

“Note En Teko”

**LANGO
CULTURAL
FOUNDATION**
Tekwaro Lango

**STRATEGIC PLAN
2021-2025**



A UNITED, STABLE, PEACEFUL AND PROSPEROUS LANGO



FOREWORD

Lango Cultural Foundation (LCF) is committed to strengthening the culture of Lango. As Lango, we pray for peace, good health and unity. We commit to promoting the development, preservation and enrichment of our people while upholding the cultural values, norms and practices, which enhance the dignity and wellbeing of Lango. Lango culture supports hard work, respect for God, elders and all people in our community. In our history, Tekwaro Lango remains a neutral, and non-partisan institution uniting all the people of Lango in all walks of life. Lango Cultural Leaders and Clan heads have been and shall continue to be the pillars for promoting our culture, a contribution that we are all proud to mention. We pledge to tirelessly build Tekwaro Lango leadership with emphasis on increasing active participation of the young people and women in cultural decision making.

This Strategic Plan is concerned about mitigating the increasing loss of Lango cherished traditions and recognize the need to employ both traditional and modern approaches to improve our cultural values, knowledge and skills for the benefits of the present and future Lango generation. We shall re-focus our energy on promoting Lango culture through unity, education, research, creativity, advocacy, and increased mobilization of Lango to actively participate in cultural and socio economic activities. LCF strategic plan 2021-2025 details our ambition for a new Lango, a Lango where we are all developing while leaning on culture as the cornerstone for development. Tekwaro Lango will work with all stakeholders who share a common vision with Lango and we encourage you to become part of this new agenda. *“Wan omito Kuc, Yotkom kede Nyodo okwano”*. Note En Teko.

A handwritten signature in black ink, appearing to read 'Won Nyaci me Lango'.

**His Highness Won Nyaci me Lango,
Yosam Odur Ebii**



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We also acknowledge the contributions from the Kings Forum of Uganda namely; the Iteso Cultural Union (ICU), Toro Kingdom and Busoga Kingdom.

We are very grateful and specially acknowledge your various contributions that shaped the philosophy and approach of Te-kwaro Lango Strategic Plan 2021-2025.

May God bless you all.

A handwritten signature in black ink that reads "Ajall." with a stylized flourish.

Engineer James Ajal
Prime Minister
Lango Cultural Foundation

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ABBREVIATIONS

CCFU:	Cross Cultural Foundation in Uganda.
DLG:	District Local Government
EU:	European Union.
GDP:	Gross Domestic Product.
GLOFORD:	Global Forum for Development.
HIV:	Human Immune Virus.
ICU:	Iteso Cultural Union.
KRA:	Key Results Areas.
LASA:	Lango Students Association.
LCF:	Lango Cultural Foundation.
LEMU:	Land and Equity Movement.
MGLSD:	Ministry of Gender Labour and Social Development.
MIFDI:	Micro Foundation for Development Innovation.
MTN:	Mobile Telecommunication Network
OPM:	Office of the Prime Minister.
PMO:	Prime Minister's Office
PPP:	Private Public Partnership.
RDC:	Resident District Commissioner.
SDG:	Sustainable Development Goals.
TASO:	The Aids Support Organization.
UAC:	Uganda Aids Commission.
UNDP:	United Nations Development Programme.

EXECUTIVE SUMMARY

Lango Cultural Foundation (LCF) Strategic Plan 2021-2025 provides a roadmap that will guide **“Tekwaro Lango”** to conserve and promote Lango culture, strengthen LCF institutional capacity, leverage on culture for socio-economic development, promote the spirit of unity, peace and stability and mobilize sustainable resources for implementing LCF activities. The plan provides concrete actions to deliver the mandate and roles of Tekwaro Lango. The five-year strategic plan envisions becoming, ***a united, stable, peaceful and prosperous Lango.***

Building an effective cultural institution in Lango is vital for promoting values that are essential for socio economic and cultural development of Lango sub region. A culture that promotes hard work, non-discrimination, honesty, integrity, creativity and innovation will, on average, amass more wealth and create better welfare for our people. **“Tekwaro Lango”** unites all the people of Lango irrespective of geographical location, age, education level, gender, political or religious affiliation. This plan embodies the ambition and determination of Lango to grow its culture for the present and future generation.

The plan gives clear priorities, structures and targets for strengthening of Tekwaro Lango to serve better the socio economic and cultural needs of Lango. The strategic plan will ensure LCF sustainability in the short, medium and long term. The responsibility of achieving the objectives set in this strategic plan rests upon us for the betterment of Lango.

As our slogan states **“Note En Teko”**, it is time to put aside our differences and unite to work together towards the progress of the Lango that we desire for ourselves and our next generation.

1 INTRODUCTION

1.1 Context

Lango Cultural Foundation Strategic Plan 2021- 2025 is informed by evaluation of the previous performance of the institution, its capacity, the changing cultural environment and the vision of Lango. The plan is aligned to the relevance of culture in governance and contemporary development. The plan sets out clear ambitions for Lango Cultural Foundation herein referred to as “*Tekwaro Lango*” or abbreviated as LCF.

During the various strategic planning consultations, participants raised pertinent problems that Tekwaro Lango is currently facing. Among the key problems raised were the challenges affecting the current and future generations of Lango, the relevance of Tekwaro Lango in socio economic and cultural progress of Lango sub region, the institutional capacity of LCF to implement its mandate, non-functional structures with unclear roles and responsibilities, loss of cultural values, limited involvement of women, children and youths in cultural activities, lack of reliable data and sustainable financial resources for implementing LCF activities and the fast changing cultural environment.

Practical solutions were considered as those that can be resolved in the short, medium, and long term. Rationalization of LCF key problems resulted into consolidated five strategic directions. Broadly, these strategic directions are: -

- (i) **Strengthening LCF Institutional Capacity.**
- (ii) **Conserving and Promoting Cultural Resources.**
- (iii) **Leveraging on Culture for Socio-Economic Benefits.**
- (iv) **Upholding Unity, Peace and Stability in Lango.**
- (v) **Mobilizing Sustainable Financing for LCF Activities.**

These five strategic directions form the background to LCF five years’ strategic plan (2021-2025) and is a commitment by LCF to remain focused to promoting a united, peaceful and prosperous Lango. LCF is calling for support from all the people of Lango, its implementing partners and key stakeholders to ensure success of this strategic plan. LCF shall remain committed to its people and promotion of Lango culture at regional, national and international levels.

1.2 Strategic Fit

Table 1.0 aligns LCF Strategic Plan to other Planning Framework.

Table 1.0, LCF Strategic Plan aligned to other Planning Framework.

Planning Framework	Strategy
Sustainable Development Goals (SDG)	Culture has a crucial role to play in SDG 11; make cities and human settlements inclusive, safe, resilient and sustainable. Target 11.4 calls for strengthening efforts to protect and safeguard the world's cultural and natural heritage. Culture is an essential component of human development, representing a source of identity, innovation and creativity for all, it provides a sustainable solution to local and global challenges. The transformative power of culture for social inclusion, resilience and sustainable development is increasingly recognized as a key enabler for Sustainable Development.
Uganda Vision 2040	Culture plays a great role in promoting employment creation through tourism and industrialization which have clear targets in vision 2040. In line with Uganda cultural policy (2019), culture plays great role in promoting the right social values, knowledge, beliefs, behaviour, morals, laws, customs, and attitude necessary to deliver vision 2040.
National Development Plan III - 2020/21-2024/25	Uganda's NDP III goal is increased household incomes and improved quality of life. The plan emphasises the need for cultural institutions to embrace NDPIII for the realization of Uganda Development aspirations.

1.3 Mandate of Lango Cultural Foundation

Upon the promulgation of the 1995 Constitution, cultural institutions were recognised under article 246 of the Uganda constitution and LCF drew up its Constitution in 2003, elected its leader, a Council and a Cabinet. Lango Cultural Foundation derives its mandate under the cultural leaders Act 2011. LCF was formed to revive Lango cultural practices, increase the identity of Lango and to have a cultural leader that unites Lango.

1.3.1 In line with the institution of traditional or cultural leaders Act 2011 under which traditional institutions are recognised, the mandate of Lango Cultural Foundation (LCF) are twofold.

- i. To promote and preserve the cultural values, norms and practices which enhance the dignity and wellbeing of the people of Lango.
- ii. To promote development, preservation and enrichment of all the people of Lango.

LCF forms the third governance strand of governance institutions besides the state and faith based institutions and it is closer to the people in terms of presence and proximity. Same as the State and faith based institutions, its governance structures are throughout Lango. The three strands of governance have one role in common, which is *“to promote and uphold values and integrity amongst the people”*. LCF is mandated by the Uganda Government to promote Tekwaro Lango and is recognized by the Ministry of Gender Labour and Social Development.

1.3.2 The Key roles of Lango Cultural Foundation

The key Principles and objectives of the Foundation are:

- (i) Foster unity among the people of Lango.
- (ii) Promote sustainable cultural and socio-economic development in Lango sub region.
- (iii) Mobilize and enlighten the people of Lango on gainful exploitation of the environment such as tree-planting and good use of the land for cultivation.
- (iv) Train clan leaders at all levels to deepen their understanding cultural issues and State Laws.
- (v) Support the vulnerable sections of our society so that they are not marginalized in socio-economic development.
- (vi) Mobilize communities towards self-help programs and projects that enhance community well-being.
- (vii) Review cultural laws, norms and practices with a view to promoting, amending or dropping the laws as appropriate.
- (viii) Protect and defend the rights of individual persons, especially women, children and the disabled, in and out of Lango without discrimination along age, religion, tribe, education and gender.

1.4 Tekwaro Lango Governance Structure.

LCF Governance Structure is as follows:

His Highness Won Nyaci of Lango
Advisors to Won Nyaci

Prime Minister,
The Cabinet,
The Secretariat.

The General Assembly.
The Speaker,
The Deputy Speaker,
Clan Chiefs-“Owitong”
Clerks

The Administrative and Hierarchy of Clan Leadership
Clan Chief and Deputy Clan Chief/Head of Women Leaders,
County Chief,
Sub-county Chief,
Parish Chief,
Village Chief and
In-charge of a cell.

1.5 Lango Districts, Population and Clans

1.5.1 Lango Districts and Population

The Lango sub-region is currently divided into 9 districts of Alebtong, Amolatar, Apac, Dokolo, Kole, Lira, Oyam, Otuke and Kwania. It's a relatively urbanized region with one city in Lira and one municipality in Apac. The region is situated within the annual cropping and cattle-farming systems that are primarily found in Northern Uganda. The region is dry compared to the rest of the country and experiences one long rainy season also called the unimodal type of rainfall, yet farmers can still grow crops twice in a year. Lango is the country's grain basket and in fact contributing significantly to the GDP.

The Lango sub region land area is approximately 12,800Km². Youth in the age bracket of 15-30 years predominate. Based on the 2014 Population and Housing Census, Lango population at a time was 2 million people and growing at a rate of 3.5% per annum, other things equal, the current population estimate should be 2.43 million people. Adding the number of Lango living in other regions estimated at 0.3million, the total current population estimate of Lango is 2.8 million people making 5.8% of Uganda's population of 48.5 million people. Lango population is growing above the national average population growth of 3.2%. On a negative note, Unemployment is high amongst young people, poverty rate is high at over 60% compared to a national average of only 34 percent. Under 5-year child mortality rate is 177 against 134 nationally. Similarly, primary school enrolment is low with high school dropout rates. There are many reasons for this poor state of the region; some of it centred around war in the past. The key thing to note is that Lango has a strong growing population base with a lifestyle that is potentially linked to economic activities. Table 1 provides the population of Lango per district and gender as at 2014.

Table 1 – Population of Lango as at 2014

No	District	Male	Female	Total
1	Alebtong	110,989	116,552	227,541
2	Amolatar	73,014	74,152	147,166
3	Apac	180,995	187,631	368,626
4	Dokolo	89,476	93,617	183,093
5	Kole	117,164	122,163	239,327
6	Lira	196,663	211,380	410,455
7	Oyam	187,121	196,523	383,644
8	Otuke	51,187	53,067	104,254
10	Total	1,006,609	1,055,085	2,064,106

Source, National Population and Housing Census 2014

1.5.2 Lango Clans

Lango has 149 clans registered clans as at the end of 2020. The majority of clan members live in Lango Sub-Region, whilst others live in other regions of Uganda and abroad. Each clan is led by a clan chief referred to as the "Awitong". The clan chief is a subordinate to the paramount chief of Lango, His Highness Won Nyaci me Lango. Annex 1, provides the schedule of all currently registered clans in Lango.

2 ANALYSIS OF TEKWARO LANGO

Lango Cultural Foundation operates in a complex, dynamic and changing environment. This section provides an overview of the Lango culture and the cultural resources. The section further provides a SWOT analysis of LCF, the historical perspective of LCF and an insight of how Lango can leverage on culture for socio economic benefits. The section is critical in influencing the current and future direction of Lango Cultural Foundation.

2.0 Overview of Lango Culture

Lango Culture is changing very fast, especially in relation to cultural practices, values beliefs and norms. There is 'cultural dilution' taking place as a result of the changing education, poverty levels, displacement, migration, inter-tribal marriages, influence of other cultures, changes in regulatory policies, civil influence, little emphasis on cultural education, little influence by elders on children, politics and advancement in technology. Similarly, there is declining quality of the Lango language. Traditional dances, songs, proverbs, and riddles are disappearing from Lango communities. All these changes influence Lango social behaviours, with the youth increasingly moving away from their cultural root while the families are increasingly losing their cultural authority.

Lango culture is further increasingly being distorted by the rampant internal divisions arising from conflicts related to land issues, leadership struggles, and intrigue which end up dividing the people of Lango. The land conflicts are mostly related to access, control and use of land which in the end negatively impact agricultural production, leads to divisions and sometimes death.

Positively, there is a growing recognition of culture in promoting modernity and development. Although some of the traditional values and practices may disappear or become modernized, people shall continue to use cultural resources to generate income. However, there is still heavy dependence on donors to fund cultural activities since financing of cultural activities by government or clans still remain inadequate. Government support in form of office space, allowances to heads of cultural institutions may not be relied on for sustainability and independence of LCF.

Furthermore, Government is aware that cultural institutions are close to the people and therefore invites the institution at various functions, including planning meetings. Government uses cultural institutions to promote social programmes like maternal health, HIV initiatives, conflict resolutions among others and these reflect the moral authority and continuity of an institution like LCF. On the other hand, this growing recognition of cultural institutions may come with challenges such as manipulation of culture by politicians for political interest.

2.1 Cultural Resource Framework

Lango cultural resources form essential foundation for LCF cultural planning and development. The table 2 illustrates some of the cultural resources that Lango can protect, preserve and upgrade for the development of Lango culture. However, these cultural resources remain undeveloped with little trace of any activities taking place.

Table 2.0, Lango cultural resource framework

Resource	Activities
Intangible Assets	Folk stories around the firestone (<i>“te-otem”</i>), proverbs, riddles, customs, oral tradition, ceremonies, language, traditional marriage.
Cultural occupation	Architects, writers, musicians, visual artists, Crafts, performance artists, photographers, Film Technicians, Actors.
Natural Heritage	Botanical Gardens, Conservation areas.
Festivals and Events	Art Festivals (Crafts, dance, visual arts), gallery
Cultural Heritage	Local historical sites, built heritage sites, archaeological sites.
Cultural Enterprises	Cultural food restaurants, traditional foods, fruits & herbal medicines, beverages, education centres, agriculture groups, cultural dance groups. Libraries and archives, bookstores, antique dealers, music studios.
Key Economic Enterprises	Livestock farming, crops and fruits farming, fishing, and horticulture.

2.2 SWOT Analysis

Strength	Weaknesses	Opportunities	Threats
1. Has structure from top to bottom throughout Lango.	1. There is leadership conflict in LCF top position that hinders progress	1. Government intends to set up a complex building at LCF centre that will house most of the cultural offices including Owitong and cabinet.	1. The original traditional system of Lango which only recognized “otem” & “Dogola” with no regional king and the current constitutional system of having an elective regional paramount chief makes some people think LCF is irrelevant and not necessary.
2. Have people with strong culture linked to economic activities.	2. Criteria for selecting clan leaders is not well streamlined to experience in cultural work.	2. Has traditional donors to partner with – Ministry of Gender, Plan international, TASO, among others.	2. Currently, LCF has no funds. Its ways of getting money in the past from donors is not sustainable.

3. Have overall clan heads who are mostly educated with rich experience in socio economic development	3. Does not have its own source of income and all are expected to work voluntarily.	3. SDG includes culture making it easier to attract support from development partners.	3. The paramount chief is paid for by the State bringing in the question of loyalty and lack of independence.
4. Has a population that live in Lango, Uganda and outside Uganda and support one another.	4. Most activities especially at the overall clan head and LCF levels exclude women and youth who form the large number of people.	4. Culture is recognized by the Government of Uganda and is provided for in the Uganda constitution. Uganda has a national policy and strategy on culture	4. The unseen state influence and interest in LCF that may lead to conflict of interest in protecting and preserving cultural affairs in Lango.
5. Many clan leaders are committed and give time without pay	5. Rules, culture, systems remain largely oral.	5. LCF is rich with ORAL culture.	5. The ambition by some clan heads to become paramount chief is causing conflict in LCF.
6. LCF has documented two customs – one for land and the other for marriage.	6. Informal way of running LCF affairs in the past makes it difficult to trace historical records.	6. Rich fertile land for agriculture and presence of historical sites for tourism.	6. There is an increasing number of clans in Lango which may dilute the culture of Lango

2.2.1 Positioning to benefit from LCF SWOT analysis

Strength. Continuously inspire, motivate and strengthen leadership and production capacity of people so as to optimize from the strengths.

Weaknesses. Constantly engage with all stakeholders to seek alternative means of addressing the weaknesses.

Opportunities. Put in place structures that pave way for LCF to benefit from the opportunities.

Threats. Seek means of minimizing threats.

2.3 Learning from LCF History

While in the past, LCF had given Lango a common voice and identity, it also appeared that there had been no clear agenda to guide LCF, partly due to the internal struggles within the institution. The last major success was the holding of a major conference to chart out a map for Lango development in 2012 (Lango Conference 2012-LC12). The outcome of that Conference was the Lango Development Agenda but much of the recommendations therein were not implemented. Also, some of the recommendations made in the LC12 appeared to be outside the direct mandate of Tekwaro Lango.

To strive to end the internal conflict within LCF, there was the signing of the Lango peace process by 104 Owitong on June 19, 2015 in Karuma Heritage Village, Nwoya District. In the Lango peace making process, 24 Owitong sent apologies for being absent. This peace

agreement followed a negotiation that started from April 2015 to June 2015. This agreement was represented by the 2 warring Prime Ministers dividing Lango Cultural Foundations into 2 factions. Following the peace agreement, LCF constitutional review was initiated but is yet to be finalised and legally registered with the government.

Despite continued instabilities in LCF leadership thereafter, LCF continued to work and a few milestones were achieved. For example, with support from LEMU, LCF produced customary land laws. These books spell out land rights of all family members. The books are used by clans for land conflict determination and mediation. With support from Plan International, customary law on marriage and divorce was also documented and approved for dissemination. Other partners, especially from Government and UN bodies also trained some clan members in mediation, health and HIV issues.

This brief historical perspective of LCF is significant to drive the formulation of LCF strategy 2021-2025.

2.4 LCF and Development Partners

There are many development actors in the region, including NGOs and religious institutions. These often emphasise community empowerment and participation in their programmes. Resources mostly come from donors and the latter therefore can influence the local development agenda. Some religious institutions and development actors are under the impression that LCF promotes aspects of culture that go against their faith and women. This analysis means that there are many expectations on LCF and that these are often either unmet or only partially met. There is for instance an expectation that LCF will promote unity in Lango by being a neutral, non-partisan institution. Despite the various challenges and expectations, Lango Cultural Foundation shall leverage on all positive aspects of culture and tradition to promote cultural development agenda in Lango Sub region.

2.5 Lango cultural practices and economic influence

In the past, Lango tribe practiced communal production and consumption, each household took care of the others' production system and welfare. A positive Lango culture positively influenced socio economic development of Lango sub region. As Lango culture increasingly undergoes changes, socio-economic development is either positively or negatively impacted.

2.5.1 Key economic activities in Lango Culture

Lango is the country's grain basket and a significant contributor to Uganda's GDP. The key areas highlighted below indicates how Lango cultural activities influenced production, consumption, welfare and resource distribution among the people. Additionally, the subsection identifies the key issues affecting these activities in Lango.

Livestock farming

These included rearing of cows, goats, sheep, pigs, dogs, chicken, ducks, and turkey among others. Livestock farming provided a source of family diet and income and the animals were also used to meet traditional obligations like marriage. Dowry was a means to distribute re-

sources to Lango, family members, relatives and clan representatives. The search for dowry prompted boys to work very hard. The more people practiced these, the less was the poverty levels and income inequality gaps. The challenges are that the community land where people grazed animals have been grabbed for new settlement and wetlands degraded by some people. Cattle rustling of 2006 by the Karamojong also demoralized the population, increased poverty and to date, many people cannot afford to buy and restock cattle. The traditional distribution of marriage dowry, especially to families, relatives, clan leaders such as chiefs has now dwindled. Many young boys now choose to cohabit and produce children rather than to first pay dowry for traditional marriage.

Crop Farming

These included the growing of cotton, maize, millet, sorghum, beans, peas, cassava, fruits, traditional vegetables like “Amalakwang”, “bojo”, “alayo”, and “akeo” among others. The crops provided diet to meet nutritional needs and as well were a source of income. The challenge now is that labour is a problem as many youths prefer to sell land and migrate to towns. The “Awak”/” Alea” groups for labour are dying out. Vegetable production is also disappearing and yet they provided alternative sauce. With the decline of cotton production as a cash crop, most food crops are now sold to cater for medical and school fees, leaving no or little food for the off harvest seasons. Failure to address this situation is likely to increase food insecurity in Lango sub region.

Fishing

For communities surrounding water bodies, the children had to learn how to fish and some in the end turned fishing into economic activities to earn a living. However, most fishing communities experienced poor education of children as most children dropped out of school at early ages to undertake fishing as an economic activity. Such fishing communities were not introduced to farming as an alternative economic activity. Due to overfishing in most water bodies and the need to preserve protect, and control fishing activities, Government was forced to impose a temporal ban on fishing, this affected the life and welfare of the fishing communities in Lango. The fishing communities now needs to be trained on alternative sources of livelihood to reduce the temptation of engaging in illegal activities.

Visual arts and handicrafts

The Lango tribe were known for making certain crafts such as *“dita”, “odero”, “apany”, “oweco”, “ikapu”, “goga”, “tol”, “okeme”, “adungu” “okeka”, “owec”, “iceke”, “pur kweri lango”, “adany”, “ko-morik”, “adungu” among others*. Some of these products were for domestic use while others were sold to subsidize family income. Schools promoted these skills through weekly handwork but to date, these have died out from the school programmes. Although, the Government of Uganda through the Ministry of Education and Sports (MoES) launched the skilling Uganda strategy, the strategy promotes more of formal vocational skills with little or no emphasis placed on promoting non-formal traditional visual arts and handicrafts. As a result, these activities are largely abandoned by most or all schools in Lango.

Hunting

Hunting was also part and parcel of the Lango culture but with the population increase there is now not much land for hunting and besides new government legislations prohibits hunting. The challenge is that there is need to replace game meat with domestic meat such as chicken, pork, goats, rabbit, ducks among others and the young people can engage in these activities as a business, source of employment and income.

Indigenous knowledge

Example, the knowledge on herbal medicine that was used to prevent, treat and promote health in communities is mainly oral and need to be documented, tested, used and sold widely in Lango, Uganda and globally.

Cultural sites

Monuments and antiquities such as “got Ngetta”, “tyen olum” etc. need to be researched, protected and upgraded to become tourist sites that generate income to LCF and create employment to the young people.

Cultural Past Time Activities

Cultural past time activities such as “*Icina*”, “*Koc*”, and proverbs, among others provoked thinking, gave insights about life, promoted discipline and hard work whilst providing entertainment and continuation of oral tradition that promoted confidence in public speech especially amongst the young people. The challenge is that these cultural past time activities are now not known or practiced in communities. There is need for research and documentation of these activities so that people can read and practice.

Performing arts like traditional dances and songs

These influenced behaviours and also earned livelihood for those involved. Unfortunately, these are dying out and need to be consciously revived.

Lango Language and Literacy

Lango Language is used for identity, trade, and communication. Language is also a source of employment to many prominent people like journalists, news readers, teachers, and language interpreters. The challenge is that the language is now not widely and correctly written or spoken, especially amongst the young people. Tekwaro Lango needs to work with language experts to address the challenges affecting Lango Language and literacy.

3 LCF STRATEGIC PLAN 2021-2025

3.1 Vision:

A united, stable, peaceful and prosperous Lango.

3.2 Mission:

To promote Lango Development and culture through unity, creativity and advocacy.

3.3 Core Values.

Respect: We respect our culture and all people in what we do.

Integrity: We act fairly, ethically and openly in all we do.

Stewardship: We are passionate about making Lango a better society.

Love: We are hospitable to all people and value their views.

3.4 Strategic Objectives

Lango Cultural Foundation Strategic Plan 20121 – 2025 emphasises five key strategic objectives.

1. To Enhance the Institutional Capacity of Lango Cultural Foundation.

2. To Conserve and Promote Lango Cultural Resources.

3. To Leverage on Culture for Lango Socio Economic Development.

4. To Uphold Unity, Peace and Stability in Lango.

5. To Create Sustainable Financing Resources to Carry out LCF Activities.

3.5 Key Results Areas (KRAs)

- (i) LCF Institutional capacity is efficiently enhanced.
- (ii) Lango tangible and intangible cultural resources are conserved.
- (iii) Lango socio economic development is improved.
- (iv) Lango is more united, stable and peaceful.
- (v) Financing for LCF activities is improved.

3.6 Key Assumptions for the success of LCF Strategy 2021-2025

The following assumptions are critical for the success of this strategic plan.

- (i) The existing and future LCF leadership are committed towards implementing this strategic plan.
- (ii) LCF is able to attract and retain competent technical team to implement the strategic plan.
- (iii) The internal control systems at LCF are efficient and effective.
- (iv) Key partners and all stakeholders are committed to the activities of Tekwaro Lango.
- (v) There is adequate financing to implement the activities in the LCF strategic plan.
- (vi) Lango is united, peaceful and value culture.

3.7 Guiding Principles

- (i) Increased support for cultural, social and economic development.
- (ii) Sustainable environmental practices.
- (iii) Strong cooperation and partnership with key stakeholders.
- (iv) Effective and increased community involvement in Tekwaro Lango affairs.

3.8 Strategic Framework: Objectives, Actions, Activities, Output and Outcome

Strategic Objective 1.0	Strategic Actions	Activities	Output	Outcome
To enhance the Institutional Capacity of Lango Cultural Foundation.	<p>1.1 Build capacity of LCF cabinet, council, secretariat and all clan leaders to be able to coordinate all LCF programmes.</p> <p>1.2 Claim LCF assets before 1967 abolition of Cultural Rule in Uganda from Lira City</p> <p>1.3 Establish Lango Cultural Centre and Lango palace.</p> <p>1.4 Follow up on all LCF past, current and future General Assembly resolutions and ensure they are implemented.</p> <p>1.5 Identify and work with technical experts to deliver LCF activities.</p> <p>1.6 Open a chiefdom office in Kampala to coordinate with all Lango is the diaspora.</p> <p>1.7 Develop LCF communication strategy and policy.</p> <p>1.8 Acquire vehicles for LCF</p>	<ul style="list-style-type: none"> ❖ Establish and maintain full-time secretariat, train cabinet, recruit and train professional staff. ❖ Review LCF Constitution ❖ Develop LCF Website. ❖ Produce operations manuals and policies to guide LCF. ❖ Facilitate all LCF organs. ❖ Initiate agencies to promote LCF. ❖ Build capacity for financial management. ❖ Acquire 10 vehicles for LCF activities and 2 lead cars for His Highness Won Nyaci ❖ Acquire 1 PA system, Tents and plastic chairs for the foundation. ❖ Carry out leadership training for all the Owitong and Clan leaders. ❖ Identify and document all LCF assets. ❖ Put in place a negotiation team to claim the LCF property especially Land in Ireda. ❖ Build Won Nyaci Palace and Lango Cultural Centre. ❖ Buy Land and construct Lango Chiefdom office in Kampala. ❖ Acquire computers and applicable software for LCF work ❖ Build capacity of Won Nyaci Advisors to effectively advise on cultural matters. 	<ul style="list-style-type: none"> ❖ Organogram for LCF Secretariat is drawn, paid professional staff recruited and trained. ❖ Constitutional review commission put in place. ❖ Manuals to guide cabinet, committees, roles and powers of Secretary to cabinet and advisors streamlined. ❖ A 5-year Strategic plan, Financial and HR Manual, and reports in place. ❖ Inventory register for LCF Assets in place. ❖ Proposals to prospective partners/donors are developed. ❖ All clan leaders are trained. ❖ Report produced on all LCF assets. ❖ Land and property in Ireda handed back to LCF. ❖ Palace (Official Residence of Won Nyaci me Lango) constructed. ❖ Amphitheatre and museum constructed. ❖ Resident Camps for Won Nyaci at the former County headquarters established. ❖ A fully furnished chiefdom exist in Kampala. ❖ Website developed. ❖ Communication strategy in place ❖ Communication policy in place. ❖ Vehicles are procured for LCF 	<p>LCF institutional capacity is effectively and efficiently enhanced</p>

Strategic Objective 2.0	Strategic Actions	Activities	Output	Outcome
<p>To Conserve and Promote Lango Cultural Resources.</p>	<p>2.1 Preserve, protect and promote Lango cultural tangible and intangible assets. (See table 2.0 on cultural resources framework).</p> <p>2.2 Identify, map, conserve and develop cultural enterprises in Lango.</p> <p>2.3 Preserve the memory of Eminent Lango Leaders and prominent persons.</p> <p>2.4 Promote celebrations of important milestones and cultural heritage in Lango.</p> <p>2.5 Promote Tekwaro Lango to children, youth and women from Lango.</p>	<ul style="list-style-type: none"> ❖ Identify, profile and map cultural sites and document their importance to Lango culture. ❖ Construct the “Amuka” statue at all the Lango District Headquarters and boarders. ❖ Conduct research, documentation and information dissemination on Lango culture and natural heritage. ❖ Organize cultural festivals and events. ❖ Network and build relationships with other cultural leaders, champions, partners, local and central governments to tap and promote cultural assets within and in Lango. ❖ Preserve all the identified Lango cultural sites. ❖ Liaise with both Local and Central Government, partner through PPP to mobilize resources to develop the cultural sites and manage cultural affairs. ❖ Design cultural sites for profitable economic benefits. ❖ Build Tourist and Eco-Tourist Hot spots. ❖ Identify, profile and document eminent Lango leaders. ❖ Document events of the past and present to Rwode Adwong and His Highnesses the Won Nyaci me Lango. ❖ Create a working relationship with LASA. ❖ Institute training camp sessions for Lango traditional dances and other values. ❖ Appoint a Special cultural envoy to Higher Institute of Learning. ❖ Laisse with Local Governments to promote Lango Cultural values in schools. ❖ Preserve Amuka brand and make people pay for its use. ❖ Organize yearly Lango cultural galore in Kampala and Lango Districts. 	<ul style="list-style-type: none"> ❖ Number of cultural sites are identified and profiled for conservation and development. ❖ Cultural village and Botanical site is established. ❖ Research reports documented on available cultural resources practice by Lango people. ❖ Reports on activities that encourage preservation of Lango cultures availed for implementation. Channels for building relationship with partners established and defined. ❖ Partners to promote development in LCF identified and lobbied. ❖ Cultural assets formerly used are documented in a report. ❖ Economic benefits on each site profiled. ❖ Series of PPP meetings held to spot drivers in the sector. ❖ Workshops held to provide background on eminent Lango leaders. ❖ Materials on the eminent Lango leaders are produced. ❖ Channels for building relationship with partners established. ❖ Partners to promote development in LCF are identified and lobbied. ❖ Series of PPP meetings held to spot drivers in the sector. PPP partners identified and contracts awarded to kick start development. ❖ Clan heads through targeted workshop held provide background on eminent Lango sons in their clans. ❖ Report produced on the lives and events of Lango Cultural Leaders 	<p>Lango cultural Resources are conserved, protected and used to generate cultural revenue.</p>

		<ul style="list-style-type: none"> ❖ Establish museum that will display all Lango cultural resources. ❖ Register all the Lango in the diaspora and in Lango Districts through their leaders. ❖ Develop criteria to profile eminent Lango leaders. ❖ Work with schools to promote “Tekwaro” Lango 	<ul style="list-style-type: none"> ❖ Important events earmarked for awards. and recognition ❖ Won Nyaci day is celebrated and marked with speeches. ❖ Awards to celebrate the lives of recognised Lango persons is given. ❖ Approval is given by LCF General Assembly to support Lango Students to promote Lango Culture for sustainability. ❖ Camp fire sessions for training students on various dances and other traditions agreed upon. ❖ Costumes for performances bought for students to support the promotion of Lango Culture among the youth. ❖ A team that closely monitors the cultural activities by Lango students is established ❖ Lango Anthem is introduced in all Lango schools. ❖ Publications about “Tekwaro” Lango is promoted in schools. ❖ Lango traditional garments promoted in schools. ❖ Traditional dances, songs and plays are introduced in communities and schools. 	
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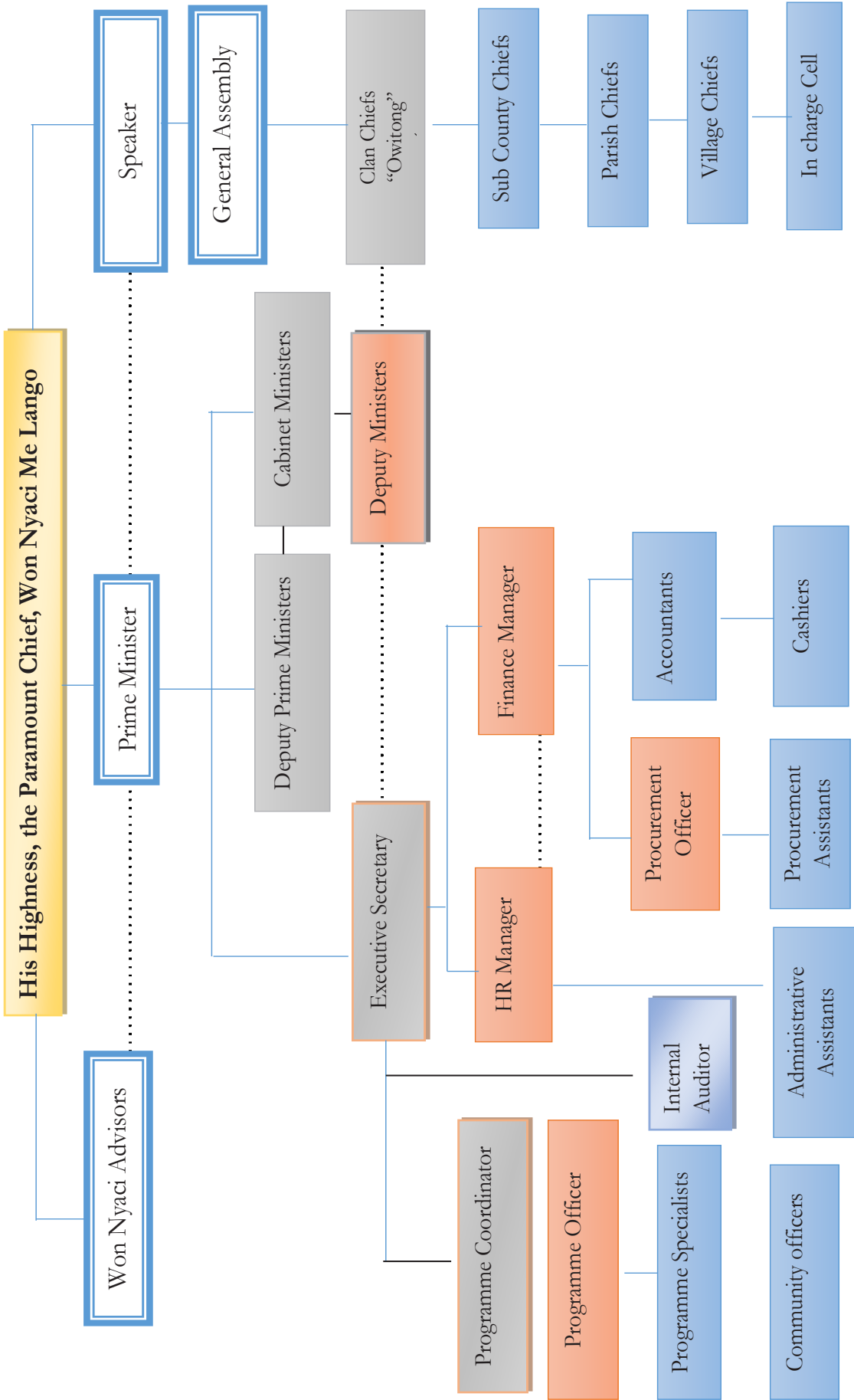
Strategic Objective 3.0	Strategic Actions	Activities	Output	Outcome
<p>To Leverage on culture for Lango Socio Economic Development.</p>	<p>3.1 Mobilise all clans in Lango to actively engage in agricultural production, agro- tourism, agro-forestry and agro-industrialization.</p> <p>3.2 Promote Lango cultural enterprises.</p> <p>3.3 Promote all social sector development.</p> <p>3.4 Map and profile all potential investment drivers in Lango and promote their increased production, and marketing.</p> <p>3.5 Mobilize communities to embrace cross cutting issues like financial literacy, environmental sustainability, business skills, gender and health in production.</p> <p>3.6 Enter into partnership with National and International Business forums for increased investment opportunities in Lango.</p>	<ul style="list-style-type: none"> ❖ Lobby clans to contribute an agreeable amount of fee per year to support short term programmes of LCF. ❖ Promote food security and livelihood programmes. ❖ Promote health and safety of Lango. ❖ Promote education and sports in Lango. ❖ Promote affirmative actions for the disabled and elderly. ❖ Lobby government and development partners on Lango development issues. ❖ Encourage local fund raising from within Lango people to support progressive ideas that promote development in Lango in order to have a productive population ❖ Document all pending commitments from/to LCF ❖ Promote Economic sector development such as trade and investments, agriculture as business, microenterprises and technology development. ❖ Promote social assistance for the children, youth, women, disadvantaged and people with disability. ❖ Increase access to Business Development services. ❖ Promote digital money and village savings and banking facilities for financing microenterprises. ❖ Promote financial literacy and business sustainability education. ❖ Promote sustainable management of natural resources. ❖ Advocate and mobilize people for mass production, food and nutrition security. 	<ul style="list-style-type: none"> ❖ Clan heads and other partners in Lango are supported to give work plans for Livelihood programme. ❖ Lango development team is in place appointed by The Prime Minister of LCF. ❖ Partners and items/subjects for lobby identified. ❖ Lobby meetings are held and resources mobilized. ❖ Fund raising activities for LCF are identified. ❖ Funding partners exist for LCF activities. ❖ Fund basket such as for educational, LCF business venture, and Health Care is established. ❖ Business plans are drawn for investment. ❖ Livelihood activities that support the community supported i.e. Shea butter tree. ❖ Proposals to partners that support the development of socio-economic cultural activities are produced. ❖ Development pledges documented in a report and followed up ❖ Concept paper developed to concretise the commitments. ❖ A radio station is established for promoting, social, economic and cultural activities. ❖ Social assistance projects are promoted. Partnership and MoU is signed with Business. Development Service providers. 	<p>Lango Socio Economic Development is improved</p>

	<p>3.7 Mobilize Lango in diaspora to invest in Lango for socio economic development.</p>	<ul style="list-style-type: none"> ❖ Lobby and partner with NGOs, government and various institutions to promote viable homes, social infrastructure development in rural areas, education and literacy programmes, water and sanitation, civic leadership, ethics, culture and heritage and health education. ❖ Strengthen relationship with the sitting government to promote development for Lango sub regions. ❖ Have full control and monitor Lango Children who want to go abroad for jobs. ❖ Lobby scholarships for Lango needy children. ❖ Establish projects that generate revenue for Education of Lango children. ❖ Formulate and promote policies on land administration and management. ❖ Encourage development of industries in Lango 	<ul style="list-style-type: none"> ❖ Households have kitchen with energy saving stoves, clean courtyard, animal husbandry stays, produce sun-drying racks, stores, rainwater harvesting facilities, bath-shelter, pit-latrine, composite pit. ❖ Villages have well maintained road network, schools, health centres, safe water sources and cultural recreation centres. ❖ Community embrace health programmes like immunization, family planning, nutrition, diseases and epidemic prevention among others. ❖ Reduced use of drugs by youth, adoption of good cultural values. ❖ Increased number of graduates from Lango. ❖ Communities are financially literate and have means of generating family income through business. ❖ Land management policies exist. ❖ There is evident growth of industries in Lango. ❖ Increased number of educated children from Lango. 	
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Strategic Objective 4.0	Strategic Actions	Activities	Output	Outcome
<p>To Uphold Unity, Peace and Stability.</p>	<p>4.1 Promote unity and peace among Lango in Uganda and in the Diaspora by initiating a common vision that the people can wholeheartedly embrace to identify Lango.</p> <p>4.2 Undertake to publish and disseminate information on the Principles, Practices, Rights and Responsibilities (PPRR) of Lango culture.</p> <p>4.4 Carry out intensive training, lobbying and information dissemination to clan leaders in Lango on various subjects relating to conflict resolutions, human rights and other socio-cultural issues in Lango.</p> <p>4.5 Benchmark on the experience and development from other cultural institutions in Uganda and other parts of the world that promote unity, peace and stability.</p> <p>4.6 Strengthen security management in “Tekwaro” Lango by way of investigation and security infrastructure development.</p>	<ul style="list-style-type: none"> ❖ Empower clans to tackle disagreements that propel division of clans. ❖ Involve and lobby Police, Courts, RDC, District Chairpersons and other stakeholders to address the root causes of conflicts. Lobby/Call on the people of Lango to love their culture and customs. ❖ Develop coding system for registry to keep Lango records in LCF Secretariat. ❖ Carry out various training workshop on unity, peace and stability. ❖ Carry out research on the various cultural institutions that have maintained their cultures amidst difficulties due to changing cultural environment. ❖ Work with all religious institutions for the spiritual growth of Lango. ❖ Undertake to publish, disseminate and carry out periodic sale of the Principles, Practices, Rights and Responsibilities (PPRR) on Lango cultural issues. ❖ Develop a registry that include sales of Land, marriage and divorce from clans. ❖ Carry out intensive training, lobbying and dissemination to clan leaders in Lango on various subjects on conflict resolutions, human rights and other socio-cultural issues in Lango etc. ❖ Organize a welcome ceremony for all the new members of Parliament from Lango every five years. ❖ Bring together all the Lango leaders in various positions to induct them on Lango culture after every 5 years. ❖ Install CCTV cameras in all the Tekwaro Lango buildings and ensure that all the “Tekwaro” Lango Vehicles have tracking devices. ❖ Investigate any behaviour, conducts or suspicion that could undermine security of Lango. 	<ul style="list-style-type: none"> ❖ Clan leaders are empowered on management of unity, peace and stability in Lango. ❖ Central Government is engaged on any conflict in “Tekwaro Lango” ❖ Continuous meetings on conflicts in Lango are held and peaceful resolutions arrived at. ❖ Training workshops with clan heads, lower clan leaders and partners are held to resolve conflicts. ❖ Follow up meetings held to lobby Governments on changes and inputs to policies such as on Land, witchcraft, cultural rights etc. ❖ His Highness the Won Nyaci me Lango tours Lango District by District and the Diaspora. ❖ Documents that promote unity and fight to eradicate vices within the community are reviewed, published and disseminated. ❖ Registry on land, marriages and divorce are established at the Secretariat ❖ Reports on security management are produced. ❖ Intensive training workshops are carried to Lango Clan heads and other Leaders. ❖ Lobby meeting are held on specific matters in the clan by LCF/partners. ❖ Dissemination workshops attended on published materials by Clan heads for further dissemination to their clan members. ❖ Documents that promote unity and fight to eradicate vices within the community are reviewed. 	<p>Lango is more stable, peaceful and prosperous.</p>

Strategic Objective 5.0	Strategic Actions	Activities	Output	Outcome
<p>To create sustainable financing sources to carry out LCF activities.</p>	<p>5.1 Identify and profile activities that may generate money for LCF and turn them into active revenue sources.</p> <p>5.2 Invest in Lango media (newspaper, radio and television) to generate funds for LCF.</p> <p>5.3: Follow up on pledges made to LCF by Government and promote Public Private Partnership (PPP) with government.</p> <p>5.4 Actively lobby with development partners on funding opportunities for potential or pipeline projects.</p> <p>5.5 Continuously seek partnership with development partners, government, embassies, individuals and business community towards Tekwaro Lango activities.</p>	<ul style="list-style-type: none"> ❖ Produce LCF yearly budget to support activities, which can be financed by partners, central and local governments. ❖ Lobby Owitong to contribute to LCF budget as an assured source of income to support short term ❖ Organise both Local and International events in sports that tap in funds. ❖ Meet government and partners to raise funds for “Tekwaro Lango” Radio FM and Television Stations. ❖ An accessible site to install “Tekwaro” Lango media is identified and procured. ❖ “Tekwaro” Lango media staff are recruited and trained. ❖ LCF becomes a member of various business promotion bodies in Uganda. ❖ Undertake various fundraising activities. ❖ Acquire a financial management software for LCF Finance department. ❖ Promote sound financial management in LCF through sound capacity building for LCF leaders and management team. ❖ Ensure prudent resource allocation, accountability and efficient resource management. ❖ Benchmark on best practices for financial management. ❖ Adhere to financial policies like Anti Bribery and Corruption (ABC) and money laundering policies. ❖ Prepare and sell yearly Tekwaro Lango calendar to raise some revenue in LCF treasury. 	<ul style="list-style-type: none"> ❖ LCF yearly budget is produced by the Secretariat. ❖ LCF General Assembly resolve on the need by clans to finance LCF for short term. ❖ National and Local events such as Alooi Marathon, Won Nyaci cup are organised with support of international companies. ❖ FM wavelength and TV funds for LCF is raised and Tekwaro Lango media stations established. ❖ Recruitment of professional media staff and induction training carried out. ❖ Meetings to profile revenue potentials for Tekwaro Lango are held and a follow up made. ❖ A financial management software is installed at LCF Finance department. ❖ Financial management policies and manual is produced, shared and people trained on their use. ❖ Various funding baskets are introduced. ❖ LCF financial investments create socio-economic impact in Lango. ❖ Membership into UMA, UNEPB, UCA, PRESIDENTIAL ROUND TABLE, UGANDA PRIVATE SECTOR FOUNDATION etc. are obtained. ❖ Fund raising events are held. ❖ Annual external audit conducted at LCF. ❖ All LCF functional organs are well facilitated. ❖ DLGs are lobbied to annually contribute to the funding of LCF. ❖ Office of the President and OPM is approached to support LCF development financing. ❖ Development Partners are mobilized to finance “Tekwaro” Lango. ❖ Individuals are mobilized to support financing of “Tekwaro” Lango 	<p>Financing for LCF activities are improved.</p>

3.9 LCF Organization Structure 2021-2025



3.9.1 Key Management positions and roles.

Position	No.	Role
Prime Minister	1	Oversee the business of LCF and work closely with Won Nyaci
Won Nyaci Advisors	6	Provide technical advice to Won Nyaci and his direct reports.
Executive Secretary	1	General administration of LCF and all LCF project activities
Programme Coordinator	1	Coordinate Tekwaro Lango Development Programmes.
Programme Officer	1	Works directly with the programme specialists
Programme Specialists	36	These are personnel who drive specific project areas.
Community Officers	18	Ensures effective delivery of programmes/projects in communities.
Finance Manager	1	Fund raise and Manage finance, assets and audits.
Internal Auditors	2	To review and ensure that internal policies and procedures are followed.
Procurement officers	2	Carry out relief procurement
Finance Manager	1	Manage LCF budget
Accountants	2	Keep proper books of accounts, prepare financial reports.
Cashiers	2	Pay and receive cash.
Human Resource Manager	1	Manage LCF human resources.
Administrative Assistants	2	Assist the Human resource manager in carrying out administrative duties.
Total	78	

Details of the roles and responsibilities and all policies relating to human resource management shall be specified in the Human Resource Manual while details of the finance management procedures and policies shall be specified in the LCF Finance manual. LCF shall from time to time review and make use of such manuals and operations policies to effectively and efficiently manage the organization. The organization shall identify and formally recruit technical staffs either as volunteers, contract or permanent staffs to support it operations.

3.10 Analysis of Strategy Risk

Risk Factor	Risk Level	Mitigation Strategy
Complex and inadequately staffed and skilled organizational structure which affects LCF ability to perform as expected.	Medium	LCF to identify young talented volunteers and later on paid staff to manage operations and project implementation.
Lack of financial resources to carry out LCF activities	High	Continuous lobbying with MoGLSD, clan heads, private sectors, DLGs, central governments, clan heads and development Partners to provide the required financial and technical resources.
Development activities that are not directly under the mandate of LCF.	Medium	LCF to continuously lobby with government through OPM to deliver on pledges made for Lango economic development objectives. LCF to seek funding from donors through developing concept papers and project proposals to further its mandate.
Continuous emerging unplanned priorities.	Medium	Reprioritization and efficient utilization of the available resources.
Prolonged conflict from emerging unconstitutional “kingdoms”	High	<ul style="list-style-type: none"> a) Lobbying for unity with emerging kingdoms. b) Seeking for government intervention to resolve conflict. c) Implementing the strategic plan will channel energy to positive work rather than this conflict. d) Reading the law to inform others.
Inflexible budget guidelines	Medium	Engage with stakeholders to justify flexible budgets
Difficulty in strictly adhering to the approved work plans and budgets due to unpredictable occurrences	High	Proper planning and adherence to approved work plans and LCF finance and HR policies.

3.11 Aligning strategy to the organization structure.

The strategic plan will be implemented following the organization structure of Lango Cultural Foundation that clearly assigns roles and responsibilities to the Prime Minister, cabinet, the secretariat with approval from the General Assembly. The cabinet and the Won Nyaci advisors will play an advisory role to the Prime Minister in performing his duties while the General Assembly (GA) shall remain the supreme decision-making body of Lango Cultural Foundation.

To achieve the strategic objectives, the Prime Minister shall assign responsibilities for achieving each objectives to respective functions. The prime minister may appoint and supervise technical staffs for the achievement of the objectives. The Prime minister shall come up with relevant projects that supports delivery of the strategic objectives.

Table 3.10 Strategic Objectives and Responsible Functions

Strategic Objective	Structure
Enhancing the Institutional Capacity of Lango Cultural Foundation.	The Secretariat
Conserving and Promoting Lango Cultural Resources.	The Secretariat assisted by the programme coordinator.
Leveraging on culture for Lango Socio Economic Development.	The Secretariat assisted by the programme coordinator.
Upholding unity, peace and stability.	The Secretariat assisted by the programme coordinator
Creating sustainable financing resources to carry out LCF activities	The Secretariat supported by Finance and Administration Department and the programme coordinator.

4 STRATEGY BUDGET

4.1 Key Budget Assumptions

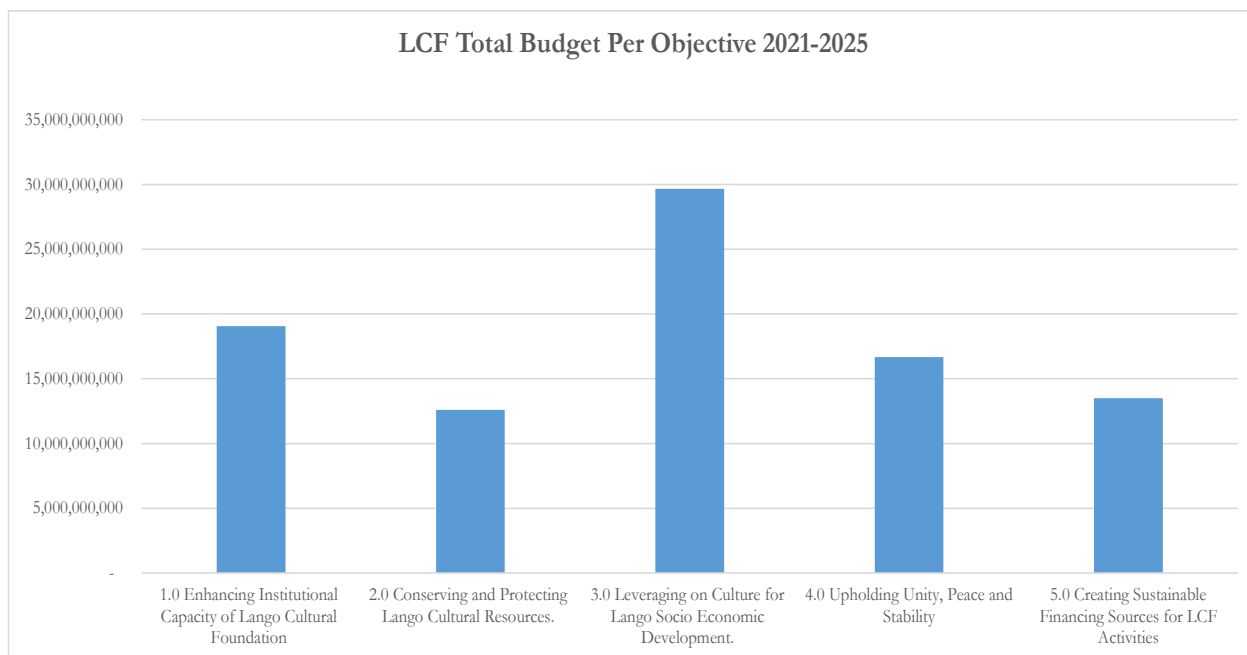
- 4.1.1 Objective 1 cost will reduce by 50% in year 2022 due to reduction in expenditure on construction works. Thereafter, objective 1 costs will increase by 20% being cost of building maintenance and capacity building among others.
- 4.1.2 Objective 2 and 3 costs will annually increase by 15% over the 5-year period.
- 4.1.3 Objective 4 and 5 costs will annually increase by 10% and 17% respectively.
- 4.1.4 Annual subscription from each Lango clan is estimated at Uganda shillings 6,140,265 which translates to Ugx 511,688 per clan per month.

The indicative funding sources are clan subscriptions, support from Lango DLGs, support from Central government, gifts, donations and grants LCF investments, collections from tourism and cultural events. These contributions are estimated in section 4.2 of this plan.

4.1.1 LCF Expenditure projections for the period 2021-2025

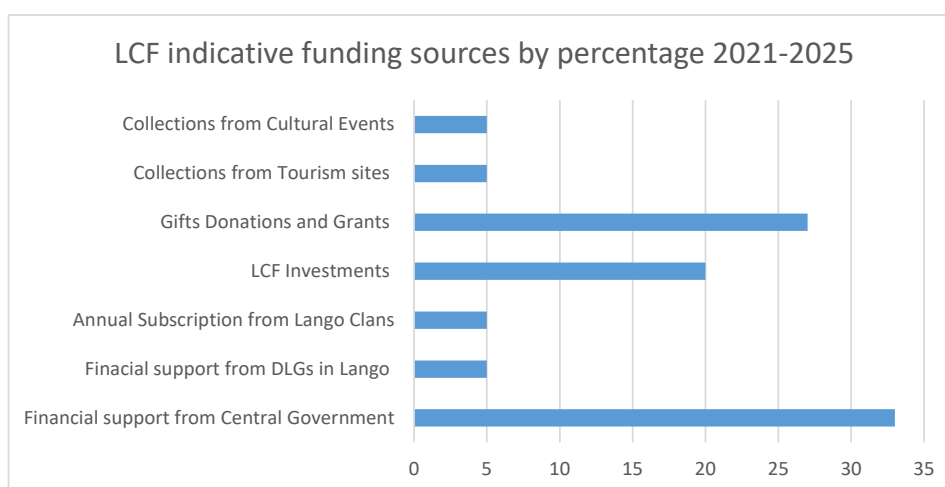
LCF Total Budget Allocation Per Objective 2021-2025

No	Strategic Objective	2021	2022	2023	2024	2025	Total (Ugx)	Percent
		Ugx	Ugx	Ugx	Ugx	Ugx		
1	1.0 Enhancing Institutional Capacity of Lango Cultural Foundation	11,740,000,000	5,870,000,000	1,174,000,000	234,800,000	46,960,000	19,065,760,000	21
2	2.0 Conserving and Protecting Lango Cultural Resources.	3,600,000,000	1,800,000,000	2,070,000,000	2,380,500,000	2,737,575,000	12,588,075,000	14
3	3.0 Leveraging on Culture for Lango Socio Economic Development.	4,400,000,000	5,060,000,000	5,819,000,000	6,691,850,000	7,695,627,500	29,666,477,500	32
4	4.0 Upholding Unity, Peace and Stability	2,730,000,000	3,003,000,000	3,303,300,000	3,633,630,000	3,996,993,000	16,666,923,000	18
5	5.0 Creating Sustainable Financing Sources for LCF Activities	1,925,000,000	2,252,250,000	2,635,132,500	3,083,105,025	3,607,232,879	13,502,720,404	15
	TOTAL	24,395,000,000	17,985,250,000	15,001,432,500	16,023,885,025	18,084,388,379	91,489,955,904	100



Indicative Available Funding Sources 2021-2025

Source	% Contribution	Amount (Ugx)
Financial support from Central Government	33	30,191,685,448
Financial support from DLGs in Lango	5	4,574,497,795
Annual Subscription from Lango Clans	5	4,574,497,795
LCF Investments	20	18,297,991,181
Gifts Donations and Grants	27	24,702,288,094
Collections from Tourism sites	5	4,574,497,795
Collections from Cultural Events	5	4,574,497,795
Total	100	91,489,955,904



4.3 LCF Sector Budget Allocation 2021-2025

No	Sector	Amount	Percent
1	Office of His Highness	9,369,513,831	10
2	Office of the Prime Minister	29,276,785,889	32
3	Ministry of Finance, Trade and Investment	13,723,493,386	15
4	Ministry of Socio Economic and Industrial Development	2,744,698,677	3
5	Ministry of Lands and Physical Planning	2,744,698,677	3
6	Ministry of Environment and Natural Resources	2,744,698,677	3
7	Ministry of Science, Innovation and Technology	2,744,698,677	3
8	Ministry of Health and Population	2,744,698,677	3
9	Ministry of International Affairs and Diplomacy	2,744,698,677	3
10	Ministry of Agriculture, gender and Women Affairs	3,659,598,236	4
11	Ministry of Culture, Conservation, Tourism and Heritage	12,588,075,586	14
12	Ministry of Education and Sports	3,659,598,236	4
13	Ministry of Elderly, Disable and Youthful Affairs	2,744,698,677	3
	Total	91,489,955,904	100

5 ROAD MAP TO IMPLEMENTATION

5.1 Getting Started

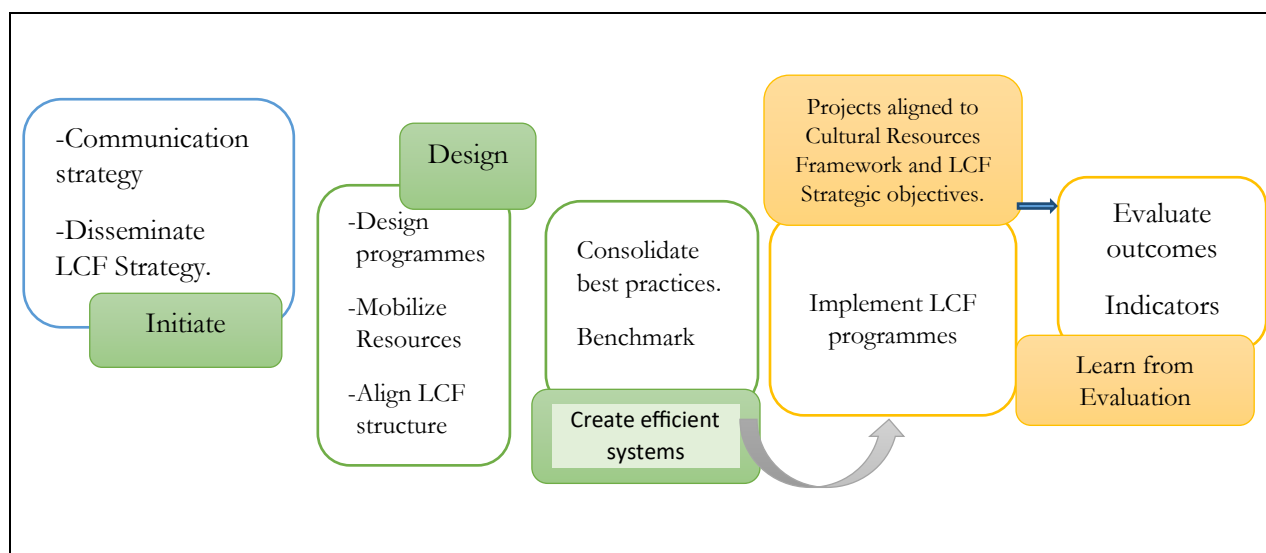
5.1.1 Mobilization for Action (2021-2025)

The initial actions for LCF implementation process comprise developing a clear communication strategy and disseminating the strategy to stakeholders, development partners, the private sector, Lango in the Diaspora and all the Lango leaders in various positions. LCF management will formally engage with all the implementing stakeholders to buy into the strategy.

Mobilizing financing institutions may require realigning the outcomes and integrating LCF programmes to fit within the deliverables of both LCF and the funding institutions.

LCF shall source technical and competent Lango professionals to support in the implementation of LCF strategy. LCF shall consolidate best practices and drop inefficient practices.

Figure1: Implementation Path for LCF Strategic Plan



5.2 Monitoring and Evaluation

Performance indicators and means of verifications shall be derived for each strategic objective upon which the monitoring and evaluation team shall form an independent assessment. The implementing teams shall develop work plans upon which the M & E team shall develop monitoring and evaluation tools.

During Monitoring and Evaluation, emphasis shall be broadly placed on:

5.2.1 Activity monitoring

To assess timely delivery of activities as per work plan. Activities shall be scheduled as follows:

- (i) The immediate (6 months).
- (ii) The medium term (1-2 years).
- (iii) The long term (3-5years).

5.2.2 Expenditure monitoring

To monitor the project expenses as planned in the project budget.

5.2.3 Quality and output monitoring

To assess the quality of output.

5.2.4 Response monitoring

To assess response of LCF beneficiaries.

5.2.5 Project logframe

To capture information from project logframe, M & E templates shall be developed for daily and weekly tracking of the project progress with indicators marked as proposed below

- (i) Red for off track activities
- (ii) Amber for on track activities
- (iii) Green for successfully completed activities.

Such tables shall help in tracking observations only while more advanced quantitative and qualitative evaluation techniques shall be applied to test significance of LCF projects.

Observations of Activities	Rating
Off Track (Red)	
On Track (Amber)	
Completed (Green)	

The respective project manager will undertake regular monitoring with data on progress being tracked on a daily basis and reported weekly and monthly to the project management team to ensure that all aspects of the project are being monitored. Monthly reports shall be shared with the Prime Minister, the secretariat non-project staff, council and other key project implementing partners.

5.2.5 Reporting on Monitoring Results

The Secretariat/ project team will convene meetings monthly to discuss results of monitoring and compile monthly reports which are submitted to the secretariat through the programme coordinator. The programme coordinator shall work directly with the specialist managers to review project performance in line with the project plan. The respective project specialists shall submit monthly reports to the project coordinator to ensure projects meet all the quality and quantity specifications. Any deviations noted during monitoring will be advised and averted using best alternative practices. Routine summative evaluation shall be conducted every six months.

5.3 Key Stakeholders

S/No	Stakeholder
5.2.1	Office of the President
5.2.2	Office of the Prime Minister
5.2.3	Ministry of Gender Labour and Social Development
5.2.4	Ministry of Trade Industries and Cooperatives
5.2.5	Ministry of Agriculture Animal Industries and Fisheries
5.2.6	Ministry of Education and Sports
5.2.7	Ministry of Justice and Constitutional Affairs
5.2.8	Ministry of Health
5.2.9	Ministry of Science, Technology and Innovation
5.2.10	Ministry of Finance, Planning and Economic Development
5.2.11	Ministry of Local Government
5.2.12	Ministry of Land, Housing and Urban Development
5.2.13	Ministry of Tourism, wildlife and Antiquities
5.2.14	Ministry of Water and Environment
5.2.15	District Local Governments
5.2.16	Development Partners
5.2.17	Education institutions
5.2.18	Religious Institutions
5.2.19	Uganda Investment Authority
5.2.20	Uganda National Cultural Centre
5.2.21	Cultural institutions
5.2.22	Cooperative Organizations
5.2.23	Financial Institutions
5.2.24	Lango Parliamentary Group and political leaders
5.2.25	Clans in Lango
5.2.26	Lango in Diaspora
5.2.27	Uganda Communication Commission

6 CONCLUSION

LCF strategic plan 2021-2025 sets out five strategic objectives that will guide the direction of LCF towards achieving the vision of becoming a united, stable, peaceful and prosperous Lango. Broadly, these objectives are; (i) to strengthen LCF institutional capacity, (ii) to conserve and promote Lango culture, (iii) to leverage on culture for socio economic development, (iv) to promote the spirit of unity, peace and stability and (v) to mobilize sustainable resources for financing LCF activities. The plan is aligned to LCF mandate taking into consideration the need to seek various partnerships with individuals, development partners, private sector and clan heads to deliver on the laid down activities. LCF shall remain committed to the implementation of this plan over the next five years in order to promote Lango culture and the socio economic development of Lango sub region. We look up for your continued support to LCF Strategic Plan 2021-2025.

REFERENCES

- Uganda National Culture Policy (2019), by Ministry of Gender, Labour and Social Development.
- Sustainable Development Goals (2015).
- National Development Plan III, (2020/21- 2024/25).
- LCF Constitution (2017)
- CCFU Annual Report (2018)
- Lango Conference (2012)
- National Population and Housing Census (2014)

ANNEX

ANNEX 1: LIST OF CLANS IN LANGO

No.	Clans	No.	Clans	No.	Clans
1	Abwor	51.	Bako Ocol	101.	Okarowok Oyeto Leyi
2.	Abwor Bako Leto	52.	Bako Odugu	102.	Okarowok Wibye Acel
3.	Abwor Igero Ilum	53.	Bako Ogwetyang	103.	Okide me Ogole
4.	Adok Oyengo Owoo	54.	Bako Ojota Ongura Lemo	104.	Okide Oluban Okwer Lum
5.	Adyegi	55.	Bako Olang	105.	Okii Amat
6.	Acuity Okuto Bilo	56.	Bako Olang Tim	106.	Okii Awon Odyang
7.	Along	57.	Bako Opel Kori Apwor	107.	Okii Arak Okwer Ibbu
8.	Apac Okwero Ngec Okwer	58.	Bako Opuk	108.	Okii Bura
9.	Arak Atar	59.	Bako Otara	109.	Okii Cel
10.	Arak Caba	60.	Bako Padakwara	110.	Okii me Okabo
11.	Arak Ober	61.	Bako Palamyek	111.	Okii Ogwang Koltum
12.	Arak Ococ Pur Iwor	62.	Bako Toke	112.	Okii Ojukol
13.	Arak Ocola Yamiyam	63.	Banya	113.	Okii Okwer Ocuga
14.	Arak Ocoro Longo	64.	Cabakol	114.	Okii Otengoro Olang
15.	Arak Odworo	65.	Core	115.	Okii Raki Okwer Cobo
16.	Arak Okwer Alwala	66.	Eling	116.	Okii Teki
17.	Arak Okwer Yito	67.	Etam	117.	Okum
18.	Arak Ongoda	68.	Gunna	118.	Okwalo Pii
19.	Arak Onote	69.	Inomo	119.	Olaka
20.	Arak Opelo	70.	Laki	120.	Olorotok
21.	Arak Owumolao	71.	Liira	121.	Omea
22.	Arak Oyakori	72.	Lipa	122.	Omolo Acol
23.	Arak Oyeo Gweng	73.	Lwatonara	123.	Omolo Atar Odyakol
24.	Araki	74.	Malakwanga	124.	Ongoda Akol
25.	Atek Odyek Anyanga	75.	Mwa Otiratok	125.	Onywal Ipyeda
26.	Atek Adyang Okide	76.	Mwonya	126.	Orimakori
27.	Atek Adyang Okwer Kic	77.	Ngila Acel	127.	Oromo Agwatawil
28.	Atek Angulu	78.	Ngura Puc	128.	Orupu Dag Anywar
29.	Atek Awili	79.	Ober	129.	Otengoro Olang
30.	Atek Epikicit	80.	Ober Oumolao Okwer Ngu	130.	Otengoro Olang Okwer Wang
31.	Atek Irong me Ogica	81.	Ober Pala	131.	Otengoro Bako Olang
32.	Atek Keno	82.	Ober Okwero Ocobo	132.	Otengoro Olang Okwer Yic
33.	Atek Lung	83.	Obuto me Okwero Wee	133.	Otikokin
34.	Atek me Okwero Mac	84.	Ocukuru Adwong	134.	Otorongole
35.	Atek Odutu Ogole	85.	Ocukuru Amola	135.	Oumolao
36.	Atek Odyek Owidi	86.	Ocukuru Ogole	136.	Owaka
37.	Atek Okwenye	87.	Ocukuru Ogora	137.	Oyenatum
38.	Atek Okwer Amor	88.	Ogora	138.	Oyima
39.	Atek Okwer Awele	89.	Oguna Acil	139.	Oyima Olwa
40.	Atek Okwer Ibbu	90.	Okadameri	140.	Oyimangilla
41.	Atek Okwero Wee	91.	Okar Omwono	141.	Pala Ocol
42.	Atek Olala Angole	92.	Okarowok Ober Anee	142.	Pala Ogole
43.	Atek Olimakwanga	93.	Okarowok Agwatawil	143.	Pala Otara
44.	Atek Omwara	94.	Okarowok Alemo	144.	Palamyek
45.	Atek Omwonpel	95.	Okarowok Atar	145.	Pedi Cungkal
46.	Atek Onote	96.	Okarowok Bako	146.	Pedi Ogwang Ogwang
47.	Atek Opao Yat	97.	Okarowok me Agum	147.	Pedi Wibye Acel
48.	Atek Oyanga Bura	98.	Okarowok Odwee	148.	Pukica
49.	Ayer Adwarkori	99.	Okwarowok Okwer Amor	149.	Todi
50.	Bako Abwori Omilo	100.	Okarowok Otiling		

ANNEX 2:

LIST OF ADVISERS TO HIS HIGHNESS, WON NYACI AND THE SECRETARIAT.

No.	Name	Position	Telephone
1.	Hon. Justice Aweri Opio	Advisor	0772619766
2.	Mr. Samson Fantileo Opio	Advisor	0782959525
3.	Mr. Francis Peter Ojede	Advisor	0772520837
4.	Hon. Daniel Omara Atubu	Advisor	0772401120
5.	Col. Johnson Lawrence Ochola	Advisor	0392558290
6.	Mr. Tom Allan Opii – Ocen	Programme Coordinator	0772558476
7.	Judith Adoko	Advisor/Executive Secretary	0772856212
8.	Doris Apio	Programme Officer	0777035789



Mzee Yosam Odur Ebii,
His Highness the Won Nyaci me Lango,
Lango Cultural Foundation Tekwaro Lango

ANNEX 3:

THE TEAM THAT SPEARHEADED THE DEVELOPMENT OF LCF STRATEGIC PLAN 2021-2025

No	Name	Position in LCF	Role in the LCF Strategic Plan development process
1	Judy Adoko	LCF Executive Secretary	In charge of making consultation and coordination with key stakeholders and overall administration of the planning process.
2	Mr. Opio Samson Fantileo	Won Nyaci Advisor on Economic and Investment Affairs	The technical person in charge of drafting, producing and presenting the plan.
3	Mr. Dick Omara	Minister of Finance, Trade and Investment	In charge of reviewing and providing technical advice.
4	Mr. Alex Anganya	Deputy Minister, Finance, Trade and Investment	In charge of reviewing and providing technical advice.
5	Mr. Tom Allan Opii-Ocen	PPS and Secretary to Cabinet	In charge of aligning LCF strategy to build from previous performance and the current stakeholders' views.
6	Hon. Daniel Omara Atubo	Won Nyaci Advisor on Government, International and Diaspora Affairs	In charge of quality management.
7	Hon. Tom Odur Anang	3 rd Deputy Prime Minister in charge: Administration, Strengthening Internal Capacity and Sustainable Investments	In charge of quality management.
8	Eng. James Ajal	Prime Minister	In charge of approving, launching and distributing LCF plan.

ANNEX 4:

TEKWARO LANGO CABINET LIST APPOINTMENT (2020)

S/NO.	NAME.	MINISTRY.	TELEPHONE
HIS HIGHNESS, WON NYACI ME LANGO			
MZEE YOSAM ODUR EBII			
MINISTERS IN THE OFFICE OF HIS HIGHNESS			
1.	Mr. Tom Allan Opii – Ocen	PPS and Secretary to Cabinet	0772558476 0709862701
2.	Mr. George Atim	PPS Kampala Office	0776550032 0702550032
3.	Mr. Peter Okello Oyo	Kampala Office (External Coordination)	0772601189 0700848414
4.	Mr. Tom Odongo Monbwonyo	General Duties	0772951345
5.	Mrs. Florence Okello	General Duties	0772578228
OFFICE OF THE PRIME MINISTER			
6.	Eng. James Robert Ajal	Prime Minister. In charge Security and Information	0772499776 0702499776
7.	Major Abwoli Denis	Security	0781953352
8.	Mr. Obada Caesar	Information/Security	0772301467
9.	Mr. Jacob Ocen	Information	0774200520
10.	Mr. Olet Joseph Magezi	Reconciliation	0772586772
11.	Mr. Yeko Odongo Ebong	General Duties	0772671490
OFFICE OF THE DEPUTY PRIME MINISTERS AND ASSIGNMENTS			
DEPUTY PRIME MINISTERS			
1.	Hon. Levi Okodi Macpio	1 st Deputy Prime Minister In charge: International, National Diplomacy, Conserving and Promoting Cultural Resources.	0772500747
2.	Mr. Joe Olang Erik	2 nd Deputy Prime Minister In charge: Unity, Peace, Reconciliation and Socio-cultural programmes.	0772013868 0755686352
3.	Hon. Tom Anang Odur	3 rd Deputy Prime Minister. In charge: Administration. Strengthening Internal Capacity and Sustainable Investments	0772393169
MINISTRY OF FINANCE, TRADE AND INVESTMENT			
4.	Mr. Dick Omara	Minister	0776486948
5.	Mr. Alex Aganya	Deputy Minister	0772302204
MINISTRY OF SOCIO-ECONOMIC AND INDUSTRIAL DEVELOPMENT			
6.	Mr. Bosco Edola	Minister	0772485582
7.	Mr. Ramsey Ogwang	Deputy Minister	0776635913
MINISTRY OF LANDS AND PHYSICAL PLANNING			
8.	Mr. Wacio Dickens Olak	Minister	0782847834 0754847834
9.	Mr. Raymond Otim	Deputy Minister	0772468481
MINISTRY OF ENVIRONMENT AND NATURAL RESOURCES			
10.	Hon. Charles Ogang	Minister	
11.	Mr. Benjamin Okii	Deputy Minister	0772673991
MINISTRY OF SCIENCE, INNOVATION AND TECHNOLOGY			
12.	Mr. ShabanAlungaAtepo	Minister	0774064848
13.	Mr. Geoffrey Okwir Gunya	Deputy Minister	0777111888
MINISTRY OF PUBLIC HEALTH AND POPULATION			
14.	Dr. Robert Otim	Minister	0772953262
15.	Mr. David Opio Apap	Deputy Minister	0772825332
MINISTRY OF INTERNATIONAL AFFAIRS AND DIPLOMACY			
16.	Mr. Emmanuel Geoffrey Otim	Minister	0772458510
17.	Mr. Dickson OgwangOkul	Deputy Minister	0772627436
MINISTRY OF CULTURE, GENDER AND WOMEN AFFAIRS			
18.	Ms. Harriet Akello	Minister	0772344369 0701935229
19.	ASP Joe Otim	Deputy Minister	0781852530 0775868310
MINISTRY OF CULTURE CONSERVATION, TOURISM AND HERITAGE			
20.	Mr. Patrick Abal	Minister	0772593595
21.	Mr. Robert Tile	Deputy Minister	0782695124
MINISTRY OF EDUCATION AND SPORTS			
22.	Mr. Tom OgwalEkuka	Minister	0772593591
23.	Mr. R.S Tego	Deputy Minister	0772664025
MINISTRY OF ELDERLY, DISABLE AND YOUTH AFFAIRS			
24.	Mr. George Ongom	Minister	0779067500
25.	Mr. Moses Ayo	Deputy Minister	0772860846



Mzee Yosam Odur Ebii,

His Highness the Won Nyaci me Lango, Lango Cultural Foundation Tekwaro Lango

ANNEX 5:

TEKWARO LANGO CABINET MEMBERS WHO ARE NOT CLAN HEADS AND ADVISORS TO HIS HIGHNESS

S/NO.	NAME.	MINISTRY.	TELEPHONE
1.	Mr. Tom Allan Opii – Ocen	PPS and Secretary to Cabinet	0772558476 0709862701
2.	Mr. George Atim	PPS Kampala Office	0776550032 0702550032
3.	Mrs. Florence Okello	General Duties	0772578228
4.	Mr. Obada Caesar	Information/Security	-
5.	Mr. Jacob Ocen	Information	0774200520
6.	Dr. Robert Otim	Minister	0772953262
7.	Ms. Harriet Akello	Minister	0772344369 0701935229
8.	Mr. Bosco H. Okello	Minister	0781051005 0753678674
9.	Mr. George Ongom	Minister	0779067500
10.	Mr. Moses Ayo	Deputy Minister	0772860846

Mzee Yosam Odur Ebi,

His Highness the Won Nyaci me Lango,
Lango Cultural Foundation Tekwaro Lango



ANNEX 6.

HISTORICAL PICTURES OF TEKWARO LANGO



H.E the President being showed around Lango Cultural Art work Stall by Mrs. Martha Ojede (LC 2012)



(L-R) the President, Won Nyaci me Lango Yosam Odur Ebii, Protestant Bishop of Lango Rt. Rev. John C. Odurkarmi and Catholic Bishop of Lango Frazeli at LC12 Closing Ceremony

TYEN OLUM, (OLUM'S FOOT MARKS) ANEW WORLD UNDISCOVERED

This rocky area is found on the west of Ibuje hill where traces of “Tyen Olum”- Olum’s footmarks can be viewed on the rock. Between this rock and the magnificent Olum’s foot marks, there are around four (4) homestead where no one has ever claimed ownership or responsibility. This is the reason why LCF has earmarked this place for preservation for historical and tourist site



“Coo Loye” Local Music Group in Adwari - Otuke District



Consecration ceremony of a clan chief (Alex Anganya)

KEY MILESTONES

1.0 Enhancing Institutional Capacity of Lango Cultural Foundation			Year 1 (2021)
Key Milestones	Unit Cost (Ugx)	Quantity	Amount (Ugx)
1.1 Capacity building of LCF cabinet,council, secretariat and all LCF leaders	20,000,000	5	100,000,000
1.2 Claiming LCF assets before 1967 abolition of Cultural Rule in Uganda from Lira City	5,000,000	1	5,000,000
1.3 Establish Lango Cultural Centre and Lango palace.	10,300,000,000	1	10,300,000,000
1.4 Following up on all LCF past, current and future General Assembly resolutions	5,000,000	5	25,000,000
1.5 Identifying and working with technical experts to deliver LCF activities.	30,000,000	14	420,000,000
1.6 Opening up a chiefdom office in Kampala	7,000,000	12	84,000,000
1.7 Developing LCF communication strategy and policy.	6,000,000	1	6,000,000
1.8 Acquire 10 Vehcles for LCF	80,000,000	10	800,000,000
Subtotal 1			11,740,000,000
2.0 Conserving and Protecting Lango Cultural Resources.			
Key Milestones	Unit Cost (Ugx)	Quantity	Amount (Ugx)
2.1 Presearvation and protection of culture	400,000,000	5	2,000,000,000
2.2 Promoting cultural enterprises and occupation	80,000,000	5	400,000,000
2.3 Preserving the memory of eminent Lango leaders	60,000,000	5	300,000,000
2.4 Celebrating Won Nyaci Day	120,000,000	5	600,000,000
2.5 Promoting Culture among youth and women	60,000,000	5	300,000,000
Subtotal 2			3,600,000,000
3.0 Leveraging on Culture for Lango Socio Economic Development.			
Key Milestones	Unit Cost (Ugx)	Quantity	Amount (Ugx)
3.1 Community mobilization towards socioeconomic activities.	100,000,000	5	500,000,000
3.2 Promoting Lango cultural enterprises.	20,000,000	5	100,000,000
3.3 Creating and expanding LCF Income Generating Sectors	400,000,000	5	2,000,000,000
3.4 Promoting social development in communities	100,000,000	5	500,000,000
3.5 Mapping profiling and marketing all potential investment drivers in Lango.	80,000,000	5	400,000,000
3.6 Mobilizing communities to embrace cross cutting development issues	100,000,000	5	500,000,000
3.7 Partnership National and International Business forums for increased investment opportunities	30,000,000	5	150,000,000
3.8 Mobilizing Lango in diaspora to invest in Lango for socio economic development.	50,000,000	5	250,000,000
Subtotal 3			4,400,000,000
4.0 Upholding Unity, Peace and Stability			
Key Milestones	Unit Cost (Ugx)	Quantity	Amount (Ugx)
4.1 Promoting peace and conflict resolution	110,000,000	5	550,000,000
4.2 Publications that promote unity, peace and stability	80,000,000	5	400,000,000
4.3 Establishing Lango land and marriage Registry	60,000,000	9	540,000,000
4.4 Training cultural leaders on conflict resolution	80,000,000	5	400,000,000
4.5 Benchmarking with other cultural leaders	18,000,000	5	90,000,000
4.6 Strengthening security infrastructure and investigations	150,000,000	5	750,000,000
Subtotal 4			2,730,000,000
5.0 Creating Sustainable Financing Sources for LCF Activities			
Key Milestones	Unit Cost (Ugx)	Quantity	Amount (Ugx)
5.1 Marketing LCF income generating activities	73,000,000	5	365,000,000
5.2 Establishing Lango Media (Newspaper, Radio and TV station)	300,000,000	2	600,000,000
5.3 Profiling Lango Investment activities	160,000,000	1	160,000,000
5.4 Partnership with national and international business forums.	100,000,000	5	500,000,000
5.5 Lobbying partners, government and embassies for funding	60,000,000	5	300,000,000
Subtotal			1,925,000,000
Grand Total			24,395,000,000



Mzee Yosam Odur Ebii,
His Highness the Won Nyaci me Lango,
Lango Cultural Foundation Tekwaro Lango

