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ANNUAL ACTIVITY REPORT

STABILITY PEACE AND RECONCILIATION IN NORTHERN UGANDA
PROJECT (SPRING)

1 OCTOBER 2007 – 30 SEPTEMBER 2008

31 October 2008

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STABILITY, PEACE, AND RECONCILIATION IN NORTHERN UGANDA PROJECT (SPRING)

Submitted by:

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ACRONYMS

AVSI	Association of Volunteers in International Service
CAO	Chief Administrative Officer
CBO	Community Based Organization
CJTF-HOA	US Department of Defense Combined Joint Task Force – Horn of Africa
CMM	Conflict Mitigation and Management
COP	Chief of Party
COPE	Community Based Orphan Child Protection and Empowerment Project
CRD	Community Resilience and Dialogue Program
CTO	Cognizant Technical Officer
DCOF	Displaced Children and Orphans Fund (USAID)
DDP	District Development Plan
DDR	Disarmament, Demobilization, and Reintegration
DNH	Do NO Harm
DRC	Democratic Republic of the Congo
EMG	Emerging Markets Group, LTD
EU	European Union
GOU	Government of Uganda
GYDA	Gulu Youth Development Association
ICC	International Criminal Court
IDP	Internally Displaced Person
IPSS	Institute of Peace and Security Studies, University of Gulu
IR	Intermediate Results
LRA	Lord’s Resistance Army
LC	Local Council
LCV	Local Council V – Chairman
LDC	Law Development Centre
M&E	Monitoring and Evaluation
Mato Oput	Traditional Acholi Reconciliation System
MOU	Memorandum of Understanding
NUMAT	Northern Uganda Malaria, AIDS, and Tuberculosis Project
NUPF	Northern Uganda Peace Forum
NUPI	Northern Uganda Peace Initiative
NUREP	Northern Uganda Rehabilitation Program
NUSAF	Northern Uganda Social Action Fund
OPM	Office of the Prime Minister



OVC	Orphans and other Vulnerable Children
PEAP	Poverty Eradication Action Plan (GOU)
PMP	Performance Monitoring Plan
PRDP	Peace, Recovery and Development Plan for Northern Uganda
PRSP	Poverty Reduction Strategy Paper
QIP	Quick Implementation Project
RDC	Resident District Commissioner
RFA	Request for Applications
RFP	Request for Proposals
SDVCA	Stability-Driven Value Chain Assessment
SO	Strategic Objective
SPRING	Stability Peace and Reconciliation in Northern Uganda
SWAY	Survey of War-Affected Youth
UBOS	Uganda Bureau of Statistics
UNDSS	United Nations Department of Security and Safety
UPDF	Uganda People's Defence Forces
USAID	United States Agency for International Development
USG	United States Government



0.0 HIGHLIGHTS

SPRING's first year can be generally characterized by the launch of the program and the start of pilot activities throughout targeted sub-counties in the North. Typical of new projects entering a zone of former conflict, the project is unique in that it is the first development effort in an area that has predominantly been funded by donor relief activities. This new type of project focusing upon sustainable development efforts with community cost-sharing required a change in the mind-sets among local authorities and beneficiaries. This section of the first annual report provides a brief overview of activities.

0.1 Fiscal Year 2008, Quarter 1: (1 October – 31 December 2007)

USAID issued the SPRING RFP on 24 August 2007. Emerging Markets Group submitted a proposal in response by the due date of 4 October. Shortly afterwards, USAID invited EMG to respond to questions in a Best and Final Offer. One month later, EMG submitted a response. EMG's initial offer and its BAFO response highlighted the inclusive nature of its planned implementation. USAID moved quickly to announce an award to the EMG consortium. The contract was signed on 13 December 2007.

0.2 Fiscal Year 2008, Quarter 2: (1 January – 31 March 2008)

The Project commenced activities in Uganda on January 4, 2008. The administrative start up, Geographic Assessment, Work Plan, and Performance Monitoring Plan (PMP) were developed during the first quarter of 2008. The project team also identified some quick implementation activities (QIPs).

PROGRAM ACTIVITIES:

- During the first week of January, the EMG team arrived in Uganda, met with USAID, began administrative start up and mobilization of the project team. The first expatriate team members to travel were the Chief of Party, the EMG Home Office Project Manager and the Conflict Advisor. The Ugandan team members included: Florence Ringe and Celia Kaala
- EMG and AVSI mobilized the Chief of Party and administrative support in Gulu on January 21. The team established operations in Gulu, and conducted preliminary visits to five districts in the North.
- EMG presented the Preliminary Workplan to USAID on February 11. EMG received USAID's comments on the Preliminary Workplan on March 30.
- The Geographic Assessment team started work in Uganda on February 25 and arrived in Gulu for field work on February 27. The team proceeded to collect data on the needs and resources in the target districts in order to select the geographic and program areas of intervention. The team recorded data from 207 interviews throughout the North which included districts in Acholiland, Lango, Teso, and West Nile. On March 25, the team presented their interim findings to the project CTO in Kampala.
- The Draft Geographic Assessment Report, final Year 1 Work Plan, and Performance Monitoring Plan were delivered to USAID in April.

OPERATIONS:

- **Gulu Office.** The SPRING project had an operational office functioning with furniture and internet connections by 27 February when the assessment team arrived to begin work.
- **Transportation.** The project leased vehicles for the duration of the assessment while managing the procurement of three permanent vehicles for the project.



- **Staff.** By the end of the quarter, the project had hired seven staff with another three positions in process.

0.3 Fiscal Year 2008, Quarter 3: (1 April 1- 30 June)

The activities of the period we focused on the finalization of the SPRING Geographic Assessment and the presentation of the findings of this assessment to various key stakeholders, in particular, local government officials in northern Uganda. The report on the Geographical Assessment was finalized and submitted to USAID for approval in a meeting in Kampala on 6 May.

PROGRAM ACTIVITIES:

- **USAID approved the Geographic Assessment report on 6 May 2008.** The report was based on an evaluation of local needs and potential impact, recommended that project activities should be focused on 15 selected sub-counties of the six districts.
- **CTO announced USAID approval of the SPRING workplan, 6 May 2008.**
- **Negotiations over the Memorandum of Understanding (MOU) with the six core Districts of northern Uganda, namely Gulu, Kitgum, Pader, Lira, Oyam, and Amuru.** This effort culminated in an 18 June meeting during which SPRING staff presented the project to authorities of the six districts, further explained the findings of the Geographic Assessment, and solicited comments on the text of the proposed MOU. The authorities requested time, ten days, to discuss the MOU text with their staff members and propose revisions. By the end of the reporting period, all of the districts had submitted revisions which were used to prepare a final text of the MOU.

OPERATIONS:

- **Emerging Markets Group announced the replacement of outgoing Chief of Party Richard Andrews by incoming Chief of Party Paul DeLucco.** (The Contracting Officer for USAID/Uganda issued Contract Modification #1 to approve the change in Key Personnel.) 6 May 2008.

0.4 Fiscal Year 2008, Quarter 4: (1 July- 30 September)

PROGRAM ACTIVITIES:

- **Signed Memos of Understanding with Six Districts.** The beginning of the 4th Quarter was highlighted by the signing of Memos of Understanding (MOU) with local authorities of the six SPRING focal Districts of northern Uganda: Gulu, Kitgum, Pader, Lira, Oyam, and Amuru. Negotiating memos of understanding was a big step away from the prevailing unilateral programming of the emergency period to a consultative peacetime approach. The Peace, Recovery and Development Plan for Northern Uganda (PRDP) observed that weak public administration has handicapped development in the North; the SPRING collaboration with local authorities can be seen as essential capacity building.
- **Launching of the Stability Fund.** SPRING publicly launched its grants program, the Stability Fund, on August 24 2008 with a forty-minute talk show on the Gulu radio station Mega FM titled: *What is SPRING and How Is the Stability Fund Going to Operate?* The show, transmitted in Luo, provoked a lot of interest as proven by the many telephone calls from interested individuals and representatives of local organizations. At the same time, half-day workshops on Stability Fund procedures were announced. Workshops were held on August 26, 28, and 29 in Gulu, Lira, and Kitgum, respectively. During the course of these meetings, more than 200 organizations pre-registered with SPRING. On September 23, the general Request for Applications (RFA) was transmitted electronically to all pre-registered organizations and a hardcopy of the RFA was



published in local newspapers. By the closing date, 13 October, more than 300 organizations had submitted proposals.

- **Completion of the Stabilization-Driven Value Chain Assessment (SDVCA).** The contract for carrying-out the SDVCA was tendered during the quarter and awarded to ACDI/VOCA, a US-based NGO with an office in Kampala that has worked in Uganda for more than twenty years. The assessment was finished and the initial draft passed through multiple reviews before being finalized in November. This study provides the necessary market analysis and supply chain information for three important cash and food crops: maize, rice, and groundnuts. It will also provide a micro-level stability analysis for informing the design of high impact interventions to promote commercially sustainable agricultural production and enhance socially inclusive economic security.

OPERATIONS:

- **Team Building.** SPRING Team Building session, facilitated by Teresa Mastrangelo and Ken Smarzik of Emerging Markets Group main office in Arlington, Virginia, USA, held in Gulu from 8 – 12 September 2008.
- **USAID Presentation.** Presentation of the SPRING Project team and progress to date was made to USAID in Kampala on 26 September 2008.
- **Hiring of M&E Specialist.** Tonny Odong was hired for the position of M&E Specialist. Mr. Odong, whose previous experience includes work with USAID and EU-funded programs, began work in Gulu on 1 October 2008.
- **Hiring of Senior Accountant.** Linda Apecu, who has been working as a short-term consultant in accounting to SPRING since the beginning of the project, accepted the full-time position of Senior Accountant and began work 1 September 2008. Ms. Apecu, who is from northern Uganda originally, has previously worked as accountant on USAID-funded programs in Kampala.
- **Kitgum Field Office.** SPRING opened a field office in Kitgum during the 4th Quarter. Sharing space with the AVSI office, the SPRING office has a signboard on the road and marked office space inside the building. Francesca Oliva is head of office and as Focal Area Coordinator officially represents SPRING in Kitgum and Pader. She directs two field staff on programming and grants development.



1.0 INTRODUCTION

Twenty years of war has left most of the northern population of Uganda impoverished and vulnerable. Tensions that could cause further conflict are surfacing as ex-combatants return to civilian life and Internally Displaced Persons (IDP) move out of camps and return to their communities. Poverty, poor infrastructure, and a lack of jobs threaten the ongoing peace process. The systems for conflict resolution – traditional justice and state courts, are overburdened.

On 13 December 2007, USAID/Uganda signed a contract with Emerging Markets Group (EMG) of Arlington, Virginia, for implementation of the program, entitled Stability, Peace and Reconciliation in Northern Uganda (SPRING). EMG is the prime contractor for SPRING, with support from three subcontractors: AVSI Foundation, Cardno Agrisystems, and Straight Talk Foundation. The project will also include a range of local partners and grantees to support project activities and objectives.

SPRING builds on earlier and ongoing Mission programming in the North including the Northern Uganda Peace Initiative (NUPI) and the Community Resilience and Dialogue (CRD) Program. The overall objective of SPRING is to promote regional stability by addressing the causes and consequences of violent conflict (USAID Strategic Objective SO11). To achieve this objective, the Project will integrate a diverse set of activities in three components: 1) Peace-building and reconciliation; 2) Economic security and social inclusion; and, 3) Access to justice.

All three components of the SPRING project are inter-related, necessitating an integrated approach to implementation.

The key to any successful stabilization program is that program activities enhance local capacities for peace. The ability of local peace-building institutions in northern Uganda, such as district authorities, and religious and traditional organizations, to continue to intervene in the peace sector after the end of the SPRING program is an important consideration. The developmental approach of SPRING, including the issuing of grants, necessitates that all activity is conducted through local partners; capacity building is an integral element of this approach to stabilizing northern Uganda. A careful balance must be made during the course of the project between the need to achieve certain stabilization milestones in a timely manner while ensuring the sustainability of impacts.



2.0 IMPLEMENTATION

2.1 Component 1: Peace and Reconciliation

2.1.1 GEOGRAPHIC ASSESSMENT & THE BASELINE CONFLICT ASSESSMENT

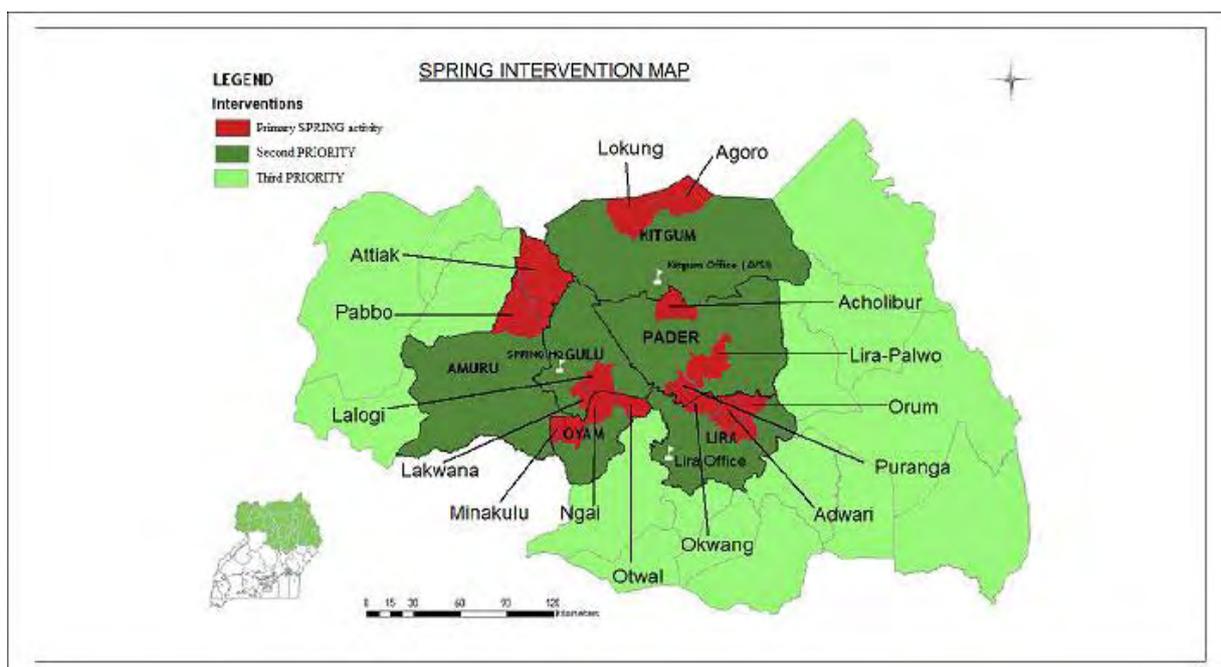
The first activity carried out by the SPRING team was the Geographic Assessment in the second quarter of 2008. The majority of the programs working in northern Uganda have been focussed on meeting the humanitarian needs of the areas that had been most affected by the insurgency of the Lord's Resistance Army (LRA). Previous to SPRING, most donor activities focused upon relief efforts, few focused on stabilization. The launch of the Peace, Recovery, and Development Plan for Northern Uganda (PRDP) by the Government of Uganda has heralded an important change in strategy.

An accurate, in-depth and constantly updated assessment of the LRA conflict is a key tool to guide interventions under SPRING and to inform USAID on the evolution of the conflict. In conjunction with the Geographic Assessment, a Baseline Conflict Assessment was carried out at the same time. As the report states in the introduction: *The analysis of the causes and consequences of the conflict informs the identification of the conflict-related needs and the geographical areas and sectors where SPRING can have the maximum positive impact.*

Evidence suggested that the four districts of the Acholi sub-region had suffered extreme hardship throughout the conflict and required the most stabilization. This conclusion was further supported by data on the magnitude of displacement which suggested that the Acholi sub-region was most affected, followed by northern sub-counties of Lango.

After extensive collection and analysis of the survey data, the SPRING team proposed concentrating its activities in the six districts at the heart of northern Uganda: Gulu, Amuru, Kitgum, Pader, Oyam, and Lira. We selected these locations because we determined that the particular mix of needs and existing resources in each area presented good opportunities for SPRING to promote stabilization. Further, SPRING staff recommended implementing Economic Security and Access to Justice activities throughout 15 sub-counties in the six districts. Since the Peace and Reconciliation component requires broader geographical coverage to support community peace building, activities under that component would not be confined to the 15 sub-counties but would have a broader focus.

On 6 May, USAID approved the Geographic Assessment and the Baseline Conflict Assessment which designated the areas in which SPRING would work:



2.1.2 SIGNING OF MEMORANDA OF UNDERSTANDING WITH SIX DISTRICTS

Following the initial courtesy meetings with the districts as part of program start-up, district officials were closely consulted during the geographic assessment. SPRING presented the findings of the assessment on a bilateral basis to local authorities in each of the six districts during May and June. During the bilateral meetings, SPRING staff raised for discussion the issue of a memorandum of understanding (MOU) between SPRING and District authorities. The discussions culminated in a meeting held on 18 June in Gulu with representatives from the political and administrative arms of all six districts to present SPRING in detail and to discuss the draft MOU. Following the meeting, comments were received from all six districts and the MOU text was re-drafted accordingly. By the end of June, final versions of the MOU had been transmitted to the six district offices for approval.

Importance of the MOU

“A District needs partners, but Districts have often been deceived. I hope SPRING will be attentive to this concern. I want to thank SPRING for attempting to work with memos of understanding. I hope you will not just be holding this meeting, but will also be meeting with political people in the districts too. I hope the program will coordinate with the District Development Plans... The community should be empowered to realize their roles.”
 Vice-Chairman LC-V, Amuru District, Gulu, 18 June 2008).

In July, the MOUs were signed by local authorities of the six Districts of northern Uganda: Gulu, Kitgum, Pader, Lira, Oyam, and Amuru. Negotiating formal MOU’s was not explicitly mentioned in the first year work plan. In its BAFO response, however, EMG pledged to involve district officials in the grants solicitation, evaluation, and monitoring processes; *Our objective will be to enhance ownership of the grants management process by the districts and enlist their support (p.2)*. After meeting with local authorities, who expressed anger over the lack of collaboration in the past with donor-funded relief projects, SPRING staff felt that, as a project in transition between relief and development, there was an obligation to collaborate more closely than other projects with local authorities.

The MOUs were a necessary precursor to launching the grants program. Much has been written about the dependency syndrome afflicting the people of the north. In a similar sense, local authorities in the north are afflicted by a lack of resources and, therefore, decision-making authority in their districts. The emergency period during the insurgency of the Lord’s



Resistance Army was characterized by the systematic by-passing of local authorities – by the central government, by the army, and by international groups. The willingness of SPRING management to negotiate memos of understanding was a big step away from unilateral emergency programming and a step forward to a consultative approach. The Peace, Recovery and Development Plan for Northern Uganda (PRDP) observed that weak public administration has handicapped development in the North. The SPRING collaboration with local authorities can be seen as basic capacity building and consistent with the PRDP.

2.1.3 PRESENTATION OF SPECIAL ENVOY OF THE UN GENERAL SECRETARY (SESG)

On August 16, 2008, at the UNICEF/OCHA Conference Room in Gulu, the UN hosted a meeting with the Special Envoy of the UN General Secretary (SESG), His Excellency Joachim Chissano, the former President of Mozambique, and heads of organizations working in northern Uganda for an exchange of views. President Chissano was accompanied by an entourage that included UN officials, led by Warner Ten Kate, head of the UN Department of Political Affairs in Kampala, Uganda military, and Ambassadors from Mozambique, South Africa, and Tanzania representing the Cessation of Hostilities Monitoring Team.

The meeting was small, with only about 30 people in attendance. There were a number of international NGOs, notably CARE and Norwegian Refugee Council. Only two donor-funded contract projects were represented, SPRING and the EC-funded Northern Uganda Rehabilitation Program (NUREP).

President Chissano closed the meeting with the following advice: *“The talks are over. All the agreements have been negotiated and signed by the authorized delegations. The only signature missing is that of Mr. Kony on the final page of the comprehensive agreement.”*



2.1.4 INDICATOR TABLE

The following activities were carried out over the reporting period under the Peace and Reconciliation component:

SPRING IR 1: Ugandan Capacity to Mitigate Conflict and Promote Peace and Reconciliation Increased		
Expected Outcomes	Activities	Results
1.1 Institutional framework for peace and reconciliation strengthened	<i>Determine the structures and organizations, including the peace forums that SPRING will work with and the support provided.</i>	
	<ul style="list-style-type: none"> Assess local and regional reconciliation capacities including existing peace forums for credibility, inclusiveness, political, governance & social relevance and activity level. 	<ul style="list-style-type: none"> SPRING will issue RFA <i>SPRING-002</i> for TA for <i>Strengthening of Kitgum Joint Forum for Peace</i> on October 8, 2008.
	<ul style="list-style-type: none"> Plan assistance/partnerships to support this network, including technical assistance and information related to Amnesty Act, resettlement and land. 	<ul style="list-style-type: none"> Activities will commence in FY09
	<ul style="list-style-type: none"> Hold two-day workshop for district forums to agree on functions, joint activities, and level of support to be provided to each forum and at what level. 	<ul style="list-style-type: none"> Gulu District held a workshop in FY08Q2 to establish links with the Pader, Gulu, and Kitgum District Peace Forums and the projects supporting these forums. SPRING actively participated in this event. SPRING will assess in the next quarter, i.e. after start up of grant supporting Kitgum Forum, whether there is still a need for an inter-district workshop.
	<i>Conduct regular conflict analysis to enhance our understanding of the context and dynamics of conflict</i>	
	<ul style="list-style-type: none"> Baseline Conflict Assessment carried out FY08Q2. Issue quarterly updates of conflict analysis. 	<ul style="list-style-type: none"> Baseline Conflict Assessment approved by USAID 6MAY. First <i>Conflict Analysis Briefing Report</i> delivered July 2, 2008. Second to be issued 30 October.
1.2 Local, district, and regional reconciliation mechanisms supported.	<ul style="list-style-type: none"> Develop alliances and networks among CSOs such as youth drama groups in Pader. 	<ul style="list-style-type: none"> SPRING Communications Officer has established links with drama groups that will be further built upon in 2009.
1.3 Access to accurate and reliable information increased.	<ul style="list-style-type: none"> Meet the information needs of the population through appropriate and accurate messaging. 	<ul style="list-style-type: none"> Ten cross-cutting spot radio messages produced in FY08 Q3. Transmission launched in September.
	<ul style="list-style-type: none"> Undertake pilot support projects. Evaluate pilot projects; use as basis to plan future assistance Produce weekly half-hour radio show in Acholi and Lango. 	<ul style="list-style-type: none"> Production begun in September on ½ hr radio talk show in Luo to be transmitted from Gulu, Kitgum, and Pader. Production and pilot transmission begun in September on 1hr talk show in Langi, transmitted from Lira.



2.2 Component 1.2: Mainstreaming Conflict Sensitivity into USAID Programming in Northern Uganda

2.2.1 TRAINING PROGRAM DESIGN AND LAUNCH

Activities under Component 2 will begin with focused training scheduled for early in FY 2009. There are three main audiences:

1. US Government staff, State Department and USAID, based in Kampala. This would be a short training exercise tailored for a highly-informed group, perhaps a couple of hours, based on an abridged version of the curriculum.
2. US Department of Defense staff, specifically the civil affairs team in Gulu. Cmdr. Porter, suggested to the SO 9 Team Leader earlier in the year that SPRING provide a session as part of the induction course in Djibouti before the civil affairs team came to Uganda. Irrespective of where this training is given, it will be tailor-made to the military audience and could even involve shadowing them in some of their work in northern Uganda. This course would cover all six modules in the curriculum but with follow-up technical advice on applying the tools to everyday work.
3. International NGOs, projects, and any other international agencies funded by USAID. This would be a one or two day training in Gulu based on an elaborated version of the six modules in the curriculum with a strong focus on participation and sharing of experiences. This would then be followed up with technical assistance provided on a demand-driven basis.



2.2.2 INDICATOR TABLE

IR 2: Conflict Sensitivity Mainstreamed into USAID Programming in Northern Uganda		
Expected Outcomes	Activities	Results
2.1 Conflict sensitivity mainstreamed into USAID programming in northern Uganda	<i>Provide conflict sensitivity training for staff and implementing partners of USAID and other USG programs.</i>	
	<ul style="list-style-type: none"> Identify training champions; collaborate to identify needs and develop training programs. 	<ul style="list-style-type: none"> CARDNO Agrisystems will provide STTA in FY09/Q1. SPRING Conflict and Reconciliation Advisor to work with STTA consultant to identify needs, develop, and deliver training.
	<ul style="list-style-type: none"> Design training modules, including Ugandan case studies identified by champions. 	<ul style="list-style-type: none"> See above.
	<ul style="list-style-type: none"> Deliver training courses and technical support to identified groups. 	<ul style="list-style-type: none"> See above.
	<ul style="list-style-type: none"> Recruit a team of interns through the University of Gulu Institute of Peace and Security Studies (IPSS), to assist in the delivery of conflict management, mitigation and conflict sensitivity programming. 	<ul style="list-style-type: none"> One intern recruited from IPSS in September and has begun work.
	<i>Provide training through implementing partners on conflict sensitivity, peace building and reconciliation for selected youth groups, paralegals, and other CSOs.</i>	
	<ul style="list-style-type: none"> Identify training needs, potential participants – i.e. Grantee personnel - and capacities for delivery of training. 	<ul style="list-style-type: none"> To be undertaken after award of first grants in November.
	<ul style="list-style-type: none"> Design training modules to meet needs in partnership with training providers, based upon modules developed for USG training. 	<ul style="list-style-type: none"> RFA, discussed and drafted in September, to be issued 10 October for consulting services to provide TA, in local language, for training of grantees.
	<ul style="list-style-type: none"> Issue and manage grants to training providers, based upon evaluations of pilot training grants. 	<ul style="list-style-type: none"> Training of grantees to begin in FY09/Q1.
	<i>Conduct monitoring and follow-up for both sets of participants</i>	
	<ul style="list-style-type: none"> Design and set up monitoring system integrated with PMP. 	<ul style="list-style-type: none"> PMP in approval process. Will be implemented in FY09 Q2, after baseline survey, review with UMEMS, and CTO approval.



2.3 Component 2: Economic Security and Social Inclusion

In Economic Security and Social Inclusion, SPRING supports organizations working in the 15 sub-counties that were identified during the Geographic Assessment and subsequently approved by the Districts of Gulu, Amuru, Kitgum, Pader, Oyam, and Lira during the MOU process. The following activities were undertaken.

2.3.1 STABILIZATION DRIVEN VALUE CHAIN ASSESSMENT (SDVCA)

The SDVCA assessment recommended three value chains of importance to northern Ugandan farmers: maize, rice, and groundnuts. Rice is an important staple and commercial crop; groundnuts are grown for both commercial sale and household food security and consumption; and maize, while primarily produced only for household consumption, has significant unrealized commercial and income generation potential. The rare exceptions to this are in Lira and to a lesser extent in Amuru Districts, where farmers are exploiting the market value of maize production.

Given the low value addition potential of maize and groundnuts for farmers and the mixed results that attempts at value addition to rice bring, SPRING needs to place greatest emphasis on increasing the quality and volumes of crops being grown by farmers. Currently the productivity level of farmers is too low and the quality is too erratic to reach a critical mass to achieve a comparative marketing advantage, such as reduced processing costs due to economies of scale. In the case of rice, although production volumes need to be increased, farmers need to be given access to better processing facilities if they are to achieve the full potential that value addition has to offer to them.

These findings must be set against a background where an enabling environment exists but is threatened by a variety of potential spoilers, such as inter and intra-ethnic tensions, uncertainty regarding land ownership, and lack of a comprehensive peace agreement. Other potential spoilers are former combatants and disenfranchised youth who have limited potential to generate sustainable livelihoods outside of participation in agriculture, to which they are currently resistant. Either agriculture has to be made more attractive to them or they have to be offered better off-farm economic opportunities.



Although the situation remains fluid, a unique window of opportunity exists for carefully designed development assistance programs to help households in northern Uganda benefit from the prevailing situation of peace and economic security. While there are many entrenched constraints, there are real opportunities. It is critical to remember that no intervention should be viewed in isolation, but rather as part of a much wider and more complex situation. Only with the adoption of a holistic outlook can sustainable change and stability be achieved.

International Alert – Recognition of SPRING’s Innovative Design and Objectives

“Interestingly, the smaller USAID SPRING programme is alone among agri-business support programmes in explicitly factoring in a conflict-sensitive and peacebuilding lens to its programme design. How this effort will play out in practice remains to be seen . . . but given the potential conflict risks associated with agri-business, it is to be hoped that the lessons learnt during its implementation may be taken up by other interventions as a combined effort to ensure that agri-business fulfills its role as a key element of the Northern Ugandan peace economy.”

Banfield, J. “Building a Peace Economy in Northern Uganda.” International Alert. Issue No. 1, Print House. 2008.



2.3.2 INDICATOR TABLE

The following activities were carried out over the reporting period under the Economic Security and Social Inclusion component:

IR3: Enhanced Socially Inclusive Economic Security in Conflict-Affected Regions		
Expected Outcomes	Activities	Results
3.1 Enhanced Socially Inclusive Economic Security in Conflict-Affected Regions	<i>Begin specific Quick Implementation Projects (QIPs) identified in the geographic assessment.</i>	<ul style="list-style-type: none"> ▪ SPRING Economic Security staff identified the most viable QIPs in Q3.
	<ul style="list-style-type: none"> ▪ Assess most viable market opportunities for quick implementation 	
	<ul style="list-style-type: none"> ▪ Identify target groups, institutions, partners and corresponding needs 	
	<i>Work with Target Groups and Implementing Partners to Design and Implement QIPs (see below).</i>	<ul style="list-style-type: none"> ▪ Moved forward in Q4 reporting period, to negotiate in detail the 6 most promising economic security projects. Proposals are currently in advanced stages of completion or approval (see below).
	<ul style="list-style-type: none"> ▪ <i>“Increasing Rural Incomes Through New Technologies & Stabilization Support in Southern Pader”</i> — The project builds on the success of Mercy Corps’ OFDA-supported farmer groups in Lira Palwo and Puranga by facilitating access to higher-value markets through promotion of new post-harvest processing technologies and addressing the most pressing stabilization concerns. 	<ul style="list-style-type: none"> ▪ Negotiated with Mercy Corps in August and September (FY08/Q4). Grant agreement expected in FY09/Q1.
	<ul style="list-style-type: none"> ▪ <i>“Support to Langi & Acholi Chili Growers in Kitgum, Lira and Oyam”</i> — Aims to increase rural incomes by strengthening existing chili value chain through tailored production based on conflict mitigation training and material support for post-harvest processing equipment. Project will leverage SPRING support through facilitation of buyer credit to North East Chili Producers Association (NECPA) for key project inputs. 	<ul style="list-style-type: none"> ▪ Negotiated with NECPA in August and September (FY08/Q4). Grant agreement expected in FY09/Q1.
	<ul style="list-style-type: none"> ▪ <i>“Promotion of Livestock Health Services in Northern Uganda”</i> — Aims to build sustainable market for private veterinary services in Northern Uganda to ensure healthy and economically productive livestock, enhancing rural incomes and economic security in Amuru and Gulu Districts and serving as a replicable model. 	<ul style="list-style-type: none"> ▪ Negotiated with CJTF-HOA Vetcap officers and the Uganda Veterinary Association (UVA) in August and September (FY08/Q4). Grant agreement expected in FY09/Q1.



IR3: Enhanced Socially Inclusive Economic Security in Conflict-Affected Regions

	<ul style="list-style-type: none"> ▪ <i>“Enhancing Collective Marketing in Agoro”</i> — Will strengthen IRC’s collective marketing committees through support for construction of parish-level storage facilities, sub-county bulking facility, and legal assistance for contractual obligations and dispute resolution. 	<ul style="list-style-type: none"> ▪ Finalized the project concept with implementing partner – IRC; now awaiting first proposal draft and budget. Final approval and signing of award is expected in FY09/Q1.
	<ul style="list-style-type: none"> ▪ <i>Support to GYDA (Gulu Youth Development Association) for Sustainable Production of Mobility Appliances”</i> — The project builds on AVSI’s and PACT’s previous work with GYDA to develop the sustainable production and marketing of mobility appliances in Northern Uganda. 	<ul style="list-style-type: none"> ▪ Held several meetings in FY08/Q4 with GYDA to discuss assistance. SPRING personnel resolved issue that arose with respect to funding from PACT and miscommunication that led to PACT believing that GYDA still owed them 51 wheelchairs. Working with PACT, GYDA and DCOF, SPRING personnel resolved that 51 wheelchairs were indeed produced but never delivered due to monitoring issue at the recipient level. GYDA has agreed to deliver the 51 wheelchairs to a list of approved recipients. Subsequent to successful resolution of this issue, SPRING will plan to provide GYDA with capacity building activities and research ways to link them to market for wheelchairs, with a view to securing sustainability. A grant is planned for FY09/Q2.
	<ul style="list-style-type: none"> ▪ <i>“Community Based Orphan Child Protection and Empowerment Project II”</i> — To reduce the socioeconomic impact of HIV/AIDS on orphans and vulnerable children (OVC) and their caregivers in Northern Uganda, the project will build on lessons learned & successes of USAID’s ongoing COPE project (implemented by EMG and Africare in four East African countries) through expansion of fruit growing in SPRING sub-counties. 	<ul style="list-style-type: none"> ▪ Project concept still in design phase. Approval and signing of award expected by FY09/Q2. Contact has been established with commercial representatives of Fruits of the Nile, Jinja.
3.2 Improved Competitiveness of Select Sub-sectors in Conflict Affected Regions	<i>Agricultural Sub-sector Selection & Stabilization-Driven Value Chain Assessment (SDVCA).</i>	<ul style="list-style-type: none"> ▪ Contract for carrying-out SDVCA was awarded during the reporting period to ACDI/VOCA, an international NGO. Assessment will be finished by end of October. It will provide the necessary intelligence for designing high impact interventions to promote commercially sustainable agricultural production and enhance socially inclusive economic security.



2.4 Component 3: Access to Justice

Under the Access to Justice, SPRING works in four broad areas:

- Supporting access to formal justice through the provision of legal aid and training of para-legals, focussing on the 15 sub-counties selected in the Geographic Assessment.
- Carrying out intensive communications efforts regarding rights and the justice system
- Supporting efforts in transitional justice related to reconciliation
- Protecting land rights and improving security of tenure through improved information and strengthening of the supporting formal and informal legal system.

2.4.1 LAUNCH OF JUDICIAL TRAINING

A large accomplishment in Year 1 was to prepare for and launch the training program for the formal and informal justice systems. The Access to Justice Team prepared training manuals, conducted needs assessments and carried out training activities as reported in detail below.

2.4.2 INDICATOR TABLE

The following activities were carried out over the reporting period under the Peace and Reconciliation component:

IR4: Access to Justice for Conflict Affected Populations Increased		
Expected Outcomes	Activities	Results
4.1 Access to Legal Aid and Dispute Resolution by Conflict-Affected Populations Increased.	<i>Analyze Gaps between Needs for Conflict Resolution and Justice.</i>	
	<ul style="list-style-type: none"> ▪ Connect local and state courts and links of traditional justice with state courts in terms of appeal procedures & jurisdiction. 	<ul style="list-style-type: none"> ▪ On-going work in Lakwana SC, Gulu District.
	<ul style="list-style-type: none"> ▪ Identify needed improvements in law, institutions, processes, and procedures through semi-structured interviews, focus group discussions, observations, field trips & desk research. 	<ul style="list-style-type: none"> ▪ The SPRING Team carried out a needs assessment in Ngai, Lukung, Acholibur, Lakwana, Puranga, Akwang, and Adwari Sub-Counties of Oyam, Pader, Gulu, Lira, and Kitgum Districts. The results have been compiled and are being utilized to further program design in Year 1 and will feed into activities for Year 2.
	<ul style="list-style-type: none"> ▪ Analyze access to land issues; develop a capacity building and information solution to reduce impact on returning families. Disseminate through radio, brochures and leaflets. 	<ul style="list-style-type: none"> ▪ Carried out in Oyam District where the Area Land Committees was sworn in, an analysis carried out, and capacity-building will be conducted in the 3rd week of October. The training in Oyam District, Minakullu SC, will include area land committees and LC II & III court leaders. Leaflets and brochures will be produced in November but radio programs will be put on hold since land is too sensitive an issue at the moment.
	<ul style="list-style-type: none"> ▪ Launch training programs for traditional courts, LC II - LC3 court in Oyam, Lira, Amuru and Pader in SC targeted by Component 2. 	<ul style="list-style-type: none"> ▪ Facilitated swearing in of Area Land Committee, Minakullu Sub-County, Oyam District. Follow-up planned. Traditional courts training to be carried out next quarter. Assessment done in Gulu District, Lakwana & Lalongi SC. Other districts, e.g. Amuru and Pader will be on hold until FY09/Q2, after gap assessment is carried out.



IR4: Access to Justice for Conflict Affected Populations Increased

	<p><i>Provide technical assistance and grants to improve quantity and quality of traditional justice, Local Council Courts, and state courts to meet needs.</i></p>	
	<ul style="list-style-type: none"> ▪ Identify and include interns in assessment activities. 	<ul style="list-style-type: none"> ▪ One intern used throughout reporting period to assist in training activities and follow-up reporting.
	<p><i>Develop a legal facilitators program.</i></p>	
	<ul style="list-style-type: none"> ▪ Finalize training manuals and modules on Restorative Justice, community policing, Local Council Courts and legal aid, law of contract, customary land tenure and Human rights principles. 	<ul style="list-style-type: none"> ▪ During the reporting period, team designed and produced training manuals and modules on: <ul style="list-style-type: none"> - Restorative Justice - Local Council Courts/Legal Aid service providers - Domestic Violence - Family Law. - Domestic Relations in relation to the DRB - Law of Contract-(basic principles) - Community Policing - Customary Land Law - Human Rights Principles
	<p><i>Support communities in accessing transitional justice.</i></p>	
	<ul style="list-style-type: none"> ▪ Harmonize the work between LC Courts I-III and traditional leaders on matters of land and other jurisdictions. 	<ul style="list-style-type: none"> ▪ Trained Local Council Court III in Oyam District in: <ul style="list-style-type: none"> - Local Council Court Act 2006; - Customary Land Law; - Domestic Violence and Human Rights. ▪ Trained Area Land Committee and Local Council Court II, Minakullu SC, Oyam District. Will follow up with LC III and LC III Executive after training. Area Land Committees have not been trained, but gaps have been identified. Training to begin in Minakullu SC in October. Training will be extended to other districts in FY09/Q2..
4.2 Awareness of Human Rights and Land/Property Rights Increased.	<ul style="list-style-type: none"> ▪ Monitor and revise messages based on early results. 	<ul style="list-style-type: none"> ▪ Ongoing since Q3.

3.0 COMMUNICATIONS

The SPRING Communications Team ensures effective and efficient messages reach the community in SPRING target geographic areas through radio and print mediums.

Over the reporting period the following was achieved:

Contracts with radio stations:

- Contracts were signed with seven Ugandan radio stations to air radio spot messages, pre-recorded radio shows and live talk shows.
- Most messages will play at prime time and a bonus message will be aired on each day the messages will play.

Radio Shows:

- As planned, consistent radio programs are running on a weekly and monthly basis. These programs, transmitted primarily in the Luo language, started airing in September. The radio shows are pre-recorded and live talk shows in nature. Messages for each pre-recorded program have been designed and tested in the community prior to airing on the stations.
- SPRING is supporting an existing one-hour show on *Radio Wa* called *Peacemaker*. In September, *Peacemaker* was modified to include social issues that affect post war areas, with the intention of helping in the recovery and reconstruction of the Lango community. Initially, the show was meant to encourage return from the bush. Letters and phone calls were used as a tool for communities to share their views on different aspects of return.
- The 30-minute weekly pre-recorded radio shows started running in the last week of September with an introductory program focusing on the general perception of peace among the communities. This program runs on three radio stations; *Radio Palwak*, *Radio King* and *Pol FM*.
- The radio programs are monitored by local listeners in the different districts. These monitors keep track of the programs running and inform SPRING in case a program is not aired or is interrupted and give comments and suggestions on the show.
- From September to November 2008, seven radio stations have been running spot messages on *Peace*, *Reconciliation*, *LC Courts* and *Economic potential for youth*. Since its beginning in the second half of September, a total of 171 spot messages have been aired, out of which, 63 are bonus messages aired courtesy of the radio stations.



SPRING journalist pretesting spot messages with members of the community in Ongako village, Gulu district.