne Akia Fiedler, Programme Director, Straight Talk Foundation
- 24) Jackson Ochuri, Action Aid
- 25) Laz Ochira, Youth out of Poverty and AIDS (YOPA), Kitgum
- 26) Timothy Bishop, Chief of Party, CRD
- 27) Members of the OCHA Contact Group on the North (presentation of the UPHOLD program and informal conversations – list in stakeholder analysis)

Partial List of Documents Reviewed

- 1) Weeks, Willet, for UNOCHA: New York, March 2002. *'Pushing the Envelope: Moving Beyond 'Protected Villages' in Northern Uganda'*.
- 2) *'Continuing Conflict in Acholiland: An objective Civil Society Organizational Perspective'*
- 3) Ibom, Erasmus and Owachi, Gerald. UN Office for Coordination of Humanitarian Affairs (OCHA); *'Report on the Mission to Kitgum District, 6-10 February 2003'*.
- 4) World Bank, July 2002. *Project Implementation Document (PID) for the 'Northern Uganda Social Action Fund'*.
- 5) Barton, Tom, Mutiti, Alfred 998. *'NUPSNA: Northern Uganda Psycho-Social Needs Assessment'*. The Republic of Uganda and UNICEF.
- 6) Ross, Will, (BBC). February 28, 2003. *'Uganda rebels kidnap child recruits'*.
- 7) The AIDS Support Organization (TASO). February 20, 2003. *'Activities Implemented by TASO in Northern Uganda 2001-2002'*.
- 8) International Rescue Committee (IRC) 2003. *'The IRC in Uganda'*.
- 9) AIDS Information Center/Uganda (AIC). *Strategic Plan 2003-2007*.
- 10) *Ugandan Red Cross Society Strategic Plan 2002-2006*.
- 11) Save the Children Norway – Uganda. *'Country Program Report 1998-2001 and Strategic Plan 2002-2005'*.
- 12) United Nations, November 2002. *'Consolidated Inter-Agency Appeal 2003'*.
- 13) The World Bank (2002) *Project Appraisal Document on a Proposed Credit in the Amount of SDR 80.1 Million (US\$ 100 Million) to the Republic of Uganda for a Northern Uganda Social Action Fund'*
- 14) Ministry of Finance, Planning and Economic Development (2002), *Uganda PRSP Progress Report 2001/02*. Kampala.
- 15) Government of Uganda (1997) *'The Local Government Act'*
- 16) Els De Temmerman (2001), *Aboke Girls*.