# LAND USE ON VERIFIED GOVERNMENT LAND IN UGANDA

# **Illustrated Concepts**

John Kigula

January, 2022

# LAND USE ON VERIFIED GOVERNMENT LAND IN UGANDA

# **Illustrated Concepts**

John Kigula

January, 2022

## **Table of Contents**

1.0	INTRODUCTION	1
2.0	POSSIBLE LAND USE ON VERIFIED/RECOVERED GOVERNMENT LAND & LAND ACQUIRABLE BY GOVERNMENT FOR ECONOMIC ACTIVITIES	2
2.1	Government Programmes on Verifed Government Land	2
	PENDING GOVERNMENT PROGRAMMES REQUIRING LAND	2
	FUTURE GOVERNMENT PROGRAMMES REQUIRING LAND	3
	REGIONAL LOGISTIC HUBS BY OWC	3
	SUPPORTIVE INFRASTRUCTURE FOR AGRI-LED & EXPORTS	
2.2	Partnerships with Government (PPFPs)	4
2.2.1	Problem Requiring Private Sector Enablements Through PPFP	4
2.2.2	Land Use on Government Land Through PPFPs	4
	PPFP, COLLECTIVE FARMS & OUTGROWER/ CONTRACT FARMING	5
2.2.3	Justification for Collective Farms & Outgrower/Contract Farming	6
2.2.4	Critical Crop Areas for Involvement of Smallholder & Medium Farmers	9
2.2.5	Challenges	10
2.2.6	Solutions	10
	FISHERY COLLECTIVES ON SMALL LAND [30 ACRES]	
	LIVESTOCK COLLECTIVES ON SMALL LAND [30 ACRES]	12

	LARGE SCALE COLLECTIVE FARMS & OUTGROWER/CONTRACT FARMING: VEGETABLE OIL, CASSAVA. MAIZE	. 15
	RESETTLEMENT OF YOUTHS & OTHER CATEGORIES OF PEOPLE	. 17
3.0	PATHWAYS TO DEVELOPMENT IN PRESENT-DAY UGANDA	. 19
4.0	NEED FOR A LEVERAGED CHIEF ACTION AGENT	. 19
5.0	MUSEVENOMICS AND THE "BUSINESS-UNUSUAL" APPROACH	. 20
6.0	"BUSINESS-UNUSUAL" IN THE FARMING COLLECTIVES (FARMING CO-OPS)	. 21
7.0	FARMING COLLECTIVES (FARMING CO-OPS) CAN BE COMPLEMENTARY TO THE PARISH DEVELOPMENT MODEL (PDM)	. 22

# **Table of Figures**

Fig. 1:	Contract fish farming, carried on under special Fishery Co-ops through a PPFP in which 3 parties (MoAAIF; Private entrepreneur; and farmers) participate	11
Fig. 2:	Chicken Contract Farming, carried on under special Poultry Co-ops through a PPFP in which 3 parties (MoAAIF; Private entrepreneur; and farmers) participate	13
Fig. 3:	Pig Contract Farming, carried on under special Piggery Co-ops through a PPFP in which 3 parties (MoAAIF; Private entrepreneur; and farmers) participate	14
Fig. 4:	Organised Contract Crop Farming, carried on through a PPFP in which 3 parties (MoAAIF; Private entrepreneur; and farmers) participate	15
Fig. 5:	Organised Youths Farming: Fisheries, Livestock & Crop Farming, carried on through a PPFP in which 3 parties (MoAAIF; Private entrepreneur; and youths) participate	16

### LAND USE ON VERIFIED GOVERNMENT LAND

# **ILLUSTRATED CONCEPTS**

#### 1.0 INTRODUCTION

Land is the most critical factor of production of goods and services. Land has the combined values as **basic settlement and livelihood endowment; wealth; productive wealth; universal subject of human labour; and instrument of power** (Kigula, 2017) http:// library.fes.de/pdf-files/bueros/uganda/13549.pdf

Land consists all of the natural resources based on it—forests, water, and minerals—for exploitation using labour and technology; and spaces (whether up in storeyed buildings), in which labour is exerted for subsistence and economic benefit.

Idle, unutilized land is related to stagnancy and retrogression rather than economic progress, particularly during the period of land disuse (excepting strategic land banking for planned future use).

In Uganda, since the mid-1970s, Government land has not fetched the non-tax revenue it ought to have yielded for Government. Potentially productive Government land has also not been subjected to optimal utilization to generate revenue that would partly meet Government debt obligations, and also enable development. This has owed to the turbulent political, economic and social events in the past, which led to distortions and disruption of Government systems.

There is therefore urgent need for physical verification of all Government land, based on the Inventory Report (*Black Book*). This verification "on the ground" will help to identify Government land, for:

- 1. Recovery from illegal occupation and userships;
- 2. Regularization of leases/tenancy of sitting tenants, rent

revisions and revenue collection;

- 3. Fresh leasing out;
- 4. Government programmes;
- 5. Partnerships with Government (PPP);
- 6. Surveys and titling of untitled Government lands;
- 7. Allocation of Government land for investment;
- 8. Resettlement of people like the youths, so they get involved in productive activities for improved livelihoods and development.

#### 2.0 POSSIBLE LAND USE ON VERIFIED/RECOVERED GOVERNMENT LAND & LAND ACQUIRABLE BY GOVERNMENT FOR ECONOMIC ACTIVITIES

Respecting verified Government land, and any lands acquirable by purchase or acquisitions and compensation by Government, a wide range of productive ventures can be established and sustainably maintained, considering these:

# 2.1 <u>Government Programmes on Verified</u> <u>Government Land</u>

# PENDING GOVERNMENT PROGRAMMES REQUIRING LAND

The Government could be having many pending programmes needing land acquisition for their establishment. It is on the verified/ recovered Government land in different parts of the country that the programmes can be established, without having to incur the high Government expenses on fresh land acquisitions.

### FUTURE GOVERNMENT PROGRAMMES REQUIRING LAND

So too, there are future Government programmes for which the verified/recovered land will be allocated for establishment. Such programmes include new Government institutions—educational, agricultural, health, security, etc.

## **REGIONAL LOGISTIC HUBS BY OWC**

The most critical need for land by a Government agency presently, is for land for the establishment and maintenance of Regional Logistic Hubs by OWC. The Regional Logistic Hubs, to serve clusters of Districts, are one-stop-centres providing these services at the Hub:

Storage facilities for cereals & cold rooms for perishables;	Grading;
Farm inputs;	Milling;
Quality Assurance;	Packaging;
Cleaning;	Marketing linkages; and,
Sorting;	Extension services, etc.

Some verified/recovered Government land in the suitable locations for the Logistic Hubs, would be allocated for OWC's such purposes, thus saving Government the land acquisition expenses.

#### SUPPORTIVE INFRASTRUCTURE FOR AGRI-LED & EXPORTS

Beyond OWC's Hub establishments, the verified/recovered Government land will be utilized to establish supportive infrastructure, such as grain warehouses and cold room facilities, in strategic locations around the country—for example, near border locations. Such Government land utilization would contribute to the delivery of NDP III, 2020/21—2024/25, respecting crop intensification for agro-processing and export (commercialization of agriculture).

# 2.2 Partnerships with Government (PPFPs)

In addition to the direct leasing out of Government land to private investors, some verified/recovered Government land would be utilized by Government in partnerships with private entities under PPFP. The farmers are included in the partnerships, as these will carry out outgrower farming, under farming contracts with the private entrepreneurs.

The verified/recovered Government land would be utilized to establish ventures having a public interest component, in which the Government should protect the interests of the public, but also assign operations to private investors and allow entrepreneurship requirements of profitability.

# **2.2.1** Problem Requiring Private Sector Enablements Through PPFP

While the private sector is the engine of growth, and contributes 80% of GDP and more than 80% of Government domestic revenues, there is so far inadequate strategic and sustainable Government investments and partnerships with the private sector in key growth areas (NDP III, 2020–2025: p. 107).

Government's objective under NDP III is to undertake strategic and sustainable Government investment and promote private sector partnerships in key growth areas [through MoFPED, MoTIC, UDC, UIA, UFZA] (NDP III, p. 111). Relatedly, Government will increase the proportion of public contracts and sub-contracts that are awarded to local firms, from 30% to 50% (NDP III, p. 107).

# 2.2.2 Land Use on Government Land Through PPFPs

The verified/recovered Government land can be subjected to agricultural land use and agro-processor factory establishments under Public-Private-Farmer-Partnerships (PPFPs).

## PPFP, COLLECTIVE FARMS & OUTGROWER/CONTRACT FARMING

The lands identified as amenable to farming should be designated as collective farms (or special co-operatives), for allocation to outgrower farmers, who would produce a specialized crop (single crop) for provision of raw material produce for linked agroprocessing industries in an area.

Such assisted outgrower farming, is contract farming, in which the agro-processing industry has a lot of inputs to provide, including farmer orientation, agronomic training for the particular crop type, provision of agro-inputs at a subsidised, deductible cost on harvest; and a guaranteed market for farmers' harvests, as they would all produce for uptake by the particular agro-processing industry.

In these Co-ops, hundreds of people would gain **collective access to land resourses, collective access to farm infrastructure, collective access to technical resources (including irrigation, mechanization, agronomic training, and financial literacy), and collective access to bulk markets.** This form of production has elements akin to those of the successful Israeli Kibbutz (itself meaning in Hebrew: "gathering" or "collective").

In contrast to unaided dispersed farming, lacking managed agricultural extension services, the **joint forms of access to resources for nucleated commercial farming** enormously leverage production and productivity. Working together, the farmers or youths gain impetuses from a shared vision, competencies, and potentialities. They also obtain a wide range of progressive advantages derived from "the power of the group".

Labour productivity would be far enhanced through mechanization, which would be impracticable on the dispersed small-size pieces of land the farmers own. Agronomic training and availability of agro-inputs would enable the needed crop intensification (produce volumes) and the standard quality of produce for agro-processing.

Contract farming in a collective, where an individual would be allocated given Acres of land depending on the crop type, would reduce the limitations to agricultural production and productivity. The incomes obtained through farming on the collective, would go a long way to transform household livelihoods.

# 2.2.3 Justification for Collective Farms & Outgrower/ Contract Farming

In addition to other development strategies and goals, NDP III's main goal is the improvement of household incomes (especially for smallholder farmers), and agro-industrial and industrial development (NDP III, 2020/21–2024/25, p.35, Paras. 68 & 69).

The NDP III states, that:

Given the dominance of agriculture as a source of livelihood, Agro-Industrialisation (AGI) offers a great opportunity for Uganda to embark on its long-term aspiration of transitioning into a modern industrial economy. First, AGI presents an avenue for promoting inclusive and equitable growth. Second, Uganda has a positive trade balance in agro-industrial products. Third, it provides an opportunity to add value to agricultural raw materials in order to promote export expansion of high value products. Fourth, it provides an opportunity for import replacement. Fifth, it provides an opportunity to address the high post-harvest losses, stabilize prices and increase household incomes. Additionally, the backward and forward linkages between agriculture and agro-industries will necessitate that Uganda sustainably transforms agro-value chains to ensure sufficient supply for domestic industries to undertake transformative sustainable manufacturing while creating employment for its citizens (p.50, Para.110). (Emphasis added).

The questions to ask here, are:

- 1. What are the categories of producers who will grow the crops, to serve as raw material produce for the industries of the private entrepreneurs?
- 2. Will raw material produce yield from medium and large plantation agriculture undertaken exclusively by the agro-processors themselves?
- 3. Will it be the great many dispersed smallholder and medium farmers, who will overwhelmingly engage in crop production, to sustain the produce raw material needs/throughput of industries?
- 4. Should we rely on the ill-equipped, dispersed small farmers to be in charge of land use purposes and land use decisions for crop intensification to sustain agro-industries and exports (peasant laissez faire)?
- 5. Alternatively, should the small farmers be aided and involved in farming collectives (outgrower farming Co-ops), in which organised farming would yield these advantages of: collective access to land resourses, collective access to farm infrastructure, collective access to technical resources (including irrigation, mechanization, agronomic training, and financial literacy), and collective access to bulk markets?

As the socio-econony in Uganda was structured on small peasant farming, our economic history shows over-reliance on small-scale crop production, and aggregation for processing and export. This has been the case in the areas of coffee and cotton. Only a few plantations have existed, especially for tea and sugar cane; and in recent years, palm oil.

In a socio-economy in which small-scale and medium agriculture is widespread and predominant, the expansion and intensity of large plantations for crop intensification to maintain industrial throughput, may not be achieved overnight. Among the many other reorderings necessary, a range of deliberate, sustainable actions is required to re-orient land use and investment practices and attitudes in ways that can yield the desired development.

Accordingly, the agro-industrialization that is emphasized in the NDP III and other policy documents may not be realized while focusing only on large plantation agriculture by able investors. In order to involve the great numbers of smallholder households in economic productive activities, improve household incomes, and expand agro-industry and industry as envisaged in the NDP III, new forms of land use involving smallholder and medium farmers ought to be established and practiced.

As the Pilot Programmes of collectives (farming Co-ops), almost similar to the Israeli Kibbutz, have succeeded in the Karamoja Region, it is here advised that these efforts be replicated on basis of a strategic plan for all of the country (Karamoja Collectives/ Karamoja Kibbutz Project, as championed by Agromax (U) Ltd).

The Karamoja Kibbutz is such a worthwhile programme that should be replicated for all of the country, in various "blends" of it, depending on locale suitability: crop, fish, poultry, and livestock.

In a new system of farming collectives (farming Co-ops), Government would intensify the efforts of interesting the private entrepreneurs, and contracting with them in ways that involve farmers to produce in organized, assisted (fostered) ways as outgowers.

These views also relate to how some verified Government land can be utilized, by "entrusting" Government land to suitable private entrepreneurs under PPP, to profitably utilize it in approved and supervised ways that substantially benefit smallholder and medium farmers in localities.

# 2.2.4 Critical Crop Areas for Involvement of Smallholder & Medium Farmers

While it is recommended that large expanses of land be identified/ acquired and utilized by private entrepreneurs under PPP contracts with Government; and with farming contracts with the farmers accessing the large land, there are crop types that are most amenable to production by a great many people in Uganda.

It is suggested that collectives be intensified along crop areas that the NDP III itself identified as having a great potential for leveraging. **These are the areas of cassava and maize.** 

It is stated in the NDP III, that:

Value addition to cassava in Uganda is low. Most processors mill cassava into flour and package it for local consumption. However, there is potential for import replacement of starch and ethanol if there is more value addition to cassava. Of all the imported starch and ethanol, 53 percent is for pharmaceutical industries, 32 percent for Paperboard industries, 13.5 percent for food processors and 1 percent for laundry operators (NDP III, 2020/212024/25, p.55, Para. 134).

The maize industry is supported by small and medium-scale millers. There are 780 maize milling plants in Uganda mainly concentrated in central region (38%), with maize flour being the main product. The other processed maize products for the domestic products include; cornflakes, dog feed and blended flours. While there are EAC harmonized standards for maize industrial products, local industrialists are unable to meet them due to; poor post handling technologies, limited use of quality processing equipment and limited fortification (NDP III, Para.135).

It is upon Government to make a strategic plan for such a system, which indeed can also be aligned well with the PDM. This system

of farming collectives, however, might need special task forces; and would mainly work as a programme complementing existing Government development efforts under NDP III.

# 2.2.5 Challenges

The main foreseeable challenges to the outgrower/contract farming system would be the fact that the verified/recovered Government land in most localities might be only **30 Acres** in size. Such land would be too small for meaningful large scale, mechanized agriculture.

# 2.2.6 Solutions

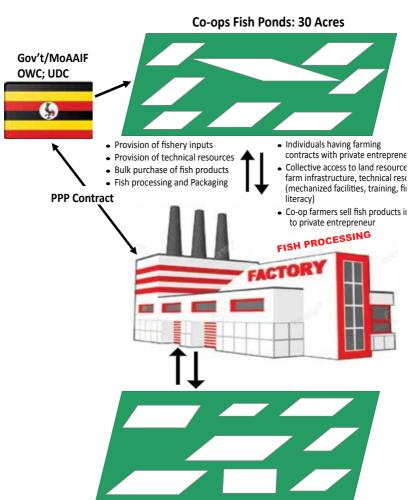
# FISHERY COLLECTIVES ON SMALL LAND [30 ACRES]

It follows that the relatively small land (**30 Acres**) can be utilized under the collective contract farming, and under PPFP, while subjecting the land to highly valuable product types that would serve many people, and yield great incomes in a small land area.

This would be **commercial fish farming**, which can be carried out in a series of **collective ponds** (a form of special fishery Cooperatives— Fishery Co-ops). If there are **3 to 5 dispersed verified Government pieces of land of 30 Acres each**, in one or two close Sub-Counties, this would be a large scale form of fish farming, employing and yielding income to many people. So also, it would enable factory throughput for a fish farming and processing entrepreneur, who will have invested on the basis of a PPFP with Government (See Fig. 1).

The fresh fish harvests, dry fish, and processed fish, would be supplied on the **local and regional markets.** 

It would provide employment, particularly for the youths, who would earn from fish farming, fish post-harvest treatment, and working in the fish-processor factories. Private entrepreneurship would be boosted, while also the private fish entrepreneurs provide tax revenue to Government. LAND USE ON VERIFIED GOVERNMENT LAND & LAND ACQUIRABLE BY GOVERNMENT: CONCEPTS



#### FISHERY CO-OPERATIVES (FISHERY CO-OPS) ON SMALL LAND ACREAGE [30 ACRES]

Fig. 1: Contract fish farming, carried on under special Fishery Co-ops through a PPFP in which 3 parties (MoAAIF; Private entrepreneur; and farmers) participate

# LIVESTOCK COLLECTIVES ON SMALL LAND [30 ACRES]

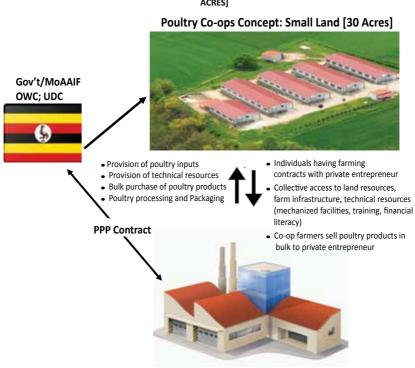
The small land pieces of **30** Acres, when verified/recovered, would alternatively be utilized under PPFP, by the entrepreneurs establishing animal breeding facilities, such as for piggery, poultry, etc. (See Fig.2 & 3).

Indeed too, it will be upon Government to determine what nature of PPFP arrangements it encourages and concludes with livestock entrepreneurs.

Arrangements could be that, (a) the entrepreneur leasing the land from Government also owns the livestock enterprise and employs people in the locality and from afar.

Alternatively, (b) the Government would shoulder most of the capital requirements and counter-supervision of the breeding, while the people are rendered the ownership of the animals, provide breeding labour, and earn the greater percentage of incomes from the sale of carcasses, eggs, etc. to the entrepreneurs. The entrepreneurs' functions would mainly concern training of farmers in the collective on the land, management, and provision of a bulk market by purchasing their animal products.

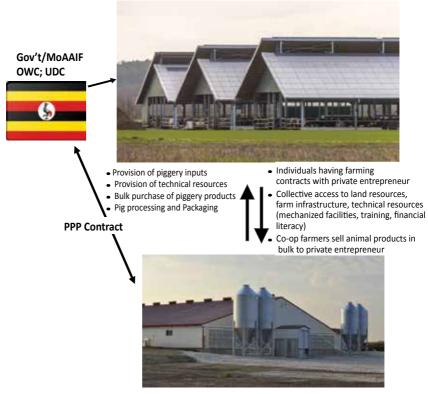
Both on the local and regional markets, animal products, including eggs, have an insatiable market.



LIVESTOCK BREEDING CO-OPERATIVES (POULTRY CO-OPS) ON SMALL LAND ACREAGE [30 ACRES]

Poultry Processing & Packaging Plant (Private Entrepreneur)

Fig. 2: Chicken Contract Farming, carried on under special Poultry Co-ops through a PPFP in which 3 parties (MoAAIF; Private entrepreneur; and farmers) participate LIVESTOCK BREEDING CO-OPERATIVES (PIGGERY CO-OPS) ON SMALL LAND ACREAGE [30 ACRES]



#### Piggery Co-ops Concept: Small Land [30 Acres]

Pig Processing & Packaging Plant (Private Entrepreneur)

Fig. 3: Pig Contract Farming, carried on under special Piggery Co-ops through a PPFP in which 3 parties (MoAAIF; Private entrepreneur; and farmers) participate

## LARGE SCALE COLLECTIVE FARMS & OUTGROWER/CONTRACT FARMING: VEGETABLE OIL, CASSAVA. MAIZE [320–640 ACRES]

Depending on the verified/recovered Government land, there could be large expanses of land amenable to large scale commercial farming. Land of **320 to 640 Acres** would be ideal for collectives accommodating hundreds of farmers at a go.

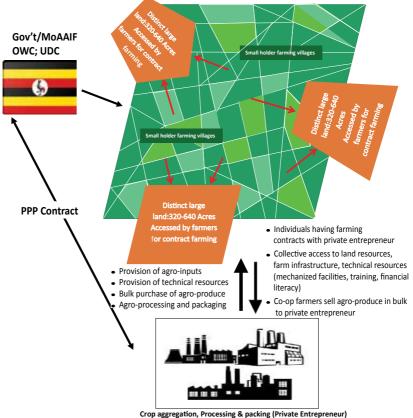
Under PPFP, arrangements can be made to enable the people in a locality to access such land and be allocated portions on which they grow crops destined for agro-processing. These would utilize the land under contracts. The availability of drought-and-disease resistant high-yield crop breeds like NAROCAS 1 for cassava, and agro-inputs and mechanization, would enable crop intensification.

While the NDP III provides priority crops, vegetable oil, maize, and cassava are the crops most people are familiar with in terms of crop husbandry, but also bearing great potentials as top incomeearners for the producers and processors.

For maize and cassava, the people in the locality having limited land spaces, and those that are landless, can be enabled to access a collective farm for outgrower/contract farming (See Fig. 4).

It will be incumbent upon Government to sensitise the potential entrepreneurs, entrepreneurs, and the consumer public that cassava and maize do not only yield flour. Cassava and maize have a wide range of tertiary products, most of which can lead to import substitution for imported starch and wheat. The opportunities these offer can only be effectively exploited after a calculated crusade.

#### LARGE SCALE COLLECTIVE FARMS & OUTGROWER FARMING: VEGETABLE OIL CROPS, CASSAVA, MAIZE [320–640 ACRES]



#### **Outgrower Farming: Small Holdings & Dis nct Large Land**

Fig. 4: Organised Contract Crop Farming, carried on through a PPFP in which 3 parties (MOAAIF; Private entrepreneur; and farmers) participate

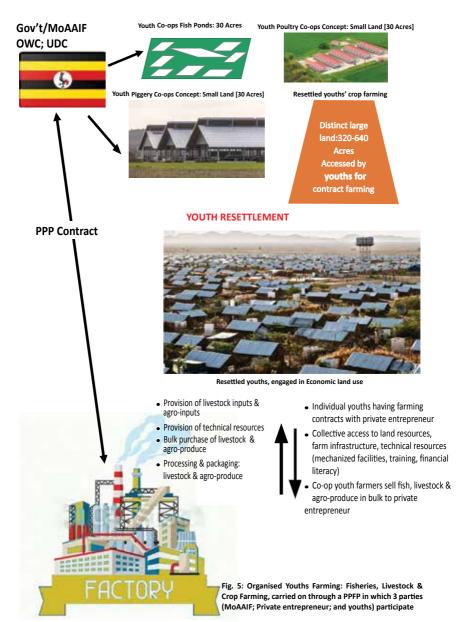
## **RESETTLEMENT OF YOUTHS & OTHER CATEGORIES OF PEOPLE**

Government could be met with a need to relocate and resettle groups of people like the unemployed youths in the Cities, who are extremely poor and vulnerable, and lead highly risky lifestyles. It would be on the verified/recovered Government land, if suitable locations are identified, on which these would be resettled.

Indeed too, Government can (and should) find means to purchase land outright in suitable locations, and resettle the unemployed youths, mostly roaming idle in the Cities and the upcountry urban centres.

The productive land use activities in which the resettled groups would be involved in can be any of the abovely stated, vis. **Fishery Collectives/Co-ops; Livestock Collectives/Co-ops, and Crop Farming Collectives** (see Fig. 5).

#### YOUTH RESETTLEMENT & COLLECTIVE PRODUCTION



# 3.0 PATHWAYS TO DEVELOPMENT IN PRESENT-DAY UGANDA

The national development routes set in the **NDP III 2020/21**—**2024/25**, mainly call for, and are aligned with the following **pathways** to economic growth and social transformation in Uganda:

- 1. PARISH DEVELOPMENT MODEL (PDM)
- 2. EMYOOGA
- 3. RURAL INDUSTRIAL INCUBATION CENTRES
- 4. NATIONAL INDUSTRIAL PARKS
- 5. NATIONAL URBAN MARKETS

Given the nature of the socio-economy, the strategic launch pad for Uganda into middle income status lies in **optimal economic land use.** 

The growth of industrial production and the service sector is based on intensified livestock production, and crop production and productivity on land. There ought to be sustained supplies of great volumes and high quality livestock products and crop produce, for processing, packaging and marketing.

The pathways to development in Uganda consist a tall order—fulltime preoccupation, and onerous tasks and focus—which OWC has relentlessly taken up. The development agenda, and OWC itself, need a lot of special supports, directly from Government and the private sector.

On the part of the Government and private sector actors, it requires a clearer direction, and more deliberate and sustained actions than ever before. So also, the above pathways imply a best-practice coordination and management of processes at every stage.

# 4.0 NEED FOR A LEVERAGED CHIEF ACTION AGENT

While the NDP III indicates the responsibilities assigned to grouped/clustered institutional actors and the private sector in the development agenda (NDP III, p. 57–61, Table 5.3), it is critical to

# isolate the overriding/overall implementing actors, to be assigned specific, streamlined functions in relation to given critical matters.

It is a reality that the nature and magnitude of the development agenda, requires inter-institutional synergies, and institutional and private sector synergies.

However, the general assignments to the institutions without more, might leave these new forms of development matters attended to in the traditional bureaucratic/rigid fashions or with the attitudes of "Business-As-Usual". There are fears for MDAs' mandate evasions and mandate wars, if the grouping of actors for the development objectives in NDP III is not followed with an overarching whip.

The traditional Civil Service roles of MoAAIF and MoTIC are well known; but are these suited to the "Business-Unusual", which the NDP III prescribes in its development agenda ?

In order to assure efficiency and effectiveness of processes, consideration should be made to identify a Government principal agency to oversee and drive investment into the agricultural, livestock and manufacturing sectors.

The well-suited and critical agencies, particularly OWC, UDC, and UIA, should have their respective mandates leveraged and charted out in greater detail as far as Agro-Industrialization and engagement with the private sector is concerned.

Beyond the Boardrooms, there is need for specific working pamphlets for constant reference by these key agencies, as they carry out the functions of "CHIEF ACTION AGENT" in implementing the Development Agenda in relation to Livestock and Crop Intensification (volumes and quality), Agro-Industrialization, Industrialization, and Marketing (domestic and export).

5.0 MUSEVENOMICS AND THE "BUSINESS-UNUSUAL" APPROACH

The progressive trajectories Uganda has experienced, landmarked

by the establishment of Operation Wealth Creation in June, 2013, signify *Musevenomics* as a pragmatic, "Business-Unusual" approach to the development challenges unique to Uganda.

Evidently, *Musevenomics* implants in the socio-economy of Uganda quite untraditional development pathways that sit uncomfortably with the MDAs in traditional Civil Service jackets.

In order to achieve the projections in NDP III, some actions ought to take the "Business-Unusual" approach.

The questions, however, are:

- 1. What is "Business-Unusual" in the context of Livestock and Crop Intensification, Agro-Industrialization, Industrialization, and Marketing?
- Now that the development agenda was well set in the NDP III and NRM Manifesto, how best should the most critical Action Agents—OWC, UDC and UIA—be leveraged beyond "Business-As-Usual", in terms of:
  - Financial capacitation?
  - Human resource capacitation and realignments?
  - Streamlining (if redefinition) of functions and powers?

## 6.0 "BUSINESS-UNUSUAL" IN THE FARMING COLLECTIVES (FARMING CO-OPS)

One aspect of the progressive "Business-Unusual" is that, intensification of livestock and crop production would best be effected through **farming collectives** (also referred to as, Farming Co-operatives or Farming Co-ops). The system of joint access to resources, while retaining the monetary proceeds of one's labour, has not been focused on and meaningfully practiced in Uganda before.

Under collective, organized farming, the assisted resource-accessing people work on individual land holdings, and also receive individual monetary proceeds from their bred fish, livestock or crop harvests.

#### 7.0 FARMING COLLECTIVES (FARMING CO-OPS) CAN BE COMPLEMENTARY TO THE PARISH DEVELOPMENT MODEL (PDM)

Organized, assisted outgrower livestock and crop production would be carried on under collectives and farming contracts with the selected private entrepreneurs (themselves having PPP Contracts with Government/ Government agencies). It is considered that the Farming Co-ops system would complement the PDM, which is the implementation strategy for the NDP III.

Accordingly, mechanisms should be worked out, guiding on how the PDM and Farming Collectives would "feed" into each other, in order to spur the envisaged development under the NDP III. Such an assignment, no doubt, would be best suited for OWC, given its nature of mandate in relation to production and productivity on land, Agro-Industrialization, Industrialization, and Marketing.



A rural single mother youth, needing support



Setting road infrastructure at the Liao Shen Industrial Park, Kapeeka

**************************************	
當場 化制 教育者的 新聞 化化化 外接的复数形式 医原子子 医子宫子 化合合合合合合合合合合合合合合合合合合合合合合合合合合合合合合合合合合合	
	***************************************
*************	
***************************************	
SPERVANDERS IN CARROLAN PROPERTY PROPERTY	***************************************
***************************************	\$\$\\$
**************	***************************************
***************************************	
***************************************	
***************************************	网络金属金属卡马克特金属鲁宾岛属 化氯乙基合化合品 建氯化合合 化化合合 化化合合 化分子 人名英格兰人名法布马尔人名法布尔 法有方的 化分子分子 化分子分子 化分子分子 化分子分子 化分子分子
***************************************	· · · · · · · · · · · · · · · · · · ·
***********************************	***************************************
***************************************	***************************************
***************************************	沙沙沙卡根 出生对于法律法律法律法律法 法监察官 化乙烯基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲
*************************************	***************************************
***************************************	***************************************
1843 29 25 28 28 29 28 20 28 28 28 28 28 28 28 28 28 28 28 28 28	
***************************************	***************************************
***************************************	***************************************
	A FE BOARD AND AND AND AND AND AND AND AND AND AN
**************************************	***************************************
***************************************	
	A DESCRIPTION OF A DESC
	***************************************
***************************************	·····································
***************************************	
	A FOR STOLEN AND A REAL AND A PROPERTY AND A REAL AND A
***************************************	医弗尔氏的 医外外的 化化化物 化化化物 化化物物 化化物 化化物的 化化物的 化化物 化化化物 化化物
***************************************	医外周膜的 医外的 医斯斯特氏体外的 医结核的 医结核的 医外外的 医外外的 医外外的 医外外的 医外外的 医外外的 医外外的 医外
***************************************	
***************************************	
Interested available of a stand of a stand of the stand of the	医无法 医克尔特氏 化化化物 化化化物 化化物 化化物 化化物 化化物 化化物 化化物 化化物
************************************	***************************************
***************************************	
and advanced before the state of the state of the second state	***************************************
***************************************	C N 이 문제 등 20 원 전 전 지수는 이 문 전 문 문 이 문 지 않는 것은 것은 것은 것은 이 전 이 전 전 전 전 전 전 전 전 전 전 전 전 전 전 전 전
***************************************	
***************************************	