



# USG Three Ds Collaboration in Uganda

October 2007



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# Outline

- Quick overview of USG presence in Uganda
- Defense, Development and Diplomacy Collaboration
- Case Study of Northern Uganda
- Making Collaboration Work



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# U.S. Goals in Uganda



- Enhance security in the region (particularly northern Uganda) (Peace and Security and Humanitarian Assistance)
- Improve the health and well-being of Ugandans (Investing in People)
- Promote democracy, good governance and prosperity in Uganda (Governing Justly and Democratically and Economic Growth)

# The U.S. Presence in Uganda

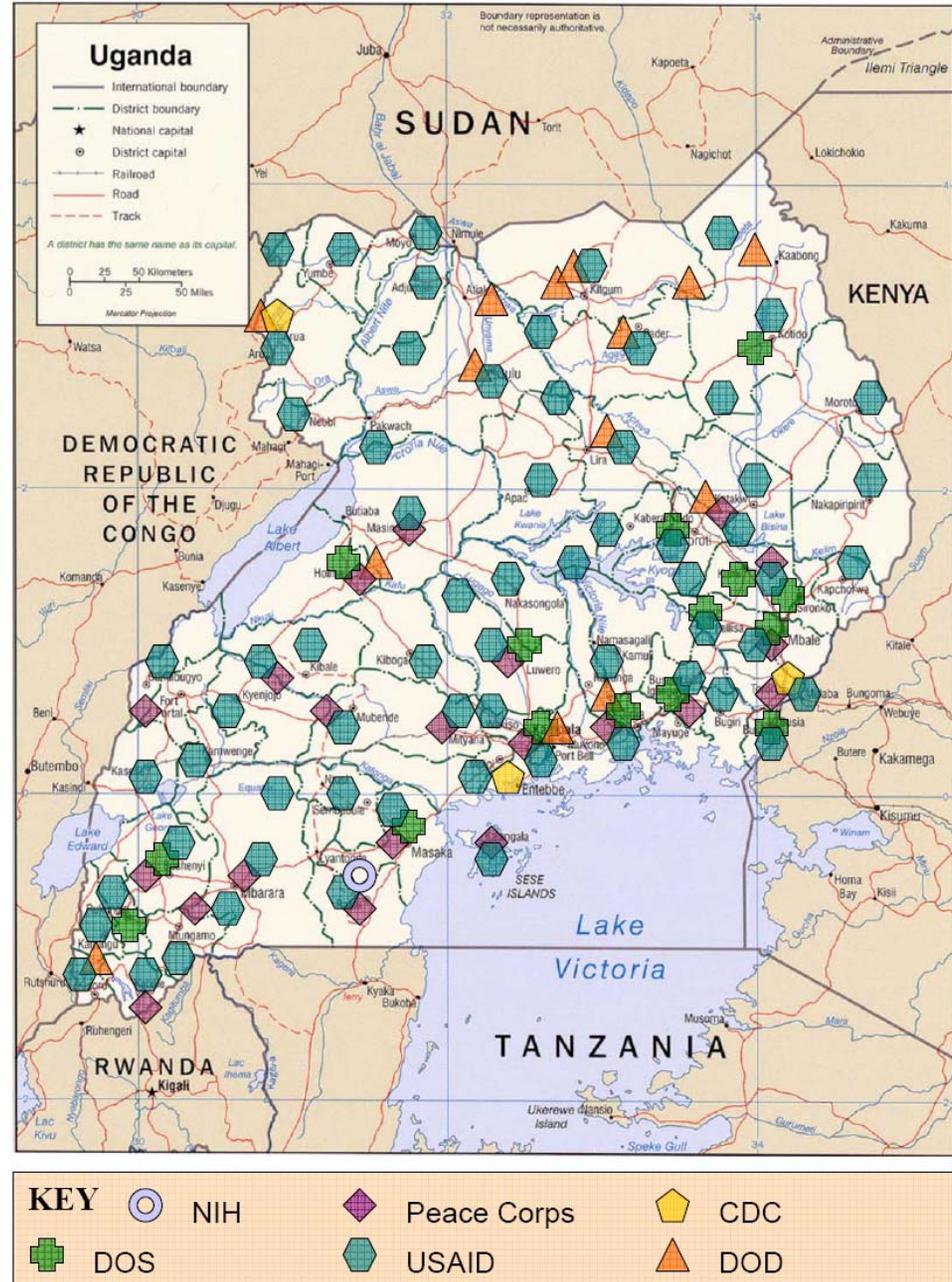
- Fifth largest U.S. Government diplomatic mission in Sub-Saharan Africa
- Approximately \$420 M in foreign assistance (FY07)
- Approximately \$116 M for northern Uganda (FY07)  
(approximately CDC \$3M; State \$3M; DOD \$4M; USAID \$106M)  
—funding levels are estimates as many programs have national coverage
- Seven federal agencies represented with 600 personnel in Uganda
- 1,200 AmCits: NGOs, Students, Business



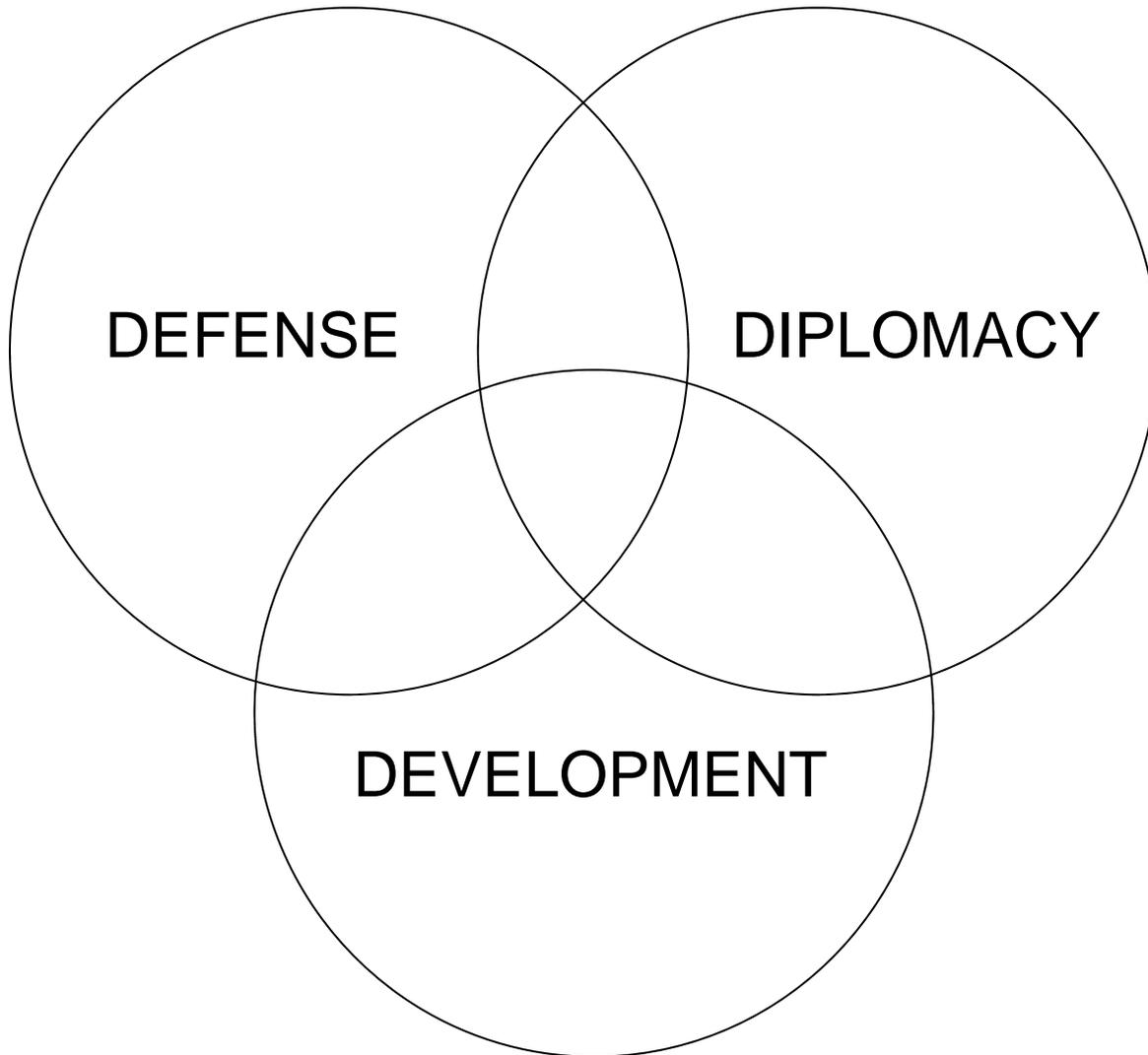
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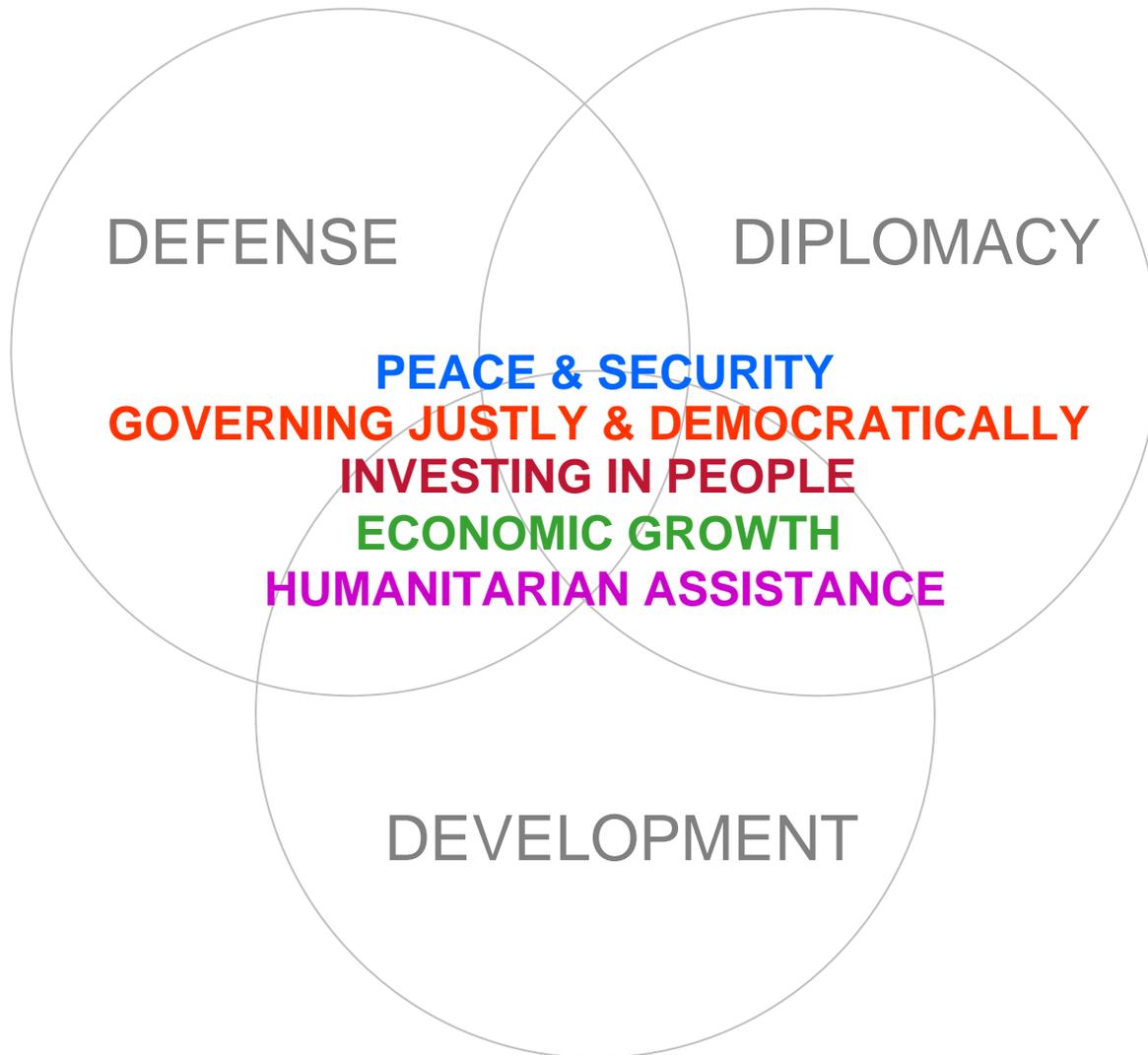
# U.S. Presence in Uganda



# The Three Ds



# A Cross-Cutting Approach



DEFENSE

DIPLOMACY

PEACE & SECURITY

GOVERNING JUSTLY & DEMOCRATICALLY

INVESTING IN PEOPLE

ECONOMIC GROWTH

HUMANITARIAN ASSISTANCE

DEVELOPMENT

# CJTF-HOA/USAID Partnership in Uganda

- CJTF-HOA Country Coordinator Element – July 2005 (distinct from EUCOM)
- First mil-to-mil training – August 2006
- Arrival of first civil affairs team – Oct 2006
- CJTF-HOA went out of way to collaborate; meeting in Djibouti early 2006



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# Encouraging Collaboration

- Effective Communication
- Interagency Cross-Fertilization
- Supportive Leadership
- Flexible and Creative Funding and Agency Allocations



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# Conflict in the North

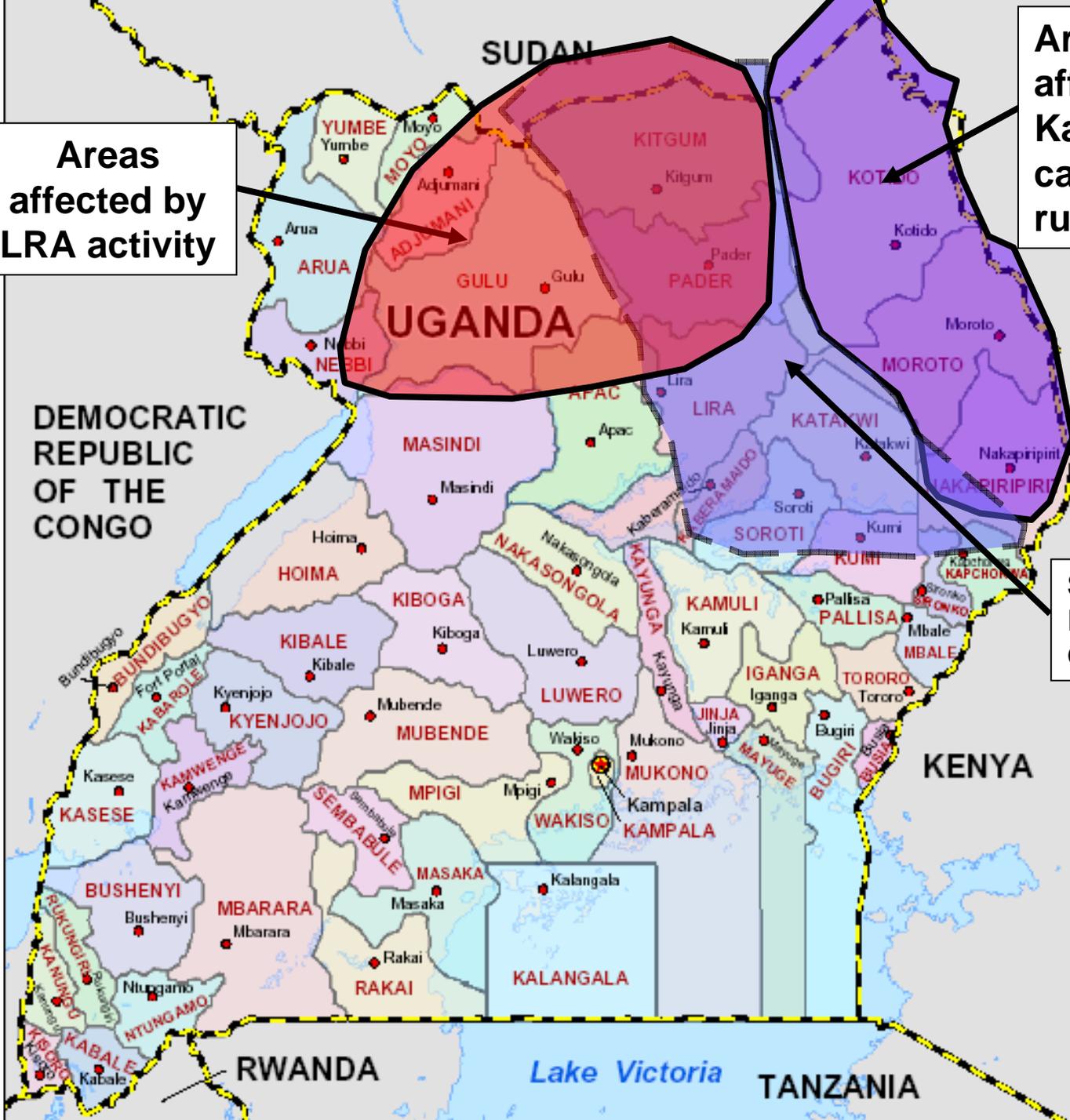
- 21 years of conflict in Acholi region and neighboring districts with escalation and spread of violence by LRA in 2002-2005
- Child abductions; night commuters; internally displaced person estimated at 1.8 million
- High HIV/AIDS risk, poor water, sanitation, nutrition, schools (200:1 ratio of students to teachers)



Areas affected by LRA activity

Areas affected by Karamojong cattle rustling

Seasonal Karamojong Grazing Zone



# Case Study of Northern Uganda

## Current Situation

- **Returning home:** 100% of those displaced in Teso and 95% in Lango have returned to their homes; in Acholi, 40% have moved voluntarily from “mother” camps to new sites closer to their places of origin with access to their farm land
- **Night commuter phenomenon ending:** Only a few hundred children continue to “commute” to towns, mostly for social reasons, most night commuter centers have closed and outreach is shifting from centers to communities
- **Economic disparity remains:** An estimated 61% of the population in northern Uganda lives below the national poverty line, compared to the national average of 31%



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# Case Study of Northern Uganda

## Current Situation

- Efforts are focusing on **transition from humanitarian relief to development** across all sectors, with conflict sensitivity a key component of all programs
- USAID opened **field office in Gulu**, June 2007
- In 2007, provided **\$106 million to the North** from all funding streams, an increase from nearly \$78 million in 2005 and nearly \$85 million in 2006



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# PEACE & SECURITY



## PEACE & SECURITY

# Defense Attaché Accomplishments

- **Direct Work in Northern Uganda: C3 (Command, Control and Communications)** anecdotally credited with helping UPDF turn tide against LRA
  - Security Assistance to UPDF vs. LRA
  - Provision of Harris HF radios
  - Provision of transport trucks
- **Strengthen Link between DOD and Ugandan Military:** Coordinated \$20 M in USG logistics support for UPDF AMISOM force
- Establishment of appropriate **information sharing mechanism for AMISOM**
- DOS/DAO **ACOTA training** which trained 1,700 UPDF for peacekeeping operations in Somalia (AMISOM) and another is planned for Jan/Feb for 1,700



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## PEACE & SECURITY

# CJTF HOA Accomplishments (FY07)

- **Trained** two UPDF companies in **counter-terrorism**
- **Trained** 20 UPDF Marines in **small boat tactics, techniques, and procedures for port/harbor security under AMISOM**
- Coordinated **shipment** of \$463,000 worth of **medical supplies** to UPDF in Mogadishu donated by Islamic Relief USA; another \$14 million worth of medical supplies for Islamic Relief in Mogadishu via UPDF re-supply flights being shipped



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# USAID Accomplishments

- Over **13,000** formerly abducted children were enrolled in school or vocational training
- **Public awareness** campaigns about risks of **trafficking in persons** reached nearly 4,500; Nearly **24,000** survivors of **trafficking in persons** received support services
- **Grassroots reconciliation program** encouraged over 350 returnees to live and work side-by-side with community members in 14 IDP camps (51% women)



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## PEACE & SECURITY

# USAID Accomplishments

- Supported **53 traditional cleansing ceremonies** involving a total of 289 people
- Supported organization of 180 **local and youth peace committees** and resolution of over 2,500 community and **inter-community disputes** using dialogue, mediation, agreements and legal referrals
- Facilitated **twelve local radio programs** carrying **reconciliation messages** and reaching out to LRA fighters in the bush



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# Diplomacy Accomplishments

- Regular **interaction with key players in Juba Peace Talks** (GOU, African Observers, Donors, GOSS, CHMT)
- Provided technical and financial support to the parties and mediators, including **funding for the GOU nationwide consultations on accountability and reconciliation**
- Worked with U.N. Special Envoy for LRA-Affected Areas Joachim Chissano, the African observers to the talks, and the GOU to **coordinate public messages in support of the peace process**



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# Diplomacy Accomplishments

- U.S. statement in February 2007 publicly expressing **support for the Juba venue and GOSS mediator, Riek Machar**, and privately with parties
- The U.S. statements forced the LRA to drop its demand for a venue/mediator change and helped get the talks back on track



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# Diplomacy Accomplishments

- U.S. support to **enhance mobility of the Cessation of Hostilities Monitoring Team**
- Facilitation of **DRC-Uganda rapprochement** through TriPartite/Tripartite Plus mechanism



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# GOVERNING JUSTLY & DEMOCRATICALLY



GOVERNING JUSTLY AND DEMOCRATICALLY

# USAID Accomplishments

- Improving **policy advocacy** for northern Uganda needs at national, regional and local levels
- Building **local government capacity** to provide sustainable and systematic basic services
- Through GOU, obtained **budget flexibility for local governments** to allocate 50 percent of expenditures to locally determined projects in northern districts compared with 10 percent in remainder of country



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# INVESTING IN PEOPLE





# USAID Accomplishments

- Over 140,000 people received **voluntary counseling and testing** for HIV in 158 sites (with over 1,200 pregnant mothers receiving prevention support)
- **ART** provided to nearly 10,000 northern Ugandans
- Over 110,000 youth reached with **HIV prevention messages**
- Over 370,000 people were protected through **Indoor Residual Spraying (IRS)** against mosquitoes



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## INVESTING IN PEOPLE

# USAID Accomplishments

- Antenatal clinics received over **78,000 insecticide-treated nets**
- Developed **peace education systems**, including psychosocial support and appropriate guidance and counseling
- Supported **Northern Regional Education Forum** to advocate for additional government support for the affected schools especially to ensure equity issues are included in development efforts



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## INVESTING IN PEOPLE

# CJTF-HOA Accomplishments

- Repaired 75 boreholes that are providing fresh water to over 300,000 people.



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## INVESTING IN PEOPLE

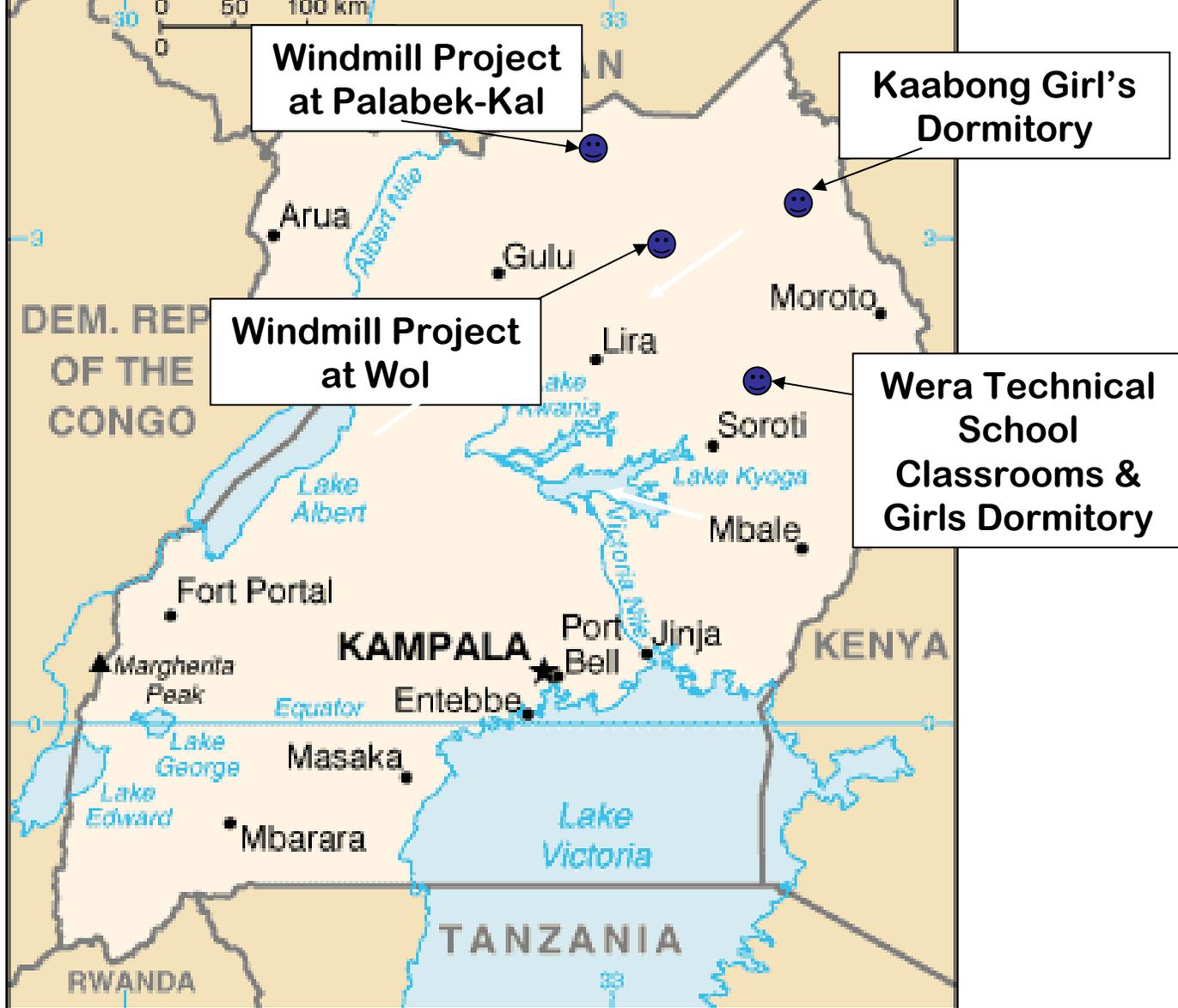
# DAO Accomplishments

- **DOD HIV/AIDS awareness, testing, ARV support for UPDF (>\$1 M)**
- **Primary School Student Dormitory in Lira**
- **Were Technical School Dormitories**
- **Kaabong Secondary School Classrooms**
- **Excess property** donated to various clinics and schools



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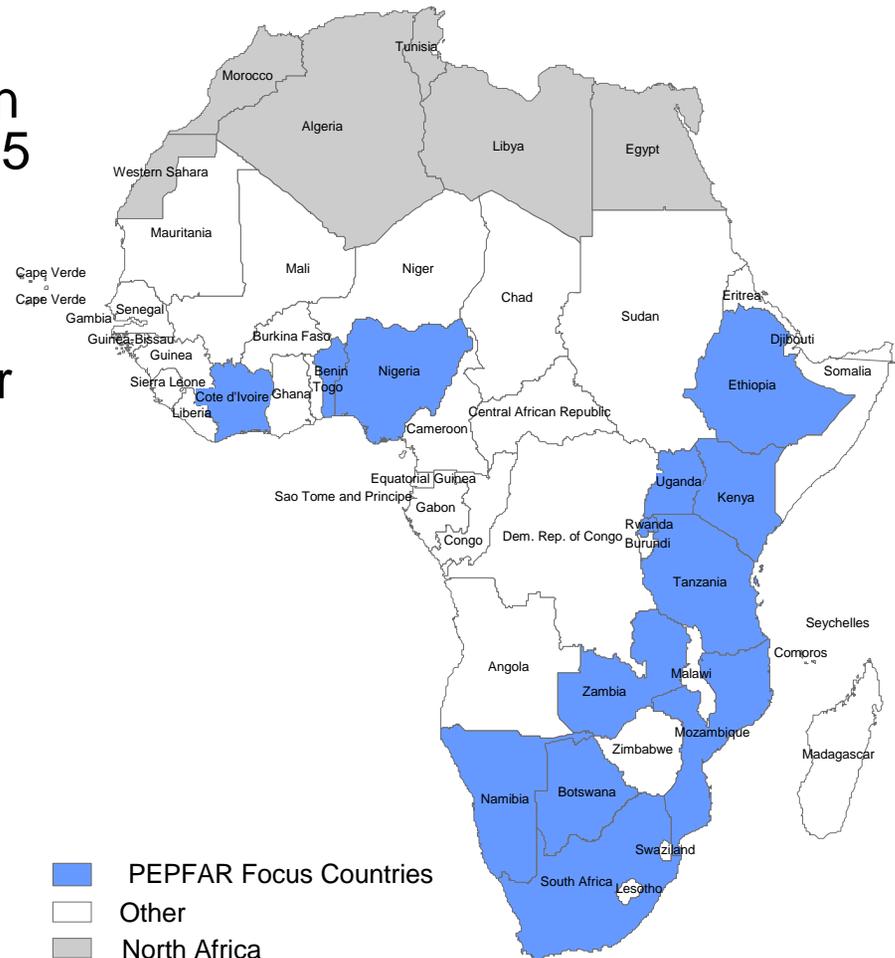


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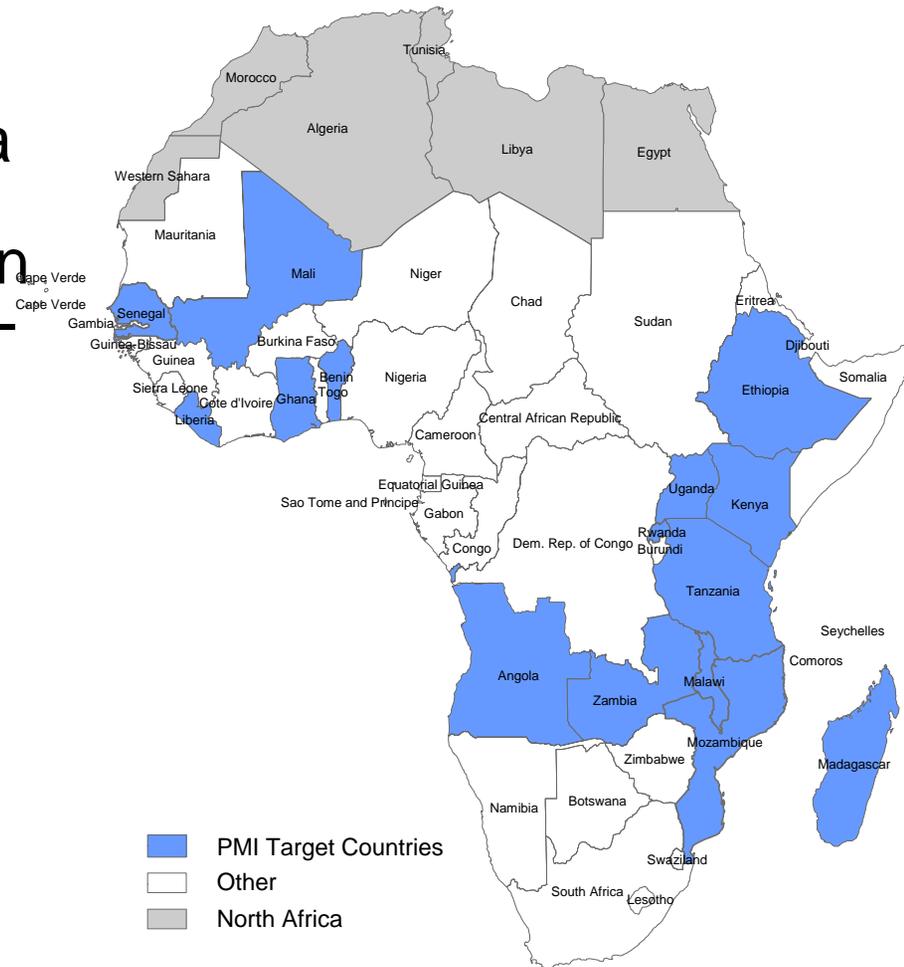
# President's Emergency Plan for AIDS Relief (PEPFAR)

- The President's Emergency Plan for AIDS Relief is a five-year, \$15 billion, multifaceted approach to combating HIV/AIDS.
- It is the largest commitment ever by a single nation toward an international health initiative.
- President Bush has announced an additional \$30 billion for HIV/AIDS for FY09-FY14.



# President's Malaria Initiative (PMI)

- The President's Malaria Initiative is a five-year (2006-2010), \$1.2 billion effort to reduce malaria-related deaths by 50 percent in 15 countries.



# ECONOMIC GROWTH



## ECONOMIC GROWTH

# USAID Accomplishments

- Supported a **Ugandan company to procure 32,000 tons of sunflowers** (valued at \$7 million) in 2006 from smallholder farmers (the company is now looking to expand procurement to 100,000 tons that will involve more smallholder producers, including IDP returnees)
- Supported creation of **producer Savings & Credit Cooperatives** with a total membership of over 1,800 people; Over 40,000 northern Ugandans participated in a **national savings mobilization campaign**
- Working to establish three **cross-border Conservation Landscapes for Peace with Sudan**



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## ECONOMIC GROWTH

# CJTF-HOA Accomplishments

- Planning to conduct a Vet-CAP
- Planning to build a bridge and a culvert



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# HUMANITARIAN ASSISTANCE



## ECONOMIC GROWTH

# Humanitarian Assistance

- **World Food Programme (WFP)** The U.S. provides over 50% of resources in Uganda for emergency food aid for 1.8 million internally displaced persons. FFP donated about 64,000 metric tons of food in FY07.
- **Assistance to refugees \$ 2.8 M**
- **OFDA's Non-food Emergency Assistance is \$12.7 M in FY07**— implemented through grants to NGOs and UN agencies for: water, sanitation, nutrition, coordination, food security, sexual and gender based violence



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# MAKING THE COLLABORATION WORK



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# Examples of Collaboration

- CJTF-HOA initially turned to USAID for assistance on identification of HA project sites (boreholes, culverts, bridges)
- USAID-CJTF-HOA Playpumps Partnership:  
USG-Private Sector Partnership
- USAID-HOA Community Policing Partnership:  
Partnering of 3 USG Agencies  
(USAID/DOJ/DOD)



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# Effective Communication

- Weekly Integrated Country Team Meetings
- DATT and HOA Liaison Officer are co-located with USAID in the Chancery
- USAID and HOA both have significant field operations and staff in northern Uganda
- USAID, Embassy and HOA worked together to reach out to UN Agencies and NGOs to dispel their suspicion of a military role in civil affairs



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# Interagency Cross-Fertilization-- Blurring the lines

- DATT/HOA Liaison Officers attend joint meetings; planning session in Djibouti in Nov 2007 with USAID and State
- Intelligence/POL/DATT/CJTF-HOA Liaison Officer attend northern Uganda meeting
- HOA Liaison Officer attends USAID's implementing partner meetings
- Embassy and military personnel participate in strategic planning and concept development.



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# Supportive Leadership

- Commitment from the top: Ambassador fully committed to an integrated Country Team
- Agency leadership committed to collaboration



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# Flexible and Creative Funding and Agency Allocations

- New SPRING contractor will develop conflict-sensitivity training schedule for all USAID implementing partners in northern Uganda, including at least semi-annual training of CJTF-HOA partners.
- CJTF-HOA provided contracting oversight for DAO dormitory project in Lira



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# Propinquity and Personalities Do Matter in Partnerships



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