



Leading the World with Trust

# JAPAN INTERNATIONAL COOPERATION AGENCY (JICA): Leading the World with Trust.

## Mission

JICA, in accordance with the Development Cooperation Charter of Japan, will work on human security and quality growth.

## Vision

Leading the world with trust.

In accordance with its vision of “Leading the World with Trust”, JICA assists and supports developing countries as the executing agency of Japanese ODA (Official Development Assistance). To achieve this, JICA uses the most suitable tools of various assistance methods and a combined regional, country-and issue-oriented approach.

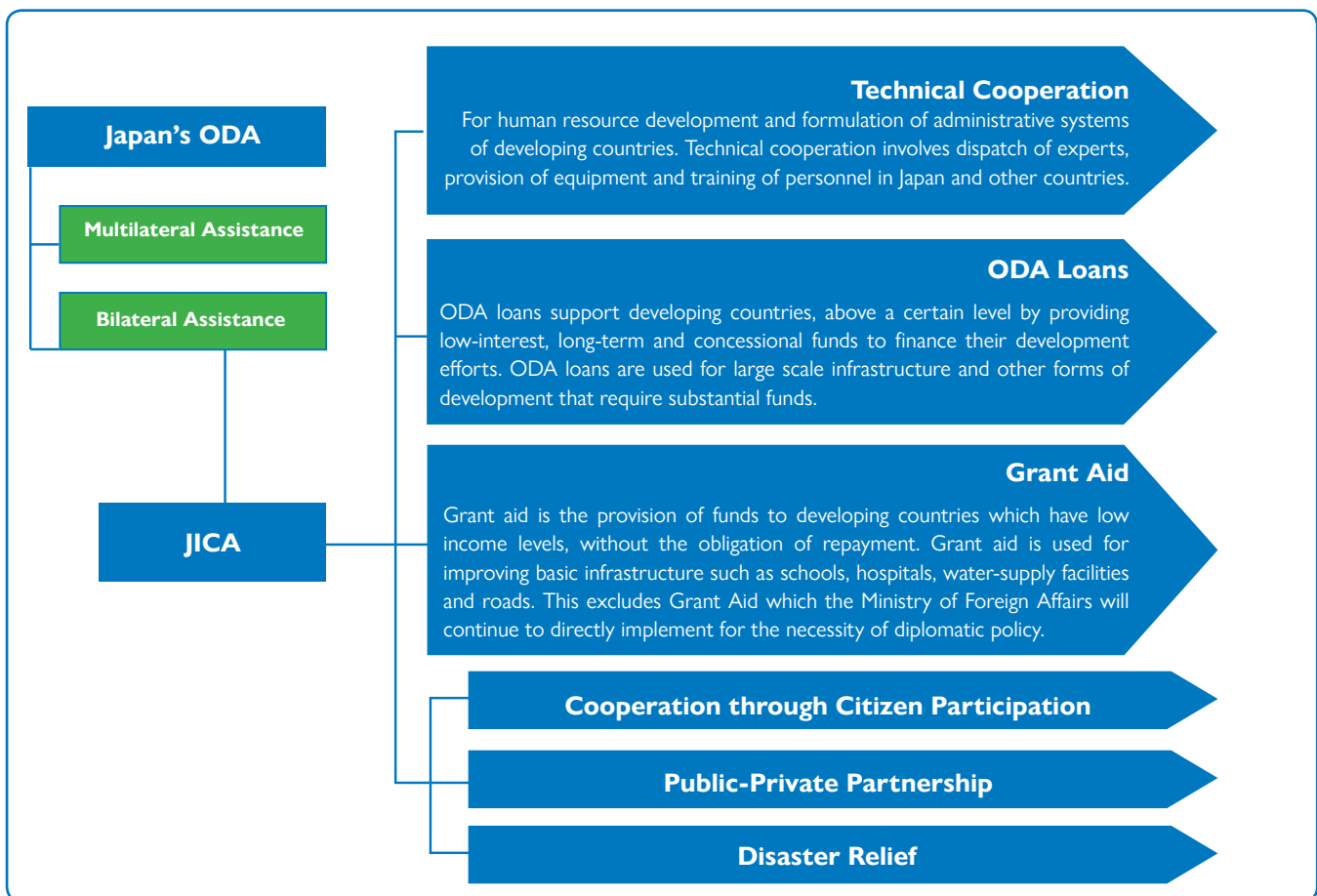
## ODA and JICA

Since joining the Colombo Plan in 1954, Japan has been providing financial and technical assistance to developing countries through ODA, aiming to contribute to the peace and development of the international community and thereby help ensure Japan’s own security and prosperity.

JICA is in charge of administering all ODA such as technical cooperation, ODA Loans and Grant Aid in an integrated manner, except contributions to international organizations. JICA, the world’s largest bilateral aid agency, works in over 150 countries and regions and has some 100 overseas offices.

The International community has in recent years increased its efforts in tackling poverty reduction under the Millennium Development Goals(MDGs), and has made a certain degree of progress. In recent years however, development issues such as climate change, food security, job creation and access to disaster risk reduction have become increasingly globalised and diverse.

In response, the United Nations Sustainable Development Summit in September 2015 set the Sustainable Development Goals(SDGs) which are expected to promote initiatives to tackle the unfinished business of MDGs as well as address emerging global issues, emphasising that ‘no one is left behind’. JICA’s projects/activities are therefore aligned to the SDGs.





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## Message from the Chief Representative, JICA Uganda

What a beautiful country Uganda is! This was my immediate impression of Uganda when I arrived here in 2016 for the first time in my life. You could see the rich tropical vegetation and climate, as you interacted with the warm and welcoming people and partake of their various cultures.

Apart from the natural endowments, Uganda's geographical situation is unique in its kind. Bordered by five countries, this land-locked East African country is strategically located for regional trade and development linking other land-locked and resource-rich countries with an external port (Kenya's port of Mombasa).

Conversely, it is true that Uganda is facing a number of challenges in her efforts to achieve a better standard of life for all her citizens. Poverty eradication is still an obstacle on the road to improved livelihoods. The decades-long conflict in the northern region of Uganda has resulted

into rather retarded progress regarding basic infrastructure and social services development and consequently caused regional disparities between the north and other regions.

COVID-19 has also affected people's livelihoods.

JICA will strive to work on human security and equal growth in order to achieve peace, stability and prosperity in accordance with Japan's Development Cooperation Charters. JICA's mission is consistent and fully aligned with the core vision of the SDGs (Sustainable Development Goals) adopted at the United Nations Summit in September 2015 –“people-centered” and “no one is left behind”. To tackle challenges to sustainable development in Uganda, we shall double down our mission under the Country Assistance Policy of the Government of Japan to the Republic of Uganda through “Supporting poverty reduction and regional disparity redress through economic growth. JICA's cooperation to Uganda is to focus on:

- Improving the environment to attain economic growth,

- Raising incomes in rural areas,
- Improving living conditions (health services and water supply) and
- Providing support to the northern region.
- With those high priority areas, we JICA also stand together in the fight against COVID-19.

In the course of my stay here, I have interacted with and been inspired by countless citizens who, against all odds, are striving to eke out a living to improve themselves, their communities and country at large. With such people at the fore of development efforts, there is no shadow of doubt in my mind that the country will improve better and better with high pride.

Finally, I commit myself to work together as a partner with the great people of Uganda.

**Fukase Yutaka**  
Chief Representative  
JICA Uganda Office

# Overview

The Japan International Cooperation Agency (JICA) has had a footprint in Uganda for decades. JICA Uganda has used a field-oriented approach to address issues that touch every node of the sustainable development goals (SDGs).

These include reducing poverty through equitable growth, improving governance with the end goal of achieving human security, propping Economic Infrastructure development, buttressing agriculture development, rehabilitating shattered livelihoods especially in Northern Uganda and human resource development.

JICA Uganda has remained visionary to delivery of an inclusive and dynamic service to the development of Ugandans. It has done this with enhanced effectiveness, efficiency and speed. JICA has put sustainable development at the heart of recovery in Uganda by ensuring that it is people-centred and above all that no-one is left behind. The agency has meticulously done this by targeting enhanced aid money more effectively and with greater innovation.

Investment in health and education as well as interventions tailored to bolster rice production and infrastructural projects is already yielding tangible dividends.

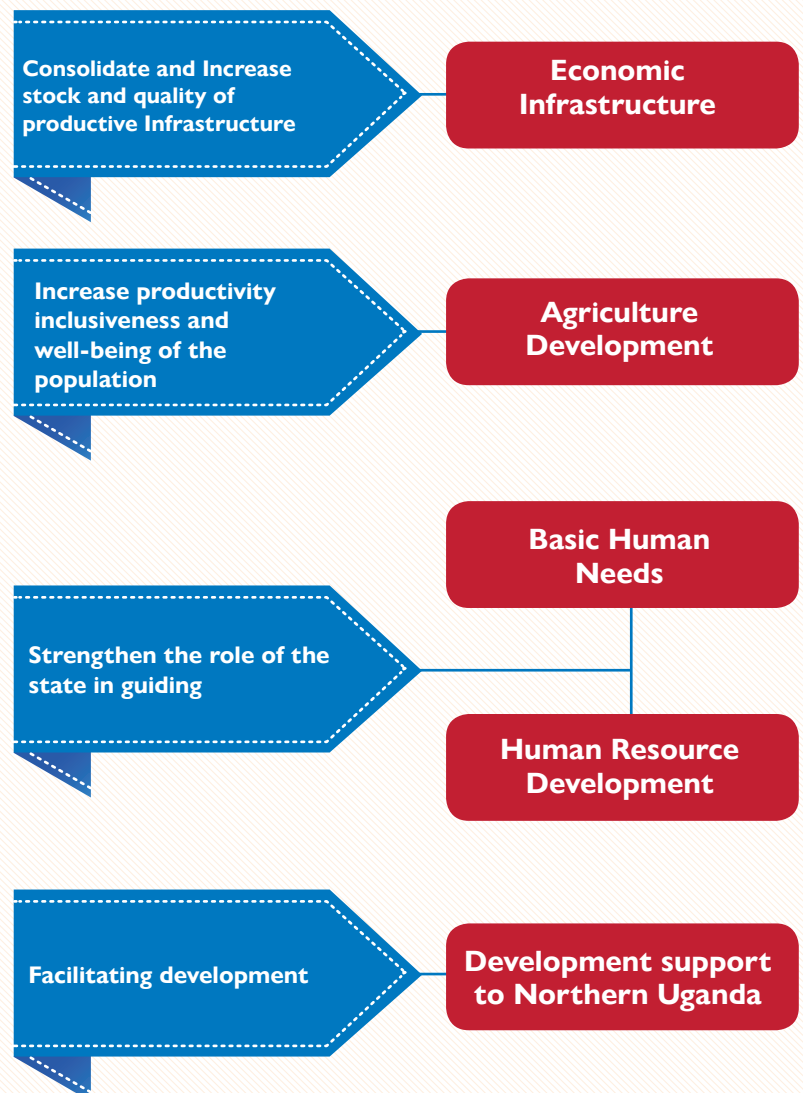
All of which have resolved JICA's commitment to work together as a partner with the great people of Uganda.

## JICA'S PRIORITY AREAS TO UGANDA

This chart illustrates the alignment of our priority areas with Uganda's third National Development Plan Objectives (NDP III).

### NDP III KEY OBJECTIVES

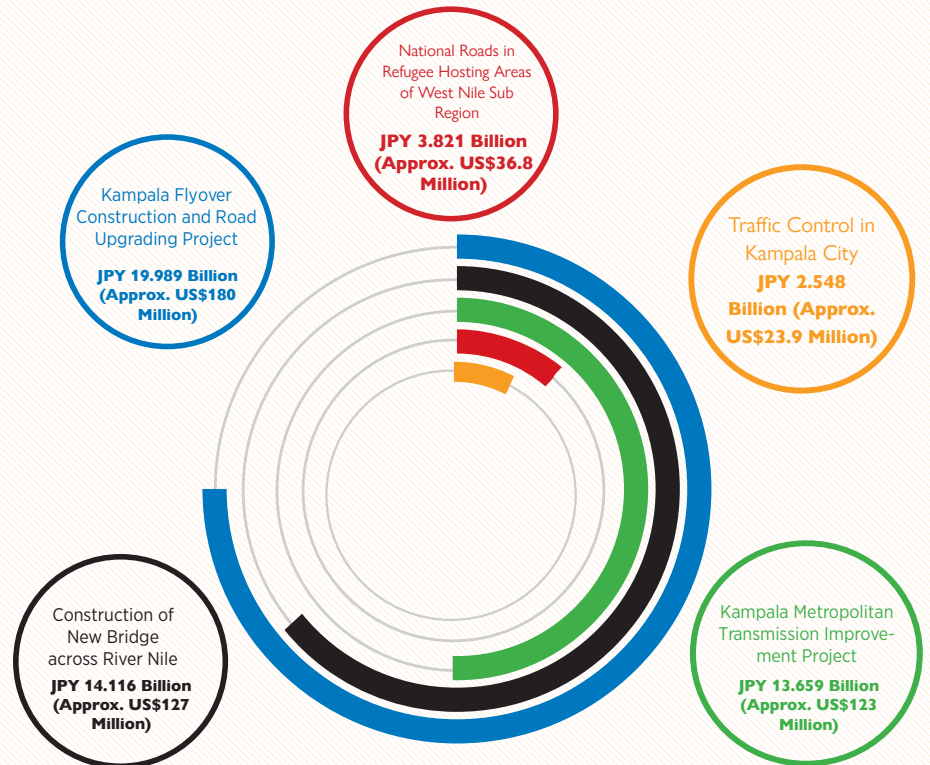
### JICA'S PRIORITY AREAS





## SUPPORTING IMPROVEMENT OF ECONOMIC INFRASTRUCTURE

## Overview of ongoing projects



Uganda's National Development Plan holds out an infrastructure boom to develop the economy. Transport projects dominate the plan with heavy investments in the road infrastructure that currently covers up to 90% of Uganda's cargo and passenger transportation.

- Transport investment is crucial for economic prosperity.
- The new cable-stay bridge along with access roads built across the Nile River is consequently expected to drive up the productivity of the economy.

In April 2018, JICA signed a loan agreement for an additional US\$46.66 million with the Government of Uganda to buttress construction of the bridge. The project, whose ODA support from Japan totals US\$133.93 million; is widely expected to have a strong multiplier effect, with employment and GDP being boosted. It is expected to foster regional integration due to its cross-country benefits.



A roundabout built under the grant aid project for Improvement of Gulu Municipal Council Roads to ensure traffic safety.

## Supporting Improvement of Infrastructure

Crumbling roads in Uganda have hindered people’s mobility with traffic gridlocks the order of the day during morning and evening commutes. This has underscored the massive infrastructure needs for transportation in the country. JICA has stepped in with both financial and technical support to the Government of Uganda to improve the Country’s road infrastructure.

A loan agreement signed in September 2015 opened up a JPY 19,989 (Approx. US\$180 million) credit line for the Government of Uganda to undertake the Kampala Flyover Construction and Road Upgrading project.

Along with erecting flyovers at the Kitgum House and Clock Tower junctions, an underpass will be constructed at Nsambya junction. The Mukwano Road will

also be widened, with traffic safety improvements also being made at Shoprite and Clock Tower.

Similarly, JICA’s support to the transport sector also extends to; improved functionality of the Northern Corridor, reduction of traffic congestion in the Greater

Kampala Metropolitan Area by extending support to KCCA to install intelligent traffic signals, as well as improving national roads in the Refugee Hosting Areas intended to contribute to stability and employment for refugees and hosting communities.



Perspective image of the Kampala Flyover Construction and Road Upgrading Project



# RELIABILITY AND STABILITY OF ENERGY SUPPLY



132/33kV Queensway Sub-station

JICA has contributed significantly in the drive to stabilise Uganda's energy grid by plugging shortfalls that occasion high energy intensities. The significance of this cannot be understated because previously power supply deficits resulted in power outages. The Government of Uganda has since moved to address the electricity supply squeeze by firming up the brittleness of core parts of its infrastructure. Japan's helping hand in this drive has been clearly visible.

JICA is implementing a grant aid project that sets out to extend the distribution system for reliable and stable supply of electricity to rural communities.

JPY 2.519 Billion  
(Approx. US\$23 million)

**NOVEMBER 2014:** GRANT FOR PURCHASE OF 132/33KV TRANSFORMER EQUIPMENT, GAS-INSULATED SWITCH GEARS INSTALLED AT THE QUEENSWAY SUBSTATION

JPY 13.659 Billion  
(Approx. US\$123 million)

**AUGUST 2016:** KAMPALA METROPOLITAN TRANSMISSION IMPROVEMENT

JPY 5.406 Billion  
(Approx. US\$49 million)

**MARCH 2010:** LOAN FOR INTERCONNECTION OF POWER GRIDS BETWEEN UGANDA-KENYA AND UGANDA-RWANDA.

JPY 3.484 Billion  
(Approx. US\$30.3 million)

**2008-MARCH 2012:** BUJAGALI INTERCONNECTION PROJECT.



Low voltage line for the Rural Electrification Project Phase 3.

A JPY 2.519 Billion (Approx. US\$ 23 million) grant in November 2014 saw 132/33KV transformer equipment as well as gas insulated switch gears installed at the Queensway substation.

The project has helped not only improve power supply to the capital, but also stimulated urban economic activities while improving residents' living standards. Substations will also either be constructed or upgraded in the Kampala Metropolitan Area on the back of a JPY 13.659 Billion (Approx. US\$ 123 million) Loan from JICA pledged in August 2016. The funds will also help procure a mobile

substation that comes in handy during emergencies. Elsewhere, JICA consented to a loan agreement up to JPY 5.406 Billion (Approx. US\$ 49 million) in March of 2010 that financed the interconnection of power grids between Uganda-Kenya (220KV, 127km) and Uganda-Rwanda (220KV, 66km).

A loan for the Bujagali Interconnection Project JPY 3.484 Billion (Approx. US\$ 30.3 million) was extended to the government of Uganda to evacuate power from the Bujagali Hydro-power plant between 2007 and 2014.

**Project 1: Kampala metropolitan transmission system improvement project — JPY 13.659 Billion (Approx. US\$ 123 million) million**

**Project 2: Interconnection of electric grids of Nile Equatorial Lake Countries — JPY 5.406 Billion (Approx. US\$ 49 million)**

**Project 3: Improvement of Queensway substation — JPY 2.519 Billion (Approx. US\$ 23 million)**



## IMPROVING AGRICULTURAL PRODUCTIVITY



Musomesa Field School (MFS) graduates in West Nile. The PRiDe II project applies the MFS approach through which farmer instructors are identified and equipped with skills on rice cultivation for onward training to farmers.

Uganda has suitable soils and climate for food production. The agriculture sector employs about 70 % of the working population. Considering the fact that agriculture is the main source of income for rural residents and that 96% of the population below the poverty line lives in rural areas, improving agricultural productivity, competitiveness, and income is extremely important in promoting economic growth.



A PRiDe Project expert in a grown rice field belonging to one of the lead farmers, 'Musomesa' in Kitagwenda district.

Nowadays, rice is one of the most strategic crops being prioritized to guarantee food security and household income in Uganda. Two decades ago, however, rice was not produced on an industrial scale in Uganda. The domestic consumption consequently had nothing to write home about.

Realizing the high potential for rice cultivation in Uganda, in 2004 JICA partnered with the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and the National Agriculture Research Organization (NARO), and took the first step to



JICA expert Nobuki KOJIMA, center, training agricultural extension farmers in Uganda

## Promotion of Rice Development (PRiDe) Project

introduce upland rice production in Uganda through the introduction and promotion of New Rice for Africa (NERICA). Since then, Ugandan rice cultivators have been skilled to promote the growth of upland and lowland rice. JICA also supported building and equipping of the Regional Rice Research and Training Centre as well as establishment of rice demonstration fields for facilitation of on-field training and research.

To further increase rice production and productivity, JICA launched another vehicle of cooperation, the Promotion of Rice Development (PRiDe) Project. Phase 1 started in 2011, with a target of increasing rice production and its production area by 20,000 metric tons and 10,000 hectares respectively. Following its success, Phase 2 was formulated and started in 2019. It sought to boost rice productivity by enhancing technical capacity of rice researchers and extension officers.

PRiDe interested itself in supporting the development of new rice varieties that are not only disease-resistant but also suited to drylands. Through continuous research and trials, PRiDe has created materials and approaches to skill farmers. Musomesa Field School (MFS), a farmer- to -farmer extension approach, is used by the project as a vehicle for skilling rice farmers.

Through this, a mother demonstration site is established on which the host farmer and group of about 12 farmers undergo technical rice training. This ultimately leads to a selection of farmers — also known as technical dissemination agents



*PRiDe Experts demonstrate to rice cultivation trainees*



*Rice demonstration field in Namulonge*

(Basomesa) — who not only adopt but train colleagues in their respective communities.

Through the linkage between research and extension, farmers looking to the future will continue developing and applying best rice technologies to

develop the sub-sector in Uganda.

Pride also contributes to the rice production elsewhere in Africa through hosting regional trainings for various countries in Africa at the National Crops Resources Research Institute (NaCRRI).

## Atari Irrigation Scheme Development Project in Eastern Uganda



*JICA has been supporting rice growing for over 15 years.*

In 2018, JICA undertook to support the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) in the establishment of irrigation systems in Atari basin area. The Grant Aid Project worth USD. 26 million will see the establishment of a model irrigation scheme spanning 680 hectares on the adjacent sides of Atari River in Kween and Bulambuli districts. Once complete, the irrigation scheme is expected to boost rice production and productivity in Kween and Bulambuli districts, and ultimately, Uganda at large.

To augment the aforementioned project, JICA, jointly, with MAAIF, is implementing the Technical Cooperation Project on Sustainable Utilization, Operation and



*Agricultural officers during Knowledge Co-Creation Programme in Japan*

Management of Irrigation Systems in Atari Basin Area. This will seek to boost not only the capacity for

operation and management of the established irrigation scheme but also rice farmers in Atari area.

## Northern Uganda Farmers Livelihood Improvement Project (NUFLIP)



One of the groups targeted by NUFLIP sorting its tomato harvest. NUFLIP is being implemented in the entire Acholi Sub-region. Despite the COVID-19 pandemic, farmers continued to receive technical support from the project, while adhering to the SoPs as set by MOH.

Following the Reconstruction Assistance Program (REAP) in Northern Uganda, which was aimed at; (i) revitalizing conflict affected areas, (ii) strengthening local government capacities, and (iii) reducing regional disparities between the North and South, JICA undertook to support

implementation of the Northern Uganda Farmers Livelihood Improvement Project (NUFLIP) to improve livelihoods of local communities, in partnership with MAAIF and District Local Governments in Acholi sub-region.

A 6-year project, NUFLIP seeks to improve the livelihoods of target

farmers in Acholi sub-region through the establishment of a livelihood improvement approach, with a focus of not only boosting market-oriented agriculture, but also improving the quality of life through working at tackling challenges regarding gender, nutrition, food-stock management and family-budgeting.

## Animal Husbandry Promotion Program – Animal Disease Diagnosis and Control

As a part of the Animal Husbandry Promotion Program, JICA sought to boost national animal disease diagnostic and control capacity. In 2010, JICA rehabilitated and equipped the Central Diagnosis Laboratory at the College of Veterinary Medicine, Animal Resources and Biosecurity (COVAB), Makerere University.

District veterinary offices in Kiboga, Mbale, Mpigi, Mbarara and Wakiso were also equipped with Animal disease diagnostic, storage and power back-up equipment. This was

meant to enhance national disease diagnostic capacity and control. The project ran until June 2014.

As follow-on project, the Safe Milk Promotion in Mbarara project, a JICA-supported partnership project between Rakuno Gakuen University – Japan and Mbarara District Local Government, was implemented from 2016 – 2019. It sought to boost milk production, productivity and quality through enhancing animal reproduction, milk hygiene and mastitis control, nutrition and tick-disease control. Target farmers

were equipped with improved farm-management practices to ensure better proceeds from their dairy business.

In 2020, another project, the Tick and Tick-borne Disease Control Project, partnered among JICA, Obihiro University of Agriculture and Veterinary Medicine – Japan, Makerere University and Kiboga District Local Government, was launched. It seeks to enhance capacity for managing ticks and tick-borne diseases.



## ENSURING GOOD HEALTH AND WELL BEING



JICA rolled out the concept of 5S in all Regional Referral Hospitals in order to improve the quality of medical service delivery

JICA's undertakings in Uganda have been meticulously cultivated to address the sustainable development goal No.3 on good health and well-being. The gap in provision of quality healthcare services is conspicuous. To address it, JICA in conjunction with Uganda's Ministry of Health have moved to roll out the concept of 5S Continuous Quality Improvement and Total Quality Management (5S- CQI-TQM).

### What's involved in the "5S- CQI-TQM" approach

#### 1) Sort

- Involves elimination of unnecessary items at the work place.

#### 2) Set

- Involves ensuring that staff and requisite materials at places of work are neatly and methodically arranged.

#### 3) Shine

- Involves cleaning and adding lustre to all work places and environs to ensure that they keep shining.

#### 4) Standardise

- Involves the continual safeguarding of the first 3Ss.

#### 5) Sustain

- Involves educating other staff about the 4S's for sustainability activities.





A health worker in an organized workplace using a Laptop connected to the internet. JICA's 5S tool is applied to Kabale, Mbale, Jinja, Lira, Kabale, Mbarara, and Entebbe Referral hospitals to make a break-through to improve work environment and motivation of staff working in the hospital.

## JICA Introduces 5S-CQI-TQM tool for change management in Uganda Health Care Sector

The “5S- CQI-TQM” approach is a simple but effective way of bringing quick improvement in the working environment and service quality by involving all the hospital staffs including efficient use of resources and waste reduction.

The “5S- CQI-TQM” also brings a practice of quality culture, morale, motivation and job satisfaction among the staff which leads them to solve minor problems through leadership and personal initiatives.

This 5S-CQI-TQM approach has been rolled out to all the regional Referral hospitals Kabale, Entebbe, Mbarara, and Mbale. JICA Technical Cooperation project has enabled improvement on plans and budgeting of medical equipment. The project has also summarily



Kabale Referral hospital compound clean and well maintained

developed capacity to maintain equipment better at the Referral hospitals. There has also been a spike in construction of maternal health and outpatient facilities. This undertaking is geared to reduce maternal mortality rate currently at 336.

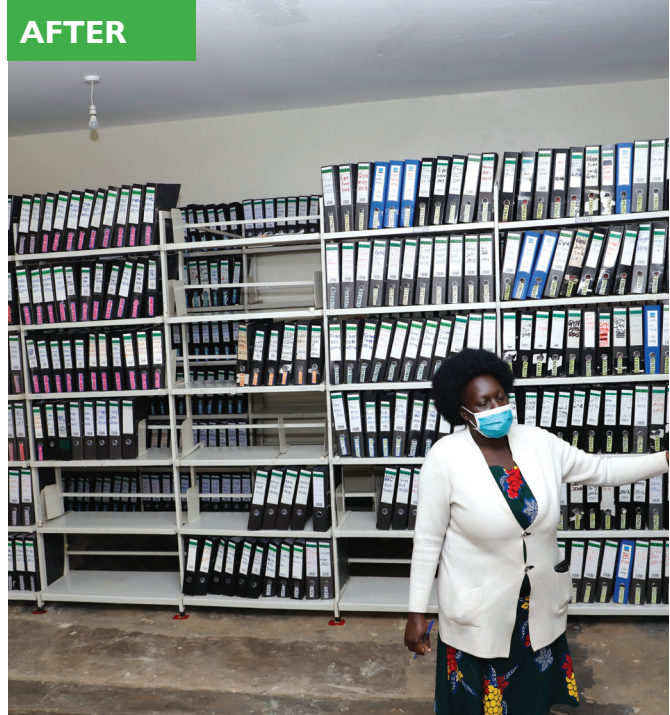
At Kabale Regional Referral Hospital, patients are happy about services offered. More patients are receiving quality care as evidenced by a recent client satisfaction survey. The survey conducted in July of 2019 found that satisfaction was 83.3 percent.

**BEFORE**



*Kabale Referral hospital records department before JICA Intervened*

**AFTER**



*Kabale Referral hospital records department after JICA Intervened*

**BEFORE**



*Kabale Referral hospital waste disposal before JICA Intervened*

**AFTER**



*Kabale Referral hospital waste disposal after JICA Intervened*

Honourable Minister of Health, Dr. Jane Ruth Aceng, launched “5S-CQI-TQM” Implementation Guidelines in Uganda” at the Quality Improvement conference in December 2019.

The guidelines were established by the project and through the launch the comprehensive guide document

was recognised as the policy to spread “5S-CQI-TQM” model in Uganda.

Through this project, selected Regional Referral Hospitals are establishing Patient Safety Culture in health facilities as the subsequent step. JICA is committed to supporting the Ministry of Health to deliver quality health care services.

## Supporting access to clean and safe water in Uganda

Development of new water facilities as well as operation and maintenance of existing and new facilities are all essential factors to access to safe water. One-third of the world's population faces water shortages, while over a billion people lack access to safe drinking water. Moreover, a child dies every eight seconds from a water-borne disease. Of the diseases found in developing countries, 80% are said to stem from unhygienic water. Food shortages caused by floods and inappropriate water allocation add to the multitude of water-related problems.

### The Project for O&M of rural water supplies and Improved Hygiene and sanitation

Since 1990s, The Government of Japan and JICA have over the years supported implementation of the Grant Aid Projects for “Rural Water Supply” through the Ministry of Water and Environment (MWE). By March 2006, approximately 551 boreholes and one piped system had been constructed in the Districts of Mpigi, Mubende, Kiboga, Kayunga, Mukono and Masaka.

Following the Grant Aid Project, focusing on operation and maintenance of existing boreholes, “The Project for Operation and Maintenance for Rural Water Supply and Improved Hygiene and Sanitation” started in October 2015. Traditionally, Uganda had adopted Community-Based Management System (CBMS), which let communities to maintain by themselves. However, due to low willingness to pay and lack of constant fee collection in the villages, there are many boreholes broken and left unrepaired, which leads to low safe water access as well as lack of proper maintenance practices. Considering the situation, through the project JICA provides technical training to hand pump mechanics about proper maintenance skillsets.



JICA has been supporting water supply for 30 years.



JICA provided hand-washing facilities to rural areas in Central region as COVID-19 response support.

Also, the project has introduced District Direct Management System (DDMS) which makes public Service Center to handle appropriate maintenance and fee collection, using automated pay as you fetch system. The DDMS and Service Center is highly appreciated by the Ministry of Water and Environment, and its operation is being rolled out nationwide.

### COVID-19 Response Support

JICA has continued to support the Ministry of Water and Environment towards buttressing the Ministry's capacity in addressing impacts of COVID 19 on guaranteed access to safe and clean water in the rural areas. The assistance focused on supporting community adherence to SOPs for good hygiene practices particularly hand washing practice.

The support in form of provision of hygiene promotion facilities, Pedal assisted hand washing facilities, water purification facilities and Liquid soap, focused on Promotion of hand washing practice among the rural districts of Mpigi, Mubende, Kiboga, Kassanda, Butambala, Kyankwanzi, Mityana, and Gomba, at a time when hygiene practices (Hand washing practice) among the rural communities stood at 16.6% to 18% (SPR, 2020).

This is primarily attributed to availability of water for the purpose of washing hands, in addition to the already existing effort from JICA through the above "The Project for O&M of rural water supplies and Improved Hygiene and sanitation". The support was intended to ensure functionality of water supply infrastructure in rural areas is guaranteed. Functional water supply infrastructure improves livelihoods in rural areas and facilitates the good practice of hand washing which is a



*The Project for Rural Water Supply in Lake Kyoga Basin, Eastern Uganda*



*Development of new water facilities as well as operation and maintenance of existing and new facilities are all essential factors to access to safe water.*

key preventive measure in the fight against the spread of COVID 19.

### The Project for Rural Water Supply in Lake Kyoga Basin, Eastern Uganda

The low access rate to safe water in Uganda creates such problems as a high incidence of waterborne diseases originating in unsanitary water, and the necessity of fetching water that results in a low school enrolment ratio among children and hinders the social advancement of females.

The water supply rate is lower in the Lake Kyoga Basin than national average. In 2017, JICA signed a grant agreement with the Government of the Republic of Uganda in Kampala to provide grant aid of up to 1.706 billion yen for the Project for Rural Water Supply in Lake Kyoga Basin, Eastern Uganda . It was completed in 2019. The project has provided nine piped systems and provides at least an additional 580 cubic meters of water each day.