



The Republic of Uganda

DISTRICT LOCAL GOVERNMENT

FIVE YEAR DISTRICT DEVELOPMENT

PLAN III

2020/2021–2024/2025

VISION:

**“A PEACEFUL, TRANSFORMED, SELF RELIANT AND PROSPEROUS
PEOPLE BY THE YEAR 2040”**

THEME:

**“SUSTAINABLE INDUSTRIALIZATION FOR INCLUSIVE GROWTH,
EMPLOYMENT AND WEALTH CREATION”**

VISION STATEMENT

“A peaceful, transformed, self-reliant and prosperous people by the year 2040”

MISSION STATEMENT

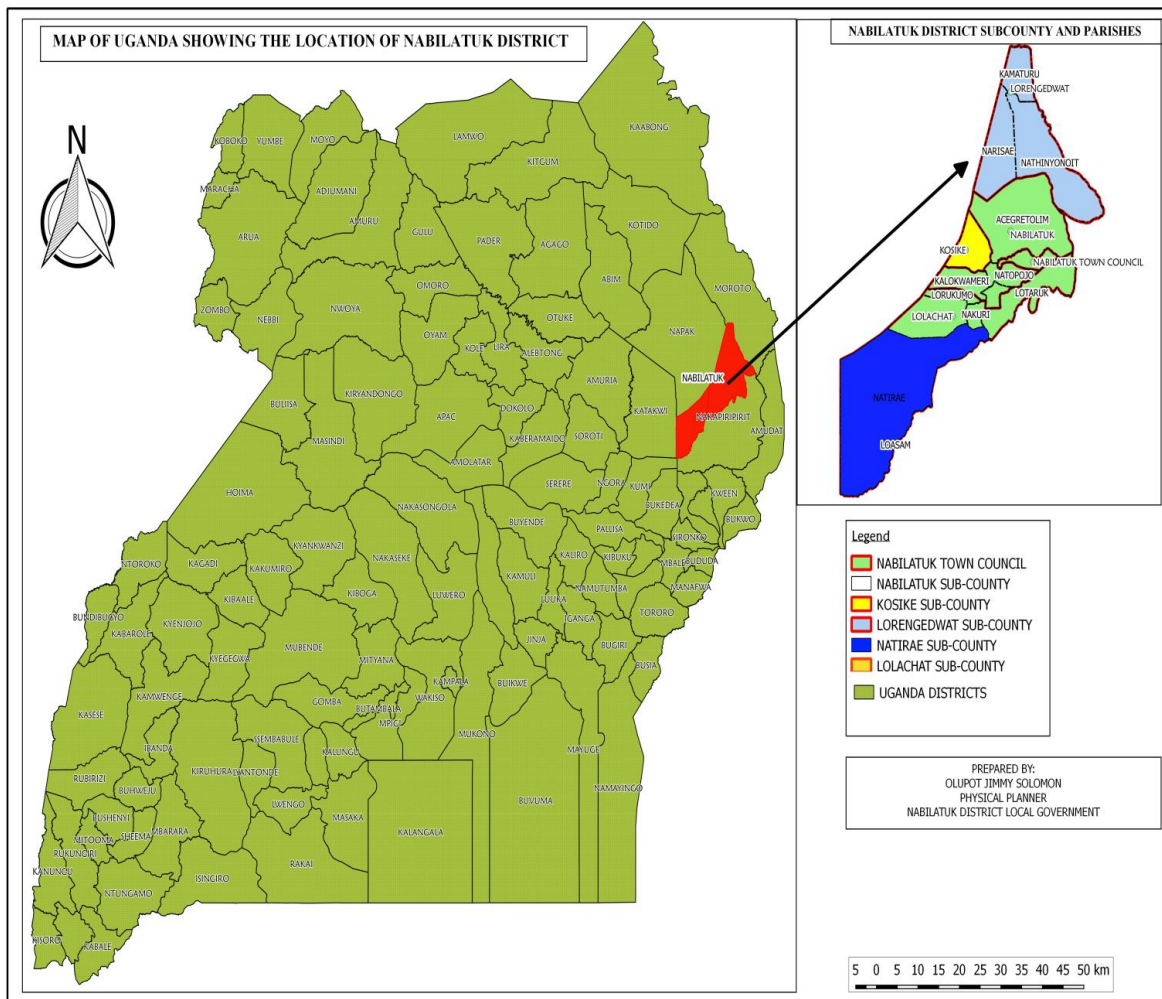
“To achieve sustainable socio-economic development through efficient provision of quality services to the people in conformity with national policies and local priorities increased household incomes and improved
Quality of life”

CORE VALUES & PRINCIPLES

The implementation of this plan will be guided by the following tenets:

- **Accountability:** We shall take full responsibility for all our actions and inactions.
- **Professionalism.** We shall adhere to the relevant regulations and staff codes of conduct.
- **Equity.** We shall exercise the highest degree of fairness in all our dealings as we serve the citizens.
- **Transparency.** We shall ensure that all our clients and stakeholders equitably participate in our transactions.
- **Respect:** We shall always hold full respect for all our clients and stakeholders.
- **Collective responsibility.** Every decision made at different levels will be binding to all officials of Nabilatuk DLG.

MAP LOCATION OF DISTRICT



Foreword

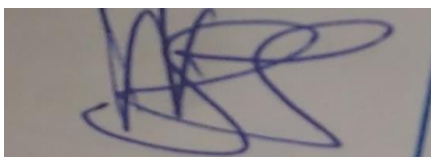
District Local Government remains committed in pursuance of its aspirations of attaining socio-economic and political empowerment of the people. This third five year District Development Plan (2020/21 – 2024/25) is a drive towards realization of the District long term aspirations, and it's a continuation of the DDP II (2014/15 – 2019/200) that ran from 2015/2016 – 2019/2020 and ended in June 2020.

On behalf of Government, District Local Government and on my own behalf, I wish to thank the various stakeholders who have made valuable contributions toward the preparation of this DDP III. Specifically, I wish to extend my recognition and gratitude to the National Planning Authority, Management and technical team of the District Local Government, the Local Government Development Planning Department for providing technical support and quality assurance of the plan.

In preparation of this DDP III the district took into account the National Development plan (2020/2021- 2024/2025), the Sustainable Development Goals (SDGs), the major development challenges and the prevailing situation at that material time which include among others: - Insecurity, Low household incomes, Food insecurity, Gender imbalances, Inadequate socio-economic services, Poor socio-economic infrastructure, Unpredictable climatic conditions, Unsustainable use and management of Natural resources, Low level of functional literacy, Narrow local revenue base, Under staffing in all departments.

Finally, I would like to extend my appreciation and that of the District Council to Government of Uganda and other development partners for both financial and technical support contributed towards the formulation and implementation of this document. I wish to express the commitment of my Council to the implementation of this Development Plan and I look forward to your cooperation during its implementation.

For God and My country



Hon. LORUKALE PAUL

DISTRICT CHAIRPERSON

ACKNOWLEDGEMENTS

District Local Government gratefully acknowledges the extensive contribution made by all stakeholders in the production of this DDP III. It may not be possible to enumerate all those who gave their time but a few groups and individuals deserve a special mention.

My special appreciation goes to the District Chairperson, his Executive and entire District Council, for their support not only in the formulation of this document, but also in the implementation of various development projects in the past.

Special thanks go to the National Planning Authority (NPA) for its immense and relentless technical support and guidance in the development of this plan without which it could not be a reality.

I am equally indebted to send my sincere gratitude to the Higher and Lower Local Government Technical team, Political leadership, Development partners, Religious, Cultural leaders and the community members that gave a hand in the formulation of this piece of information.

Lastly, I am grateful to the work well done by the District Planning department for ably consolidating the stakeholders' views into this workable document.

The district counts on the resources from Development Partners to support implementation of crosscutting concerns of Gender, HIV/AIDs, Nutrition, Environment, Poverty, Family Planning and human Rights among others. These are ideally to be mainstreamed in all departmental plans and budgets but the Local Government resources are not adequate to achieve all desired results. Your resources will be invested transparently and full accountability provided as required by the various laws and regulations.

I look forward to your continued support,

The image shows a handwritten signature in blue ink over a light blue official stamp. The stamp contains the text "Chief Administrative Officer" and "Muhimbili District" in a smaller font.

Alfred Malinga

CHIEF ADMINISTRATIVE OFFICER,

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LIST OF ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
BCC	Budget Call Circular
BCG	Bacillus Calmette Guerin
BFP	Budget Framework Paper
CAO	Chief Administrative Officer
CAR	Community Access Road
CBOs	Community Based Organisations
CBPP	Contagious Bovine Pleuropneumonia
CBS	Community Based Services
CCPP	Contagious Caprine Pleuropneumonia
CDOs	Community Development Officers
CDW	Community Development Workers
CNPDF	Comprehensive National Development Planning Framework
COVID - 19	Corona Virus Disease 2019
CSO	Civil Society Organization
DATRC	District Agricultural Training and Research Centre
DDEG	Discretionary Development Equalization Grant
DDP	District Development Plan
DEC	District Executive Committee
DPT	Diphtheria Tetanus Pertussis
DTPC	District Technical Planning Committee
DUCAR	District & Urban Community Access Roads
ECD	Early Childhood Development
FAL	Functional Adult Literacy
FBOS	Faith Based Organizations
FMD	Foot & Mouth Disease
FY	Financial Year
GAM	Global Acute Malnutrition

GBV	Gender Based Violence
HC	Health Centre
HIV	Human Immune Virus
HLG	High Local Government
HMIS	Health Management Information System
HoDs	Head of Department
HR	Human Resource
HUMCs	Health Unit Management Committees
ICT	Information Communication & Technology
IEC	Information Education & Communication
IECD	Integrated Early Childhood Development
IMR	Infant Mortality Rate
IPFs	Indicative Planning Figures
LED	Local Economic Development
LG	Local Government
LGDP	Local Government Development Plan
LLGs	Lower Local Governments
LREP	Local Revenue Enhancement Plan
M&E	Monitoring & Evaluation
MDAs	Ministries Departments & Agencies
MMR	Maternal Mortality Rate
MoFPED	Ministry of Finance, Planning & Economic Development
MoLG	Ministry of Local Government
MoU	Memorandum of Understanding
MSME	Micro, Small, Medium Enterprises
NDP	National Development Plan
NGOs	Non-Governmental Organizations
NPA	National Planning Authority
NPHC	National Population and Housing Census

NUSAF	Northern Uganda Social Action Fund
O&M	Operations & Maintenance
OPD	Out Patient Department
OPM	Office of the Prime Minister
OVC	Orphans and Vulnerable Children
OWC	Operation Wealth Creation
PAC	Public Accounts Committee
PBS	Programme Budgeting System
PDCs	Parish Development Committees
PDU	Procurement & Disposal Unit
PHC	Primary Health Care
PLE	Primary Leaving Examination
PLWHIV	People Living with HIV
PNFP	Private Not For Profit
POCC	Potentials, Opportunities, Challenges and Constraints
PPDA	Public Procurement & Disposal Act
PPP	Private Public Partnership
PPR	Pest des Petit Remnants
PTA	Parents Teachers Association
PWDs	People With Disabilities
RGC	Rural Growth Centre
SACCOs	Savings and Credit Cooperative Societies
SAGE	Social Assistance Grant for the Elderly
SDGs	Sustainable Development Goals
SEC	Sub county Executive Committee
SFG	School Facilitation Grant
SMC	Senior Management Committee
SMEs	Small Medium Enterprises
STPCs	Sub county Technical Planning Committees

SWG	Sector Working Groups
TC	Town Council
TILED	Trade, Industry, and Local Economic Development
TT	Tetanus Toxoid
UBoS	Uganda Bureau of Statistics
UPE	Universal Primary Education
USE	Universal Secondary Education
UWEP	Uganda Women Entrepreneurship Programme
VAC	Violence Against Children
VHTs	Village Health Teams
VSLAs	Village Savings and Loans Associations
WHO	World Health Organization
YLP	Youth Livelihood Programme

EXECUTIVE SUMMARY

This Five year District Development Plan (2020/21 - 2024/25) is a continuation of the DDP II (2014/15 - 2019/20) and it's the 3rd series of six 5-year Plans. The DDP III was developed in a consultative process that involved consolidating the development priorities of the LLGs through the guide of the technical and political staff at that level. The consolidated priorities were later shared and streamlined at HLG through the support of the DTPC, DEC, sector committees, and the development partners operating in the District. This Plan therefore builds on the achievements registered under DDP II and takes into consideration the challenges encountered and lessons learnt during its implementation. The Plan also seeks to explore the existing opportunities leveraged within the District such as vast land for commercial farming, abundance of minerals, beautiful scenery especially mountainous outlook of the District and game reserve for harnessing tourism among others. In review of the previous plan, the following key achievements were realized: improved general staffing level from 15% in FY 2018/19, 34% in FY 2019/20 and 47% in FY 2020/21, UPE enrolment increased from 7,169 (2018) to 12,169 (2020), USE from 468 (2018) to 1200 (2020) students, Teacher: Pupil ration from 45:1 (2018) to 54:1 (2020), Pupil latrine stance ratio from 61:1 (2018) to 50:1 (2020), Dropout rate 87% (2018) to 60% (2020), Complétion rate 87% (2015) to 50% (2020), IMR 43/1000 (2018) to 6/1000 (2020), MMR 336/100000 (2015) to 320/100000 (2020), malnutrition GAM 14 % (2015) to 9 % (2020), supervised deliveries in Health Unit 43% (2018) to 65% (2020), OPD Utilization per capita 0.8 (2018) to 0.9 (2020), latrine coverage 17 % (2018) to 30% (2020), and safe water access increased from 64 % in 2018 to 78% in 2020.

Nabilatuk District encountered challenges in the course of implementing DDP II, and these were: General budget cuts across sectors, continuous staff turnover esp. Health & Education due to hard to reach and stay nature of certain parts of the District, high school dropout due to poverty levels and early marriages, weak farmer institutional development and weak private sector, unsustainable use and management of natural resources e.g. charcoal burning & firewood cutting, minor incidences of insecurity esp. cattle & other property theft at certain facets of the District, inadequate infrastructures especially teachers and health staff houses among others.

A number of lessons were learnt in the event of implementation of the previous plan, and the most notably include: Strengthening the management structures at all levels is key in promoting efficient and effective service delivery, political involvement in government business right from planning triggers community participation, Filling of critical staff position provides an enabling environment for quality service delivery, engagement in lobbying and advocacy reduces over reliance on central government transfers, tracking alignment of the development plan to budget is key in avoiding deviations from the plan, Data management is a pre-requisite for tracking plan implementation, and strengthening the capacity of lower cadres especially Parish Chiefs enhances attainment of desired targets in the plan.

Strategic Direction of the DDP III

The DDP III seeks to achieve a vision of “a peaceful, transformed, self-reliant and prosperous people by the year 2040”and its mission of “To achieve sustainable socio-economic

development through efficient provision of quality services to the people in conformity with national policies and local priorities increased household incomes and improved Quality of life”. The plan equally exists to realize the goal of “enhanced socio-economic and political empowerment and wellbeing of the people of Nabilatuk District. The strategic focus will be achieved through the following strategic objectives:

- To increase agricultural production, productivity and food security.
- To improve on quality of wellbeing and standards of living of the population.
- To enhance access and utilization of social services.
- To improve and strengthen land management and sustainable utilization of natural resources.
- To promote trade, tourism and local economic development.
- To ensure coordinated, equitable, transparent and evidenced based service delivery.
- To promote social protection and empowerment of vulnerable groups.

Investment Priorities of the DDP III

The Plan prioritizes investment in four (04) key growth opportunities which include: - Agriculture, Trade and Tourism, Infrastructure and Human Capital Development.

In Agriculture, emphasis will focus on investing in 9 enterprises of maize, rice, cassava, beans, fish, beef, milk, citrus, bananas, and green grams along the value chains. Focus will be on technology adaptation at the farm level, increase access to and effective use of critical farm inputs, promoting sustainable land use and soil management, increasing access to agricultural finance with specific option for women farmers and strengthening agricultural institutions for effective coordination and Service delivery.

Under Trade and Tourism, the Plan will focus on improvement, diversification and exploitation of Tourism products. Emphasis will be placed on investment in tourism facilitating infrastructure (Energy, Water and Roads). Development of Arts and Crafts Industry, Music Dance and Drama and Cultural Heritage Practices, Conservation of Tourism, Historical Sites and Wildlife, Development of Local Zoos and Museums, increasing the quantity and quality of accommodation facilities.

Infrastructural and Human Capital Development Priority area will focus on increasing the stock of a skilled and healthy work force to accelerate the realization of the demographic dividend. Construction and rehabilitation of infrastructure in health, water, production, roads and water sector to boost the quality of the lives of the community.

List of Unfunded Priorities

The District has a number of unfunded priorities both recurrent and development activities listed below:

- Construction of Council Chambers (Hall)
- Construction of District Library
- Construction of staff houses at the District Headquarters
- Construction of Medical office

- Construction of the DATICs
- Mini agricultural development centres
- Honey collection and processing centers
- Disease surveillance and L/stock laboratories
- Construction of satellite collection points (Post harvest Stores)
- Establishment of small scale irrigation schemes/projects
- Construction of 6 Community resource centres
- Construction of a safety shelter for GBV survivors
- Rehabilitation of Community Access roads
- Construction of office block for Community Based Services, and Natural Resources
- Construction of Piped water System for Natirae, Kosike, Nabilatuk RGC
- Statistical data collection, analysis and dissemination of key socio-economic indicators.
- Functionality of Laboratory facilities in HC IIIs (Equipment and consumables).
- Procurement of physical planning equipment's
- Establishment of woodlots and orchards at institutions
- Establishment of institutional cooking stoves in P/Schools

- Construction health staff houses

- Construction of production office
- Construction of the Education office

- Purchase of Transport facilities

Financing Strategies of the DDP III

The District seeks to finance the implementation of the DDP III through the following strategies:

- Local revenue enhancement through implementation of local revenue enhancement plan
- Lobbying of central government and development partners for funding and technical assistance.
- Strengthening of coordinating off budget interventions of development partners and CSOs mainly through harmonized planning and reporting.
- The plan will be implemented through annual plans and budgets with priority interventions drawn from this development plan. The planning department will follow up to ensure alignment and compliance. In order to track achievements in the plan implementation, annual reviews and midterm assessments will be prioritized.
- Strengthening public/private sector partnership in the implementation of local projects/activities. This will promote local economic development and local engagement in the national development process.

Implementation and Coordination Modalities of the DDP III

- The DDP III will be implemented through the already existing LG structures and each stakeholder will execute a role on the basis of their mandates and functions. The District Council will play an overall oversight function through M&E of the plan implementation. The CAO will coordinate HoDs and LLGs during implementation.
- Implementation and delivery of performance contracts will be done for CAO, HoDs and other technical staff so as to achieve DDP III outputs and outcomes.
- Constant reviews will be done both at HLG and LLG to ascertain the progress of implementation of the DDP III
- The District Planning department will coordinate reporting and alignment of the plan investments to the PBS for preparation of progressive reports and annual work plans and budgets

The District Planning department will coordinate reporting and alignment of the plan investments to the PBS for preparation of progressive reports and annual work plans and budgets.

CHAPTER ONE: INTRODUCTION

1.1 Background Information

This chapter presents details about the background information regarding the plan and the detailed District profile with current information which will form a benchmark for tracking progress made during and, after the implementation of the plan.

1.1.1 Context of the District Development Plan

The development of this third DDP was guided by the following; the Comprehensive National Development Planning Framework (CNPDF) which provided holistic framework for a coherent system of development planning, where short term interventions and activities are guided by long term development aspirations and objectives contained in various sets of cascading development plans, Section 35 of the Local Government Act (Cap 243) that requires District Councils to prepare comprehensive and integrated development plans incorporating plans of Lower Local Governments, and reviews of the previous DDP II which unfolded development challenges, and enhanced lesson learning to be consolidated in this DDP III.

A review of the previous plans (DDP I & DDP II) shows that, the District realized the following key achievements:

- UPE enrolment increased from 7,169 (2018) to 12,169 (2020) pupils, USE from 510 (2018) to `1200 (2020) students.
- Teacher: Pupil ration from 45:1 (2018) to 54:1 (2020)
- Pupil latrine stance ratio from 61:1 (2018) to 50:1 (2020)
- Dropout rate 87% (2018) to 60% (2020)
- Pupil classroom ratio increased from 78:1 (2018) to 60:1 (2020)
- Pupil: Desk ratio 7:1 (2018) to 4:1(2020)
- Completion Rate 87% (2018) to 50% (2020)
- Net enrollment rate 18% (2018) to 30% (2020)
- MMR 336/100000 (2018) to 320/100000 (2020)
- Malnutrition GAM 14 % (2018) to 9 % (2020)
- Stuntedness for Under-5yrs 22.3% (2018) to 10% (2020)
- Supervised deliveries in Health Unit 43% (2018) to 65% (2020)
- OPD Utilization per capita 0.6 (2018) to 0.9 (2020)
- Latrine coverage 14 % (2018) to 17% (2020)
- Practicing Doctor: Patient Population ratio: 1:29,000 (2018) to 1:31,200 (2020)
- Nurse: Patient Population ratio: 1:2091. (2018) to 1: 2,237 (2020)
- Safe water access increased from 64% in 2018 to 78% in 2020
- Latrine coverage increased from 17% in 2015 to 30% in 2020
- Hand washing coverage increased from 11% in 2018 to 13% in 2020

- Increased road access thru creation of roads in new settlement areas around the District

In the implementation process, the District encountered a number of challenges among them included:

- Poor network connectivity at District Headquarters affecting coordination and reporting.
- General budget cuts across sectors.
- Insufficient local revenue base.
- High school dropout due to poverty levels and early marriages.
- High alcohol consumption with its associated negative effects
- Weak farmer institutional development and weak private sector
- Continuous staff turnover esp. Health & Education due to hard to reach and stay nature of certain parts of the District.
- Unsustainable use and management of natural resources e.g. charcoal burning & firewood cutting.
- Minor incidences of insecurity esp. Cattle & other property theft at certain facets of the District.
- Rampant Land conflict, both within and with some of our neighbors
- Inadequate staff accommodation at the District headquarters that has led to late coming of staff, consequently, this has a bearing on staff stability and maximum output as expected.
- Poor fleet management due to failure to implement the policy in place
- Low community attitude towards development initiatives including operation and maintenance of water and sanitation facilities
- The rapidly changing prices of construction materials making contract management and administration a challenge leading to incomplete projects.
- The unpredictable weather changes causing delays in budget execution especially construction works.
- Climate variability and the dependency on rain fed agriculture as exposed communities and made them vulnerable to weather changes
- Inadequate transport facilities in form of vehicles and motor cycles to enhance service delivery for both District and Lower Local Governments.

The District also learnt a number of lessons in the due course of implementation of the previous plans and they include the following:

- Strengthening the programme of community mobilization and mindset change is critical in enhancing community ownership of government and partner interventions. Most community members think that investments erected at their localities is either government or partner owned than community.
- Strengthening the management structures at all levels is key in promoting efficient and effective service delivery. Most structures especially at LLGs are ineffective for instance the PDCs, STPCs, SEC among others hence poor tracking

- of investments in the plan and also limited alignment of work plans and budgets to the development plan.
- Political involvement in government business right from planning triggers community participation
 - Filling of critical staff position provides an enabling environment for quality service delivery
 - Engagement in lobbying and advocacy reduces over reliance on central government transfer
 - Tracking alignment of the development plan to budget is key in avoiding deviations from the plan
 - Data management is a pre-requisite for tracking plan implementation, and strengthening the capacity of lower cadres especially Parish Chiefs enhances attainment of desired targets in the plan.

This plan will build on to the achievements of the DDP I and DDP II, eliminate the weaknesses/ challenges encountered and take advantage of existing opportunities that were untapped during the implementation of the DDP II.

The Plan is in line with the SDGs, Uganda Vision 2040, LED policy, the PPP policy, the Local Government Act and linked to the priorities identified in the NDP III.

1.1.2 Description of the Local Government Development planning process

The process of developing this DDP III was entirely coordinated by the District Planning department through a consultative and involvement process, which was as participatory as possible. The development priorities of the Central Government, LLGs, Local Councils, CSOs and other stakeholders were taken into account in the preparation of investment priorities for this plan.

Immediately after receiving the planning call circular, guidelines and other information that would guide LGs in the formulation of the DDP III, the District utilized the bottom up approach in planning by undertaking consultative meetings in all its administrative units, from village to parish, then to sub-county, up to district level.

The village council with guidance of PDCs held village planning meetings that generated village priorities and action plans. The village priorities guided the PDCs to come up with priorities at parish level planning meetings. The STPC consolidated all parish priorities, and sieved those priorities that can be ably implemented at sub-county level. At district level, all priorities generated by sub-counties were reviewed by the DTPC, and consolidated accordingly.

The consultative meetings at various levels took in to consideration views of all groups of people at community level i.e. PLWHIV, PWDs, Child headed households, widows, elderly, youth among others. The priorities generated by the communities enhanced the

formulation of investment priorities for the plan that were later itemized by the Budget Desk and DTTC members.

The budget desk issued the budget call circular to departments, LLGs and CSOs and SWGs meetings were held to scrutinize the budgets. The Draft LGBFP was prepared by the budget desk using Sector BFPs and LLG draft plans and budgets for DTTC scrutiny and consideration. The plans were reviewed at various levels and enriched by the budget conference that was held at the District before the approval of the plan.

The District also involved the CSOs, FBOs, and NGOs who played a critical role during consultative meetings, and further aligned their plans in to the DDP II.

1.1.3 Structure of the Local Government Development plan

The lay out of the plan consists of six (6) chapters, the first chapter looks at the background information about the District, and the District profile. The second chapter looks at situation analysis which entails analysis of District POCC based on broad development issues, District performance on key development, and analysis of development situations. Chapter three looks at the District strategic direction and plan, with emphasis on the District vision and mission, summary of adopted NDP III strategic direction and strategies, key development results and targets, alignment of DDP III priorities with NDP III priorities and SDGs and targets, adopted NDPIII Programmes, LGDP programme objectives and SDG targets, LGDP programme, objectives, interventions, results and spatial representation of the programme. Chapter four describes the implementation and coordination strategy, institutional arrangements which include partnerships, pre-requisites for successful implementation. Chapter five looks at local government financing framework and strategy, overview of development resources and projections, and resource mobilization strategy. Chapter six is on monitoring and evaluation strategy, M&E arrangements, M&E matrix, communication and feedback strategy. The last chapter of the plan is made of project profiles and appendices.

1.2 District profile

This provides a clear picture of the geographical location of the District as well as its endowment in terms of physical features. It also highlights land use, vegetation, natural endowment features/characteristics that have been affected by human activity

District is located in the Southern part of Karamoja region bordered in the North by Moroto District, South by Nakapiripirit, Napak and Katakwi the West and still Nakapiripirit in the East. It has an area of about 3,117 sq. kms with a projected total population of 93,800 in 2020/2021 financial year (Males: 45,000 and Females: 48,800)

and it is expected to have a projected population of 111,700 (Males: 54,300 and Females: 57,400) by financial year 2024/2025. Source: *Nabilatuk District Annual Report 2020*.

1.2.1 Key Geographical information

District is located in the Southern part of Karamoja region bordered in the North by Moroto District, South by Nakapiripirit, Napak and Katakwi the West and still Nakapiripirit in the East. It has an area of about 3,117 sq. kms with a projected total population of 93,800 in 2020/2021 financial year (Males: 45,000 and Females: 48,800) and it is expected to have a projected population of 111,700 (Males: 54,300 and Females: 57,400) by financial year 2024/2025. Source: *Nabilatuk District Annual Report 2020*.

Land use

The District covers an area of 3,117 sq. km and approximately 1,806 km² is available for cultivation, 1,211 km² for game reserves. The population density on is 30 persons per square Kilometers (Km²), implying the district is sparsely populated. Land is communally owned and the district has five main types of land uses namely; agriculture, settlements, small scale mining and wildlife conservation with protected areas. In greener belts of the District especially Amuda in nabilatuk and Lolachat Sub counties, communities have encroached wetlands for crop production which as affected the ecological system. The continuous de-afforestation practices and sell of river sand has left the land bear and susceptible to floods.

Climate, Temperature and rainfall patterns

The District is semi-arid, and the rainfall annual rainfall amounts range from 1300mm in the Central and as one moves northwards the rainfall reduces grossly up to 500-600mm per annum. The mean maximum temperature ranges from 28°C - 33°C during the dry season. Generally, the hottest months are January and February where average maximum temperature may reach 33.5°C; while in October - December average maximum temperature is 29.5°C. Mean minimum temperatures range from 15°C - 17°C.

The district is characterized by wet and dry seasons with most rainfall experienced between April and early August and intensive dry season experienced from November to March

Vegetation cover

The vegetation pattern in Nabilatuk District is typically semi-arid with dry savannah tree species and pre-dominantly grass species. The main vegetation includes: forest at high altitude (dry montane forests), savannah woodland, semi evergreen thickets, and deciduous thickets. Forests are localized groves on hills. In general the vegetation cover in the District is deteriorating overtime due to human practices of bush burning, firewood cutting and clearance of land for settlement and livestock rearing.

Topography

Its topography is characterized by low plains and rolling hills, the relief of Nabilatuk District is generally represented by a fairly flat plain lying at Latitude 2° 3' 9" N and Longitude 34° 34' 24", The District faces challenges of accessing the population settled in nabwal near irirr in napak district due to hard to reach nature of the area hence this community do not receive adequate social services from government.

Soils

The district has four soil types which include, vertisols found mostly in Lolachat, two types of ferruginous tropical soils which include, freely drained soils found in Nabilatuk and Lorengedwat sub counties and complex black clays found in Lorengedwat Sub-County; and organic soils (non-hydromorphic) associated with mountainous/Rocky areas found in areas adjacent to Mount Kadam – these soils usually have 40cm of organic soil but are often confined relatively poorly drained depressions and swamps. There are variations in soil textures in the District with Topographic soils found mainly in the whole Pian County (Nabilatuk District) but with few parts partly stony in Lorengedwat Sub County.

Energy

According to the 2018 National Housing and Population census, nearly 98 percent of all households in the District use wood as a major source of energy for cooking and lighting. However, the District is expecting to be connected to the National Grid under the Rural Electrification Programme. (*Natural Resource Department Annual Report 2020*)

1.2.2 Administrative structure

The District comprises of 1 county, 5 sub-counties (Two newly created) and 1 Town council, 21 Parishes, 5 wards and 75 Villages and 20 cells. Summary of admin units for both old and new are provided in Table 1.1 below:

Table 1.1: Administrative Units

S/N	Name of Administrative Unit	Number of Parishes/Wards	Number of Villages/Cells
	Nabilatuk	5	18
	Kosike	3	16
	Lolachat	4	16
	Natirae	5	16
	Lorengedwat	3	09
	Town Council	5	20
	TOTAL	25	95

Source: District Planning Unit – Nabilatuk 2020

1.2.3 Demographic characteristics

District has a projected total population of 93,800 people with a growth rate of 5.4% (2014 National Housing and Population Census). The total number of households is 18,011 with a population density of 55 persons per square kilometer. The sex ratio was 92 males per 100 females, implying that the number of females is more than that of males.

The district population size disaggregated with critical demographic ratios and population densities for the district administrative units is entailed in the table below

Table 1.2: Projected population disaggregated

Sub County	2020/2021			Number of Households	Household size
	M	F	Total		
Lolachat	21,400	22,600	44,000	8,462	5.2
Lorengedwat	5,700	5,500	11,220	2,158	5.2
Nabilatuk	15,800	18,300	34,100	6,558	5.2
Nabilatuk T/C	2,100	2,400	4,500	833	5.4
TOTAL	45,000	48,800	93,800	18,011	

Source: District Planning Unit – Nabilatuk 2020/UBOS website

Population Characteristics

Table 1.3: Total population by age group and sex

Age Group	Males	Females	Total
0-4	7,953	8,118	16,070
5-9	6,940	6,837	13,777
10-14	6,261	6,239	12,501
15-19	5,513	5,717	11,230
20-24	4,357	4,784	9,141
25-29	3,261	4,069	7,329
30-34	2,543	3,179	5,723
35-39	2,010	2,443	4,454
40-44	1,582	1,878	3,460
45-49	1,333	1,513	2,846
50-54	983	1,079	2,062
55-59	787	971	1,758
60-64	487	598	1,085
65-69	375	500	875
70-74	253	332	586
75-79	225	274	499
80+	225	268	493
Total	45,000	48,800	93,800

Source: District Planning Unit- Nabilatuk 2020/UBOS website

Table 1.4: Total Population, Population Density and Sex Ratio by Sub-county; District, 2020

Sub-county	Male	Female	Total	Sex Ratio*	Land Area (Sq. Km)	Population Density**
Lolachat	21,400	22,600	44,000	95	725.2	61
Lorengedwat	5,700	5,500	11,220	103	432.5	26
Nabilatuk	15,800	18,300	34,100	86	535.8	64
NabilatukT/ Council	2,100	2,400	4,500	88	10.5	429
District	45,000	48,800	93,800	94	1,703.5	55

** Number of Males per 100 Females*

*** Number of Persons per Square Km*

Migration Analysis

The District experiences traces of internal migration. The internal migrations involves movements between Villages, Parishes and Sub Counties. The movements within the District are attributed to search for fertile land for farming and insecurity. Nabilatuk being a pastoral community experiences movement of livestock to the neighboring Districts in search for water and pasture.

1.2.4 Natural Endowments

The district is fairly endowed with natural resources mainly mineral deposits and quarrying of sand and all this endowments are being depleted or exploited at a high rate with minimal returns to the district. Arable land in Nabilatuk district is suitable for agriculture and it's mainly used for small scale subsistence farming by the population. Soil erosion and land degradation is one of the most disturbing environmental problems affecting the district. The major factors behind this soil erosion and environmental degradation are overgrazing, land fragmentation, poor farming practices, road constructions, poor road drainage, annual uncontrolled bush fires and over mining of natural resources minerals as source of income. However, valid and reliable database does not exist on land degradation in the district to establish how much land is degraded or land resources are lost for affirmative action. *Source: Nabilatuk District Annual report 2020.*

Mineral Deposits

A detailed minerals survey carried out by a firm from the Democratic People's Republic of Korea in 1994 revealed that the District has Viable deposits of limestone, marble, gold, iron ore, diamond, gems and rubies that can be commercially exploited. (*Nabilatuk District Natural Resources Status report 2020*)

Game Reserves and Tourism

The District has about 500 square kilometers of game reserve and about 300 square kilometers of controlled hunting area, leaving less than 1,000 square kilometers for people. The tourism industry in the District is still young but rapidly growing. The District has attractive natural scenery of open and rolling flat plains abounding in wildlife and beautiful vegetation. The Pian-Upe Game Reserve is currently receiving an

increasing number of tourists, both foreign and national. There is good accommodation in the reserve and strategically placed camping sites for viewing animals passing by.
Nabilatuk District Natural Resources Status report 2020

1.2.5 Social–economic infrastructure/conditions

Nabilatuk is one of the Districts in Uganda with the highest level of poverty standing at nearly 87% compared to 19.7 at National level as shown below:

Table 1.5: Poverty Head count Index in District -2019

County	Sub county/ Town Council	Poverty Head count Index (%)
Pain	Lolachat	86
	Lorengedwat	92
		90
	T/C	86
	Total (District)	86.9

Source: Uganda Bureau of Statistics, 2019

Although there have been a serious attempts and efforts by District to develop infrastructure such as roads, markets, piped water systems etc. The district is hamstrunged by its classification as a rural district thus resources allocated by the center are meager compared to the level of services demanded by the population.

The low levels of economic participation by households of which many are still engaged in agriculture the majority are at subsistence levelis still a change.

The structural and socioeconomic challenges resulting from this unplanned rapid urbanization include: Poor land tenure system, low levels of physical planning, lack of an integrated transport system, challenges related to environmental management, development of unplanned settlements

Infrastructure for markets, water and health service systems and housing, and severe challenges of crime, crowding, congestion and pollution

Human settlement patterns

The settlement pattern in the District is of a sparse nature with concentrations around productive agricultural areas, trading centres and near rivers and springs. For security reasons, people live in clusters (Manyattas). A typical “Manyatta” has both an outer and inner subdivision fence of thorns. On the side of housing, most rural houses in are of grass-thatched roofs, with mud / wattle walls and rammed earth floor. The floor is usually rammed earth. To enter, an adult has to kneel; and once inside, one may not be able to stand straight - this is for security reasons and privacy.

Livelihood patterns

Communities are mainly agro-pastoralist engaged in livestock rearing and crop farming on small scale for subsistence purpose. The District staple crop is sorghum and grown in almost all the Sub counties. There is also an increasing number of households engaging in trade especially in the Urban and rural growth centers (*Source: Production department Annual report 2020*)

CHAPTER TWO: SITUATION ANALYSIS

2.0 Introduction

This chapter presents the general District POCC analysis, key development indicators, and overall development situation of the District in terms of key growth opportunities of economic infrastructure, human and social development, environment and natural resources, urban development and physical planning, and local government management and service delivery.

2.1 Analysis of District Potentials, Opportunities, Constraints and Challenges

(Based on broad development Issues)

The POCC analysis is presented in the matrix below, with a view of formulating strategies of addressing the gaps and taking advantage of existing opportunities and potentials.

Table 2.1 General District POCC Analysis

Table 2.1: LG POCC ANALYSIS

Potentials	Opportunities	Constraints	challenge
<ul style="list-style-type: none"> • Existence of fertile and arable land for farming, industry and settlement around the wet belt (Western parts of Lolachat and sub counties) • Features for tourism development (Pian-Upe Game reserve) • Human resource endowment: Large and active labour force • Presence of political commitment. • Gradual community responsiveness. • Geographical Location • Committed staff • Rich culture • Availability of undeveloped vast areas of land for development rural areas • Availability of Capitation Grant for UPE/USE 	<ul style="list-style-type: none"> • Enabling/conductive policies of Central Government and Development Partners: Good will • Availability of Laws governing revenue mobilization • Availability of development grants from the Central Government and Donor Agencies. • Formulation of a Physical Development Plan • Potential demand for goods and services produced in the District. • Ongoing government programmes • Central Government Transfer • Existence of NGOs, Government programmes and projects i.e. NUSAF 3, YLP, UWEP, UPE, USE, UWEP • Relative peace and security 	<ul style="list-style-type: none"> • Resistance to pay tax • Lack of a District Physical Development Plan • Limited Enforcement of Land use policy • Limited disintegrated data • Reducing grants • Adverse climatic conditions (Floods, drought, unreliable rainfall) • Limited Enforcement of Land use policy • Negative attitude towards government programmes • HIV/AIDs scourge and other diseases • Delayed and irregular release of Central Government and Donor funds. • Sparse population. • Lack of Industries. • Mobile populations • Poor attitude of communities towards demand for services • Noncompliance of developers 	<ul style="list-style-type: none"> • Un controlled land use • Lack of Enforcement Team • Narrow revenue base and inadequate systems of Local revenue collection • Limited communication and co-ordination mechanisms • Low Human Resource capacity to Formulate, implement, enforce laws and regulations • Poor infrastructure • Inadequate Office and transport Facilities. • Under staffing in key departments like Health, Education, Works and Technical services, Natural resources, Production • Lack of Enforcement Team • Inadequate funding • Political interference

<ul style="list-style-type: none"> • Availability of computers and skilled personnel Existence of revenue enhancement plan Existence of Internal audit department • A healthy and middle income population living in harmoniously in a well-planned environment 	<ul style="list-style-type: none"> • Local Economic Development through PPP • Availability of the Physical planning Act 		<ul style="list-style-type: none"> • Budget cuts • Poor land use • Lack of Parish/ village social economic data • High Population growth • Promote responsive Administrative structures and systems
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2.2 District Performance on Key development

The following key development indicators show the current status of the District, and proposed targets to be achieved by the ending period of implementing this DDP III aligned to the targets in the NDP III as well as Vision 2040

Table 2.2: Analysis of key standard indicators

Sn.	Expected key targets	District baseline (2017/18)	District target (2024/25)	NDP III target (2024/25)	Vision 2040 target
1	Poverty rates (% below poverty line)	86.9	50	15.5	5
2	Population growth rate (%)	1.9	1.5	2.5	2
3	H/holds dependent on subsistence agriculture as a main source of livelihood (%)	94	70	55	-
4	Life expectancy at birth (years)	52.4	54	-	85
5	Forest cover (% of total land area)	40	60	18	24
6	Average years of schooling	4.7	7	11	18
7	Infant Mortality Rate/1,000	79	50	-	4
8	Maternal Mortality Rate/100,000	483	300	299	15
9	Under 5 Mortality Ratio/1000	174	100	52	8
10	Total Fertility Rate	6.2	4.5	4.4	3
11	Latrine coverage	31.5	50	40	80
12	Safe water Coverage (Rural)	82	100	85	100
13	Safe water coverage (Urban)	74	100	100	100
14	Stunted children Under 5 (%)	22.3	20	20	0

Source: District Planning Department - 2020

2.3 Analysis of Development Situations (Dimensions: Economic; Social and Cultural; and Environment)

2.3.1 Agriculture

The community earn their living through agro-pastoralism, where they combine livestock rearing and growing of drought tolerant crops on small scale mainly for subsistence purpose. Agriculture remains the backbone of the District's economy employing about 95% of the rural population, 75% of whom being women. Women are majorly involved in crop production, but when it comes to marketing, the male involvement increases to over 70%. (*Source: Production department Annual report 2020*, this is attributed to the fact that, most households are headed by men, and hence men play a leading role in household decision making including sale of household assets. The farmers

dependent entirely on rain fed agriculture and use rudimentary tools which contribute to low production and productivity levels. The rainfall pattern in the District is unreliable, this is perpetuated by climate change attributed to continuous rampant deforestation practices of firewood cutting and charcoal burning sold by the community as a copying livelihood mechanism in response to prolonged drought in some parts of the District, especially the dry belts of Lorengedwat, Lolachat, Kosike and Natirae Sub counties.

Despite of improvement of extension staffing from 20% (2018) to 80% currently (2021), the ratio of agricultural extension workers to farmers is still low standing at 1 extension worker to over 8,000 farmers ((Source: Production department Annual report 2021)

Table 2.3: Agriculture POCC Analysis

<p><u>Potentials</u></p> <ul style="list-style-type: none"> • Abundant land for production. It is flat, open and fosters commercial, agriculture, livestock and dairy farming. • A relatively reliable rainfall in the green belts of the District where it is bi – modal. • Availability of water resources at many swampy areas fed by seasonal rivers and there is proximity to Lake Opeta in Katakwi. • Presences of extension staff in at least all LLGs 	<p><u>Challenges</u></p> <ul style="list-style-type: none"> • Poor technologies, use of low yielding varieties & breeds • prevalence of crop and livestock diseases, pests and parasites • A high subsistence economy in the District. • Inadequate production inputs like oxen, ploughs, genuine pesticides and others
<p><u>Opportunities.</u></p> <ul style="list-style-type: none"> • Fertile land especially in the greener belt of the District i.e. Sub counties of Lolachat and Natirae • Availability of NABUIN agricultural institution for skill development • Existence of development partners operating in the District 	<p><u>Constraints</u></p> <ul style="list-style-type: none"> • Unreliable weather conditions and climate change affecting crop production • Lack of Industries hence affecting the value chain of agricultural products. • Mobile populations affecting crop production and productivity

Both perennial and annual crops are grown in the District. The perennial crops include citrus, mangoes, guavas, and avocados among others while the annuals include sorghum, maize, simsim, sunflower, sweet potatoes, beans, cassava and groundnuts. The annual crops are mostly grown for home consumption as well as for commercial purposes. It has been also noted that the level of malnutrition in the District is more pronounced in the greener belts of Natirae and Kosike, this is because most community members sell out a large portion of their harvests within the District and to the neighbouring District as a means of generating income, as a consequence it affects the nutrition status of the children the households. Table 2.4 below provides detailed crop acreage cultivated as of 2019/2020 financial year

Table 2.4: Estimated crop acreage cultivated by type in 2019

Sn.	Crop Type	Acres cultivated in 2019
1	Sorghum	1,896
2	Maize	1,351
3	Cowpeas	158
4	Green grams	585
6	Sunflower	1,715
7	Groundnuts	463
8	Cassava	651
9	Sweet potatoes	310
10	Assorted vegetable	23
11	Beans	525
12	Simsim	198

Source: District Agricultural Office- Nabilatuk 2020

Agricultural production in the District is faced by a number of challenges ranging from pests and diseases, limited extension services, poor quality and limited supplies of inputs (tools, equipment, stocking and planting materials), limited markets and high post-harvest losses, weak farmers institution and limited access to financial services.

The performance of the department has not been satisfactory due to: the unpredictable weather pattern and unreliable meteorological information; high cost and limited availability of technologies which resulted in low technology adoption; the negative mind-set of farmers to adopt innovations and new technologies as well as doing agriculture as way of life not as business; poor land tenure system which promotes annual bush burning and land fragmentation affects large scale farming; stray animals have continued to cause havoc to the new cassava varieties introduced. There is also weak value chain and linkages which limit marketing of farm produce. In addition, post-harvest facilities are poorly developed leading to high post-harvest losses.

The table 2.5 below provides the common crop pests and diseases experienced by the District.

Table 2.5: Common Diseases and Pests for selected crops

Crop	Disease	Pest
Maize	Turcicum leaf blight, Maize Rust, maize lethal necrosis	Stem borer, Strega weed, termites, wild pigs, Fall army worm
Cassava	Cassava Brown Streak & Mosaic virus	Green mite, White flies
Beans	Anthrachnose, Bean rust	Bean aphids, white flies, termites
Bananas	Fusarium wilt, Black sigatoka	Banana weevil

Source: District Agricultural Officer's Office, 2020

The major livestock kept by farmers in the District include: cattle, goats, sheep, pigs, chicken, ducks and turkeys. Ownership of livestock is majorly by men in the household and women together with children only benefit in livestock products hence the decision to sell or slaughter an animal entirely depends on men. Normally in the dry spell, the District experiences continuous movement of livestock to the neighbouring Districts in Teso in search of pasture and water. This movement of livestock denies children and mothers livestock products such as milk and butter which could build their nutrition levels. The table 2.6 below shows estimated number of major livestock reared in the District.

Table 2.6: Major livestock in the district

SN	Type of Livestock	Estimated Numbers
1	Cattle (Exotic and High Grade crosses)	213
2	Cattle (Local Breeds low Grade Crosses)	96,141
3	Goats (All Breeds)	396,476
4	Sheep	289,305
5	Rabbits	4,749
6	Pigs	104
7	Donkeys	6,882
8	Dogs	225,300
9	Chicken	213

Source: Nabilatuk District Veterinary Office, 2020

Just like crop production, livestock rearing in the District has been faced with diseases despite of vaccination exercises undertaken annually. The livestock disease prevalence is summarised in table 2.7 below

Table 2.7: Livestock Diseases

SN	Diseases	Percentage of Disease Prevalence
1	Tick Borne Infections	60%
2	CBPP	30%
3	Foot Mouth Disease	02%
4	Anthrax	00%
5	Intestinal worms	70%
6	Eye Infections	05%

7	Brucellosis	09%
8	Lumpy Skin Disease	09%
9	Foot Rot	40%
10	Gynecological Infections	06%
11	New Castle Disease	20%

Source: District Veterinary Office, Nabilatuk 2020

Summary of key development issues
Continued Subsistence farming.
Poor quality and limited supplies of inputs (tools, equipment, stocking and planting materials)
High prevalence of plants and livestock pests and diseases.
Limited markets and high post-harvest losses.
Inadequate extension services, weak farmers institution and limited access to financial services.

2.3.2 Tourism

The tourism industry in the District is still young but gradually growing. The district has picturesque natural scenery of open and rolling flat plains abounding in wildlife and beautiful vegetation. The district has picturesque natural scenery of open and rolling flat plains abounding in wildlife and beautiful vegetation. The District has 2,043 square kilometers of land covered by game reserve and the major areas with wild life include: Below is the POCC analysis of the tourism sector in the District.

Table 2.8: Tourism POCC Analysis

<u>Potentials</u> <ul style="list-style-type: none"> • Beautiful scenery potential for tourism • Rich culture and cultural sites • The rich wild life endowment is also a potential for eco-tourism. 	<u>Challenges</u> <ul style="list-style-type: none"> • Limited technical competence to guide the tourism sector • No tourism officer recruited • Tourism sites are remote and untapped • poor network connectivity
<u>Opportunities.</u> <ul style="list-style-type: none"> • Enriching government policies on tourism • Vast land for tourism infrastructural development 	<u>Constraints</u> <ul style="list-style-type: none"> • Limited guest facilities • Poor Internet connectivity • Weak private sector to promote tourism • Community encroachments in terms of destruction of tree species for cultivation and settlement scaring away wildlife • Inadequate hotel facilities

Summary of issues affecting Tourism in the LG
Poor infrastructures increasing costs of businesses and limiting competitiveness
Underdeveloped tourism sector.
Poor internet connectivity
Weak private sector to promote tourism

2.3.3 Minerals

Numerous geological investigations reveal that, the District has viable deposits of metallic, non-metallic, radioactive and rare earth minerals. The metallic minerals in the district are graphite, mica, iron ore. There is also existence of abundant sand along Lolachat River. Below is the POCC analysis of minerals in the District.

Table 2.9: Mineral POCC Analysis

<p><u>Potentials</u></p> <ul style="list-style-type: none"> • Vast mineral sources for exploration 	<p><u>Challenges</u></p> <ul style="list-style-type: none"> • Limited technical expertise • Poor access roads to mineral areas
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Existence of government policies • Existence of line ministry for technical support 	<p><u>Constraints</u></p> <ul style="list-style-type: none"> • Lack of machines and other equipment for exploration • Weak private sector to support mining

Sand is the most explored mineral sold within and outside the District, and the exploration of sand is dominated by the men compared to their women counterparts. About 80% of sand sellers are composed of the youthful population that has adopted it as an economic activity. The exploration of other minerals in the District has been limited due to lack of technical expertise, no mining machines and equipment, poor access roads to most mineral sites and weak private sector to support mining.

Summary of issues affecting minerals exploration and exploitation in the LG
Limited technical expertise
Poor access roads to mineral areas
Lack of machines and other equipment for exploration
Weak private sector to support mining

2.3.4 Trade, Industry and Cooperatives

Trade in the district is characterized by the facts that; it is run by individuals at family level; it is on small scale, undercapitalized, and clustered in isolated trading centres and Town Councils, In general, most of the traders are retailers, and few wholesalers.

District has a small co-operatives movement that is only coping at kick-off stage. There are 16 registered primary cooperative societies scattered in the rural areas in Nabilatuk district in the categories of; agricultural produce marketing co- operative societies, Consumers cooperative societies, Savings and credit cooperatives (SACCOs) etc. Most of these cooperative societies are undercapitalized and face a lot of challenges and often outcompeted due to liberalization and privatization of trade. *Source: Annual report Department of Trade, Industry and Cooperatives 2020.*

Table 2.10: Number of Registered Cooperative Organizations by Sub County and district

Sub County	No. of Registered Cooperative Organizations
Lolachat	1
Town council	3
Lorengedwat	1
Nabilatuk	2
Kosike	1
Natirae	1
Total	9

Source: District Commercial Office, 2020

The industrial sector of the district is very minimal with rudimentary manufacturing and agro-processing activities done. The dominant agro-processing activities include milling of sorghum, maize and cassava in the Sub counties of Lolachat, Lorengedwat, Natirae, Kosike and Nabilatuk Town council. The other manufacturing activities include metal fabrication, brick making and local crafts. Most of the businesses are very small (sole traders and family micro-enterprises) and weak to generate appropriate employment opportunities for the population.

The major problem faced by the business and industrial sector is the issue of under developed physical infrastructure like roads and energy. Physical infrastructure like roads plays a key role in the movement of final goods and services as well as factors of production from supply to the market. The district council fully understands the benefit of roads as they open poor villages to markets, increase farm prices and decrease transport costs. Feeder roads and Community Access Roads enable rural poor access basic social services like education, health, extension services and agricultural inputs.

Additionally, much as the district is connected to the national grid it has the lowest electricity consumption level as most of the parts of the district lack electricity supply. The electricity supply is only limited to a few urban centers and its usage is further constrained by the high tariffs and inadequate transmission and distribution networks. Besides, there is frequent power outage. This

inadequate and unreliable power supply in the district is a big disincentive to the industrial growth. The district has got some potential sites for hydroelectricity power generation but is faced with the challenge of attracting investors and lobbying government under the rural electrification programme to develop the sites for electricity supply.

Table 2.11: Number of Registered Cooperative Organizations by Sub County and district

Sub County	No. of Registered Cooperative Organizations
Lolachat	1
Town council	3
Lorengedwat	1
Nabilatuk	2
Kosike	1
Natirae	1
Total	9

Source: District Commercial Office, 2020

Summary of issues affecting Trade, Industry and Cooperatives
Poor infrastructures increasing costs of businesses and limiting competitiveness
underdeveloped MSMEs due to limited financial capital and innovations
Limited financial services providers and high interest rates.
High informal businesses

2.3.5 Financial Institutions

The District lacks modernized financial institutions like commercial banks to provide services to the community, instead the population moves to the nearby District of Moroto to access this service. SAACOOs and VSLAs have been established to locally enhance community savings and loaning activities. As noted earlier, the District has 12 SACCOs established in 05 Sub counties and 1 Town Councils. Out of 12 SACCOs, only 03 are operational (02 in Sub County and 1 in Lorengedwat Sub County). The failure of the 09 SACCOs to operate was because of the following: Misappropriation of funds by the SACCO board members, Illiteracy of most SACCO managers on SACCO operations, Poor mobilization of the member savings, Dependency syndrome on hand outs from partners, poor mobilization of member savings by SACCO Committees, limited community commitment and ownership of the SACCO, limited technical of the community capacity to operate and manage the SACCO, high defaulting rate by SACCO members. The District so far has 487 VSLA groups formed and distributed to all LLGs. Most community members have preferred participating in VSLAs than SACCOs due to the manageable size of the membership in VSLA and

strong mutual understanding compared to SACCO arrangements, and it was one of the contributing factor to the collapse of most SACCOs in the District.

Summary of issues affecting financial services in the LG
Mismanagement of SACCOs
Limited financial literacy
Dependence syndrome
Inadequate value addition among business groups
Limited market linkages for products

2.4 Economic/Productive Infrastructure

The District has the following economic infrastructure: Water for production, Road transport (DUCAR), Energy, and ICT. The detailed elaboration of this economic infrastructure in the District is as below:

2.4.1 Water for production

Nabilatuk major water for production facilities are mainly Rivers/streams, water ponds, valley tanks and windmills, ground water sources eg shallow wells, deep wells, boreholes which are distributed across LLGs. In the dry belts of the District mostly Lorengedwat Sub county, the water table is very low which in most cases cannot hold on the water level for a long period of time.

The table below shows the distribution of water for production in the district

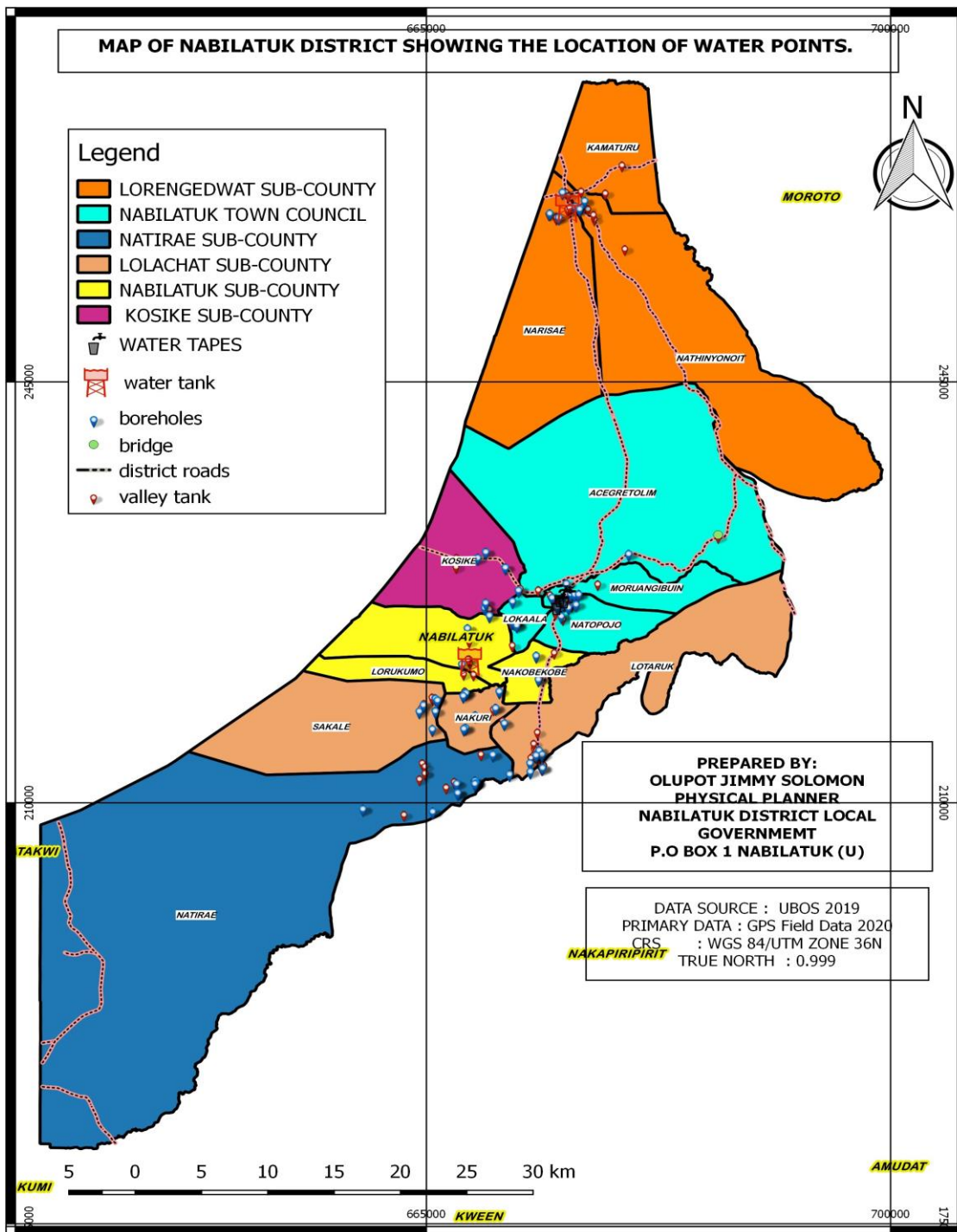
Water sources for production

Sub-county	Parish	Production wells	Deep boreholes	Shallow wells	Rivers/Stream	Windmill	Valley tank	Water pond
Nabilatuk	Achegeretolim		Amuda Nakalabac					
	Achegeretolim		Amuda Akathipon					
	Kosike							
	Moruangibuin			Ariamao i ajijim				
	Lokaala						Naputiro valley tank	
	Nakobekobe					Windmill Not operationa	Longorikip i Valley tank	
	Achegertolim						Loteede valley tank	
	Achegeretolim						Amuda valley tank	

	Natopojo						Kalakeju valley tank	
Lolachat	Lotaruk	Production well		Wind mill			Namata alopeilap valley tank	
	Lotaruk	Drilled production well						
Lorengewdat	Narisae	Naoi						
		Nangamit						
Nathinyonoit	Nathinyonoit	Naweeet			Omaniman river (two sand dams constructed along river omaniman)			
	Kamaturu						Namalera valley	
							Mosite Valley	
	Natirae						Okutot Valley	
							Awoyalet Valley	

Source: Nabilatuk production department, 2019

Map of Nabilatuk showing Water for production points



A list of issues affecting WfP in the LG

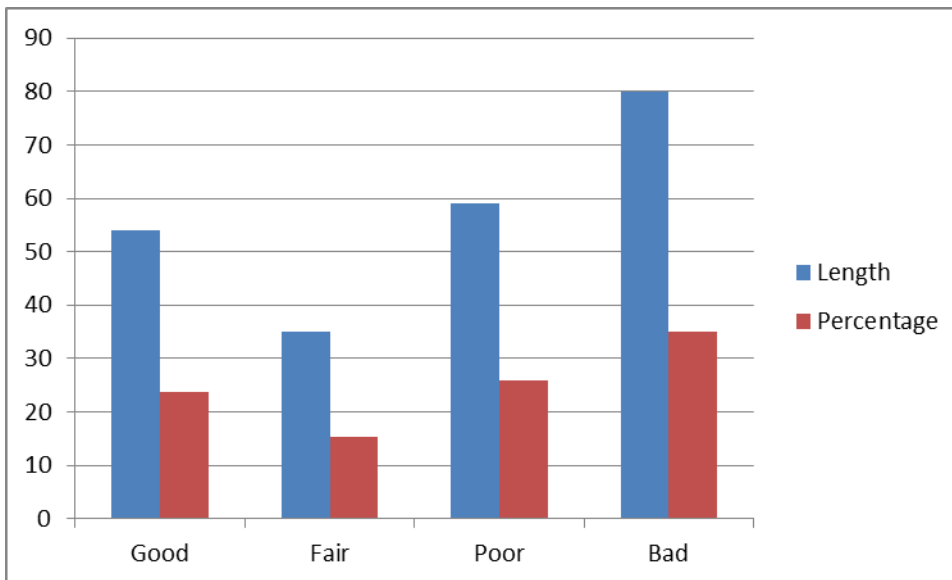
❖ Salty water
❖ poor O&M by communities
❖ NGOs and Partners not prioritizing O&M of windmills and valley tanks
❖ Lack of technical skills by communities on wind mills and valley tanks management
❖ Limited funds for O&M

- ❖ Lack of tools for operation and maintenance of wind mills and valley tanks by community.
- ❖ Some of the water sources are located in longer distances from the settlements hindering its productive use
- ❖ Distance to water sources and constraint to productive use and management

2.4.2 Transport (DUCAR)

The main mode of transport in the District is by road which facilitates movement of people, goods and services within and across the District. Nabilatuk total road network stands at 228Kms of which 54 kms are in good condition, 35kms are in fair condition, 59 kms in poor condition and 80 kms in bad condition distributed as follows: District feeder road 120.5 Kms, Urban road 20 Kms, CAR 65.5 Kms.

Figure: 1 Status of Road network by condition



Source: District Engineer Office – Nabilatuk, 2020

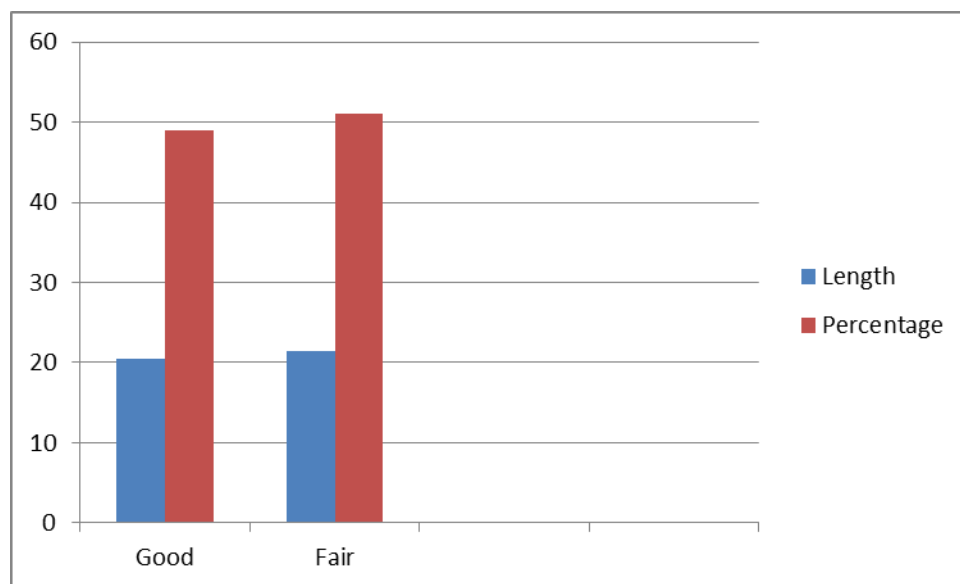
From figure above, only 24% of the total district road network is in good motorable condition, 15% in fair condition, 26% of the roads are in poor condition while 35% of the road network is in bad condition.

The major reasons behind the poor status of the district roads are;

- The heavy rains which tend to destroy the road surface
- Increased cost of maintenance coupled with continuous breakdown of road equipment
- Haulage distance and terrains of most parts of the District associated with black soils.

Urban road networks are equally vital for driving economic progress. The District has Urban road coverage of 42 Km, of which 20.5 Km representing 49% is in good condition, 21.5 Km representing 51% in fair motorable state and no poor state as shown in figure below.

Figure: 2 Condition of urban road network (%) by 2019



Source: District Engineer Office – Nabilatuk, 2020

Generally, the transport infrastructure and services in the district is still inadequate and poor due to;

- low capacity,
- insufficient funds which is not commensurating with the cost of road maintenance,
- heavy rains and poor terrain,
- limited supply of quality raw materials like murram among others.

It should be noted that, about 32% of the District road network and 97% of the CARs are un-motorable. The poor road network status has wider implications of poor access to services by the communities and inability to tap available economic opportunities within and outside markets as well as increased cost of doing business thus reduced competitiveness

2.4.3 Energy

Nabilatuk District has a rich renewable energy resource base and a significant energy potential. This includes solar, wind, hydro power, biomass and geothermal energy resources. These resources may be divided into four sub-categories including electricity, wood fuel and new and renewable energy sources. The energy resources in the district is boosted by the flat land and abundant wind for small

scale generation of wind energy, abundant sunshine for solar power generation and huge agricultural and livestock potential for bio – gas energy. The new and renewable sources of energy include woody and non-woody biomass, solar energy, wind, geo-thermal and hydropower; all of these are potentials in the district. The recently concluded connection of national grid to most areas of the District has boosted economic activities and efforts are under way on Rural Electrification Agency (REA) to extend electricity power grid network to rural areas where Health Centres, Schools are Sub county Administrative Headquarters are located.

Table: 2.12 Source of energy for Lighting Fuel

Type of Household Utility	Male Headed			Female Headed			Total		
	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total
Electricity Gas	179	102	281	81	35	115	260	137	1,190
Paraffin (lantern)	1,287	231	1,518	376	95	470	1,662	326	5,965
Paraffin (Tadooba)	705	439	1,144	274	184	458	979	623	4,806
Candle wax	143	23	166	39	3	42	182	26	624
Fire wood	1,078	1	1,079	520	1	521	1,598	2	4,800
Other (Cow dung, grass/reeds, Bio gas, etc)	40	16	56	13	2	15	54	17	213
Total	3,432	812	4,244	1,303	320	1,621	4,735	1,131	17,598

Source: UBOS – Population and Housing Census, 2014

The current energy situation in Nabilatuk district is that more than 90% of the district population uses biomass as their primary energy source for cooking, lighting and warming. For the rural communities, the use of firewood is almost 100%. Wood fuel (carbonized and un-carbonized) is the energy resource used for cooking by almost the entire population in the District (98%).

Table : 2.13 Source of Energy for Cooking Fuel

Type of Household Utility	Male Headed			Female Headed			Total		
	Rural	Urban	Total	Rural	Urban	Total	Rural	Urban	Total
Electricity/Gas	-	10	10	-	3	3	-	13	13
Paraffin	-	-	-	-	-	-	-	-	-
Charcoal	705	439	1,144	274	184	458	979	623	1,602
Fire wood	23,899	118	24,018	7,140	80	7,220	31,039	199	31,238
Others (Cow dung, grass/reeds, Bio gas, etc)	40	16	56	13	2	15	54	17	71
Total									

	24,644	583	25,228	7,427	269	7,696	32,072	852	32,924
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Source: UBOS – Population and Housing Census, 2014

Despite of national grid connectivity, it comes with high cost and unreliability. The national grid is also not uniformly connected to all areas in the District, but connected mainly along trading centres and Town Councils.

As the district population grows, the pressure on this resource is increasing. Hence, there is an urgent need to foster and improve energy efficiency in the biomass sector and to diversify the resource portfolio, especially by bio (Agro, animal and human) waste while promoting the use of efficient energy saving technologies for cooking, smoking, curing and lighting.

The inadequate access to clean and renewable energy in the district is greatly influenced by the poor attitude of the community to change to new technologies, inadequate financing, weak legal and policy regime regarding adoption of renewable energy technologies, thus affecting enforcement.

Despite the high potential for renewable energy resources, there is limited exploitation and utilization of these resources which has hampered the development of the sub-sector. The various barriers preventing steady growth for renewable energy resource development and utilization in the district include

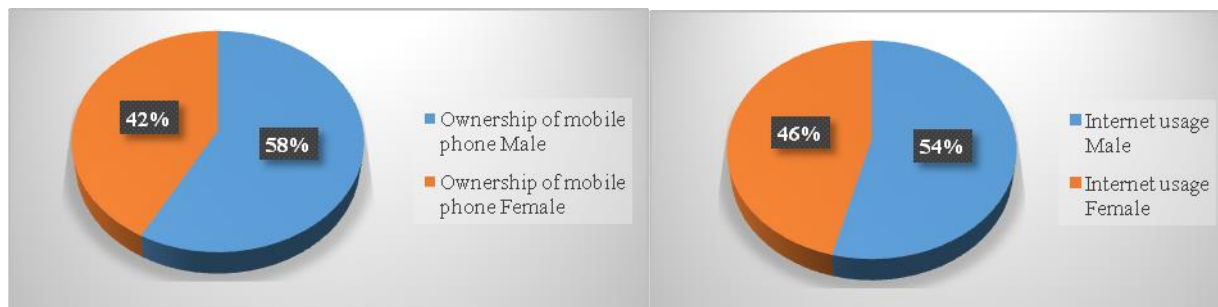
- Limited awareness on renewable energy technology options among stakeholders
- High initial costs of technologies and limited institutional capacity in both public and private sector to implement and manage renewable energy investments.

2.4.4 Information and Communication Technology (ICT)

The ICT services in the District are minimal, with much concentration on telecommunication. The major telecommunication networks utilized are Airtel and MTN. The network is unreliable in most parts of the District especially the District headquarters, Kosike and Natirae Sub counties. This unreliability has affected execution of mandates especially e-governance at the District headquarters and general coordination.

According to the 2014 population and housing census results, only 14.2% of the population owned mobile phones. From those owning the mobile phone 58% were male and 42% female. In terms of access to internet service, just 6.1% of the entire population had access to internet, and from those used internet, 54% were male and 46% female as shown in figure....below. This depicts that a large proportion of the population is left out in terms of ICT connectivity hence slowing down social inclusion and economic growth.

Figure. 3: Ownership of mobile phone and internet usage



Source: UBOS 2014, Population and Housing census

ICT services utilization in Nabilatuk are more concentrated in urban/peri-urban centres hence the rural areas are in total ICT black out. The reasons behind limited ICT in the District include:

- High illiteracy rate of over 83% with its associated problems,
- Low household incomes to afford ICT facilities
- Poor network coverage
- Limited government commitment in escalating ICT services in the District among others.

Therefore, the District commits to implement interventions that enhance ICT in this plan so that to meet high demands of globalization and its positive consequences of economic and social development.

2.5 Human and Social Development

The section will focus on the Health, Education, Community Development and Social Protection, Water and Sanitation in the District as discussed below;

2.5.1 Health

Nabilatuk District has 6 health facilities categorized by level as 1 HC IV, 2 HC III and 3 HCIIIs (1 PNFP), The distribution is fair a cross LLGs, but some of them lack the basic equipment to offer reasonable services. Many rural units require rehabilitation and equipping. Besides diseases, poor nutrition has contributed to worrying situation. Because of cross cutting nature of health issues, there is need for an integrated approach to health. The distribution of these health facilities is summarized on table 2.10 below.

Table 2.14: Health infrastructure (categories) FY 2019/2020

Category	Ownership		Total
	Government	PNFP	
Hospital	0	0	0
H/C IV	1	0	1
H/C III	2	0	2
HC II	2	1	3
Total	5	1	6

Source: Health Office – Nabilatuk, 2020

According to 2014 population and housing census results, only 47.6% of households were within 5km or less radius to a health facility. This is below average and it implies need of establishment of health facilities in most settlements coupled with creation of new access roads to the nearby health facilities.

Therefore, within the next five-year period, the district will improve access to health services by upgrading a few of the health center IIs into health center IIIs so that every sub-county has at least a HCIII as per health sector policy and ensure steady supply of drugs and health commodities.

The health department routinely monitors the disease burden in the district using the Health Management Information System (HMIS) which captures data from both public and private health facilities in the district. The biggest burden of disease in Nabilatuk district is attributable to preventable communicable diseases, malaria continues being the leading cause of illness (morbidity) of all outpatient attendances followed by pneumonia (cough or cold) as shown in table 2.15 below.

Table 2.15: Disease burden top ten diseases FY 2019/2020

S/N	Disease	Male	Female	Number	(%)
1	Malaria Total	9229	14280	23509	34.25
2	No Pneumonia - Cough or Cold	5708	9566	15274	22.25
3	Moderate Acute Malnutrition (MAM)	1240	2052	3292	4.80
4	Diarrhoea-Acute	1374	1518	2892	4.21
5	Gastro-Intestinal Disorders (non-Infective)	775	1907	2682	3.91
6	Urinary Tract Infections (UTI)	499	1895	2394	3.49

7	Other Eye Conditions	910	1212	2122	3.09
8	Skin Diseases	660	916	1576	2.30
9	Pneumonia	618	722	1340	1.95
10	Pelvic Inflammatory Disease (PID)	1203	81	1284	1.87

Source: Health Office – Nabilatuk, 2020

In Nabilatuk, the children aged 0-6 years are the ones more prone to malaria, pneumonia, diarrhea and acute malnutrition.

Health Services Accessibility indicators FY 2019/2020

• Average Population served by each health unit:	65%
• Percentage of population within 5km radius of health unit:	75%
• Number of licensed private clinics :	05
• Practicing Doctor: Patient Population ratio:	1:29,044
• Nurse: Patient Population ratio:	1:2,300
• Clinical Officer: Patient Population ratio:	1:800
• OPD Utilization:	95%
• Deliveries in health facility:	62%
• Midwives: Pregnant Women (15-49) ratio:	72%
• Number of mothers receiving complete antenatal services:	42%

Health Manpower

This section categorises the staffing in the district within a health sector with intentions of determining the manpower gaps within the health sector.

Table 2.16: Staffing in District Health Office FY 2019/2020

Cadre	Approved	Filled	Not Filled
District Health Officer	1	0	1
Assistant District Health Officer (Environment)	1	0	1
Assistant District Health Officer (Maternal Child Health/Nursing)	1	0	1
Principal Health Inspector	1	0	1
Senior Health Educator	1	1	0
Bio-statistician/Health Information Scientist	1	0	1
Cold Chain Technician	1	0	1
Stenographer Secretary	1	1	0
Stores Assistant	1	1	0
Office Attendant	1	1	0

Total	10	4	6
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Source: Health Office – Nabilatuk, 2020

Immunization coverage during 2019/2020

- Percentage coverage of BCG: 95%
- Percentage coverage of Polio: 95%
- Percentage coverage of DPT: 113%
- Percentage coverage of Measles: 107%
- Percentage coverage of TT Pregnant: 80%
- Percentage coverage of TT Non-pregnant: 45%

Summary of key development issues
High morbidity and mortality rates from communicable and non-communicable diseases (malaria, pneumonia, liver cirrhosis and anemia) and poor health seeking behavior of the communities resulting to low labour productivity and household incomes.
Low uptake of modern contraceptives for family planning resulting into high fertility rates and dependency burden.
Limited access to quality health care services resulting into high costs of referral for health services.
Frequent stock out of medicines and other medical supplies due to increased population of the locals and refugee influx.
Inadequate health infrastructure and dilapidation of existing ones

2.5.2 Education

The District Council equally joins the Government to promote education for all its citizens in partnership with parents and others members of the community. As such, the Government's Education policy is to promote quality basic education by improving access by girls and boys, equity and retention in all Primary schools and other levels of learning.

The UPE enrolment increased from 17,901 (2016) to 22,983 (2018) pupils, USE from 1,051 (2016) to 1,209 (2017) students, and Technical institution from 117 (2016) to 130 (2017) students.

The District has a total of 48 primary (16 Gov't, 32 Community, & 0 Private), 3 Secondary (3 Gov't) and No Tertiary This is summarised on table 2.13 below.

Table 2.17: Number of Institutions by type FY 2019/2020

Institution	Ownership		Community
	Government	Private	
Pre Primary/ECD	0	1	32
Primary	16	0	0

Secondary	3	0	0
Technical Schools/ Institute	0	0	0

Source: Education Office – Nabilatuk, 2020

The delivery of quality education revolves around having competent and adequate staff in schools. Nabilatuk has approved staffing level of 303 for primary and 65 for secondary, but currently the District managed to have 271 teachers for primary and 62 for secondary, implying that, there is a staffing gap of 32 primary teachers and only 3 secondary teachers to be filled by the District. Details are presented on Table 2.14 below.

Table 2.18: Education Staffing establishment and Levels FY 2019/2020

A: Primary Education	Approved	Filled			Gap
		Male	Female	Total	
1. Number of teachers	303	157	114	271	32
a) Number of trained teachers by grade	303	143	91	234	69
b) Grade III (Education Assistants)	213	150	62	213	0
c) Grade V (Sen. Educ. Assistants)	90	57	33	90	0
d) Graduate	-	-	-	-	-
2. Number of support staff	126	84	42	126	0
B: Secondary Education					
3. Number of teachers	65	52	10	62	03
4. Number of trained teachers by grade	65	52	10	62	0
5. Grade V (Assist. Educ Officer)	9	8	1	9	0
6. Graduate (Education Officer)	8	8	2	8	0
7. Masters	0	0	0	0	0
8. Number of support staff	27	15	12	27	0

Source: Education Office – Nabilatuk 2020

Table 2.19: Education accessibility indicators by Rates, 2019 – 2020

Level of Education	2019				2020			
	Gross Intake Rate	Net Intake Rate	Gross Enrolment Rate	Net Enrolment Rate	Gross Intake Rate	Net Intake Rate	Gross Enrolment Rate	Net Enrolment Rate
Primary	96%	31%	56%	42%	98%	31%	57%	43.10%
Secondary	11%	0%	6%	4%	12%	1%	6%	4.10%

Source: Education Office – Nabilatuk, 2020

Table 2.20: PLE Performance by gender and Grade (Division). 2020

Grade/Division	Boys		Girls		Total	
	Number	Percentage	Number	Percentage	Number	Percentage

				e		
Division I	32	7.6	12	5.04	44	6.9
Division II	282	67.3	120	50.42	402	63
Division III	63	15.0	54	22.68	117	18.3
Division IV	28	6.7	38	15.96	66	10.3
Ungraded	4	0.95	5	2.10	09	1.4
X	10	23.8	9	3.78	19	2.9
Total	419		238		657	

Source: Education Office – Nabilatuk, 2020

Table 2.21: Level Performance by gender and Grade/Division - 2019

Grade/Division	Boys		Girls		Total	
	Number	Percentage	Number	Percentage	Number	Percentage
Division I	01	1.81	07	6.19	8	4.76
Division II	25	45.45	46	40.70	71	42.26
Division III	24	46.63	51	45.13	75	44.64
Division IV	03	5.45	03	2.65	06	3.57
Division VII	-	-	-	-	-	-
Division IX	02	3.63	06	5.30	08	4.76
Total	55		113		168	

Source: Education Office – Nabilatuk, 2020

The following are some of the efficiency ratios for primary education as of FY 2019/2020

- Pupil: Teacher ratio 54:1
- Pupil: Latrine stance ratio: 61:1
- Pupil: Desk ratio: 5:1 (for standard 3 seater desk)
- Pupil: Textbook ratio: 3:1
- Dropout rate: 60%
- Percentage of repeaters: 10%

During the implementation of the previous plan, the District put major efforts on school inspection, construction, supply of furniture and scholastic material and training. The challenges in education are summarized in the key development issues in the table below

Key development issues
Limited access to and poor-quality delivery of ECD services.
High dropout rate and low completion rate especially for the girl child.
Gender disparity in enrolment especially in primary and secondary education
Poor grade performance due to weaknesses in literacy and numeracy in P3 and P6 levels
Inadequate and poor infrastructures in schools
Low staffing levels in primary schools

2.5.3 Water and Sanitation

Under safe water and sanitation services, the main water supply technology in the district are deep wells, shallow wells, pump piped system, seasonal small-scale rain water harvesting scheme (institutional) and protected springs.

The district’s safe water coverage stands at 79% in 2019 up from 58% in 2018 and functionality stands at 89% in 2019 up from 78% in 2018. This implies 11% of the population in the district does not have access to safe water and 21% of the safe water points constructed are non-functional. The low safe water coverage and maintenance is attributed to the problem of limited underground levels in some places and difficult terrain coupled with negative attitudes towards operations and maintenance practices by some communities. Therefore, in the next five years the district will have to come up with alternative technologies for the supply of clean and safe water in areas that are water stressed and strengthening the operations and maintenance strategies for improved safe water coverage.

The sanitation and latrine coverage in the district also revealed an improvement from 13% in 2018 to 17% in 2019 and this is mainly as a result of continuous community led total sanitation activities being implemented in the district to improve pit latrine coverage and general sanitation.

Other factors that affected the latrine coverage include termites and poor-quality construction, coupled with negative attitudes of some community members towards change which have to be fought.

Hand washing facility and its utilization in the district after toilet visit also improved from 11% in 2018 to 13% in 2020. The great increase in the use of hand washing facilities was attributed mainly to the sustainability of these hand washing facilities and enforcement by the Village Health Teams (VHTs) following COVID 19 outbreak. The figure below presents the trend in utilization of hand washing facilities and practices after toilet visit by sub-counties.

Summary of key development issues
High cost of transport for goods and services due to poor status of road networks.
Low community initiative towards operation and maintenance costs of WASH facilities
Lack of capacity for districts to rehabilitate wind mills and operation and maintenance of valley tanks
Low community initiative towards latrine construction and sustainability mechanism
Collapsing soils leading to hand dug pits collapsing in soft soil formations
Poor sanitation and hygiene practices in communities and institutions.

2.5.4 Community Development and Social Protection

The District has various community development groups. These include Youth groups, Women groups, PWD groups, Civil Society Organisations, FAL groups and cultural groups.

Key Community Development Indicators	
• Number of Community Development Groups:	209
• Number of Women Groups:	36
• Men Groups:	10
• Mixed (Men, women, PWDs) groups:	69
• Community Development Centres:	03
• Number of NGOs:	64
• No of NGOs support programs for disadvantaged groups	64
• Number of CBOs	19
• Ratio of CDWs/CDOs to the community:	3,306 Households:1 CDW
• Youth Groups:	167
• Women Groups	36
• PWD groups:	48
• Cultural groups	11

Elderly Population in the District

The elderly are referred to as persons aged 60 years and above irrespective of their demographic and other socio-economic characteristics. The constitution of Uganda calls for reasonable provision for the welfare and maintenance of the aged.

2.6 Environment and Natural Resources

The major causes of the deterioration in the quality and the quantity of the natural resource base is associated with human activity. There is massive deforestation particularly on privately owned land where most of the districts tree resources are. This is closely followed by wetland degradation as a

result of cultivation of crops. Other threats are soil erosion whose magnitude and impact has never been quantified.

Tree planting

• Number of nursery beds established and maintained:	10
• Number of trees planted (in calendar year 2017):	100,000
• Number of commercial tree growers:	01

State of Wetlands

• Number of rivers and lakes (<i>Seasonal Rivers</i>):	03
• Percentage of wetlands used for papyrus harvesting:	20% (grass)
• Reclamation for human settlement and activities:	30% (agriculture + livestock)
• Water pollution:	10%

Land use

• Percentage of land under agriculture:	90%
• Percentage of land under commercial farming:	0.8%
• Percentage of land occupied by forest reserves:	1.2%

Forestry

Table 2.22: Type of forests by Acreage, 2020

Type of Forest	Size
Natural Forests	Acreage Not Established
Plantations	8,000 Acres
Central Forest Reserves	29.52 Acres
District/Local Forest reserves	100 Acres
Private forest reserves	0 Acres

Source: Natural Resources Department – Nabilatuk, 2020

2.7 Urban Development and Physical Planning

Nabilatuk has 01 urban gazzated Town Council of Nabilatuk T/C, The majority of people in Nabilatuk live in rural areas. The population living in urban areas is projected at 4500, The urban

population increased overtime from 3900 in 2014 to 4500 in 2020. This increase is partly because of natural population increase and settlement of people in the urban center.

Table 2.20: Urbanization POCC Analysis

<p><u>Potentials</u></p> <ul style="list-style-type: none"> • Connectivity of the District to the national grid • Much rooming Trading Centres • Presence of the Tarmac and access roads • Technical staff to guide urbanization process • Industrial hub constructed near the District headquarters • Supportive Political leadership 	<p><u>Challenges</u></p> <ul style="list-style-type: none"> • Limited capacity
<p><u>Opportunities.</u></p> <ul style="list-style-type: none"> • Existence of technical support from the centre. • Existence of supportive Government policy environment. • Increasing number of NGOs/CSOs and the Private Sector in the district. • Existence of the Rural Electrification programme. • Existence of a good network of trunk and feeder roads throughout the district. 	<p><u>Constraints</u></p> <ul style="list-style-type: none"> • Negative community attitude towards adopting urbanization initiatives

2.7.1 Urbanization

2.7.2 Housing

The 2002 census revealed that only 19% of the dwelling units were made of permanent roof, floor and wall materials. The most common type of materials used for construction of the dwelling units were mud and pole for the wall (52%), iron sheets 67% or thatch (31% for the roof and rammed earth (72%) for the floor. Anecdotal evidence shows there has been a general improvement in the materials used for construction of dwelling units. There has been a decline in the number of households staying in dwelling units made of mud and pole walls, with rammed earth for the floor and an increase in households with iron sheets for the roof.

2.6 LG Management and Service Delivery

The District Council is the highest political authority, with 18 members under the headship of the District Chairperson. It has a technical team headed by the Chief Administrative Officer, distributed in 12 departments. Each of the department has a head and under each department, there are a number of sections.

The general staffing level has improved from 20% in FY 2018/19 to 46% in FY 2019/20. Nevertheless, the District has been experiencing continuous staff turnover due to the hard to reach and stay nature of most of the parts of the District. Hence most people prefer working in areas accessible to adequate social amenities. This new development plan intends to enhance staff

retention and motivation, through a wide range of strategies and mechanisms such as infrastructural development.

Table 2.21: Human Resource Establishment by department/Unit, 2019/20

Sn.	Department/Sector	Approved	Filled	Not Filled	% Gap
1	Chief Administrative Officer's Office	3	2	1	33
2	Administration	38	24	14	37
3	Finance	13	9	4	31
4	Statutory Bodies	6	2	4	80
5	Planning	3	2	1	33
6	Works & Technical Services	15	6	9	60
7	Education (District Education Officer's Office)	7	6	1	14
8	Community Based Services	5	4	1	20
9	Natural Resources	10	5	5	50
10	Internal Audit	2	1	1	50
11	Production	11	4	7	64
12	Commercial Services	5	3	2	40
13	District Health Services	8	0	8	100
14	Health Centres II, III and IV	113	60	53	47
15	Sub-counties	47	22	25	53
16	Primary Schools	208	216		
17	Secondary Schools	65	41		
18	Tertiary	0	0	0	0
	TOTAL	607	407	200	33

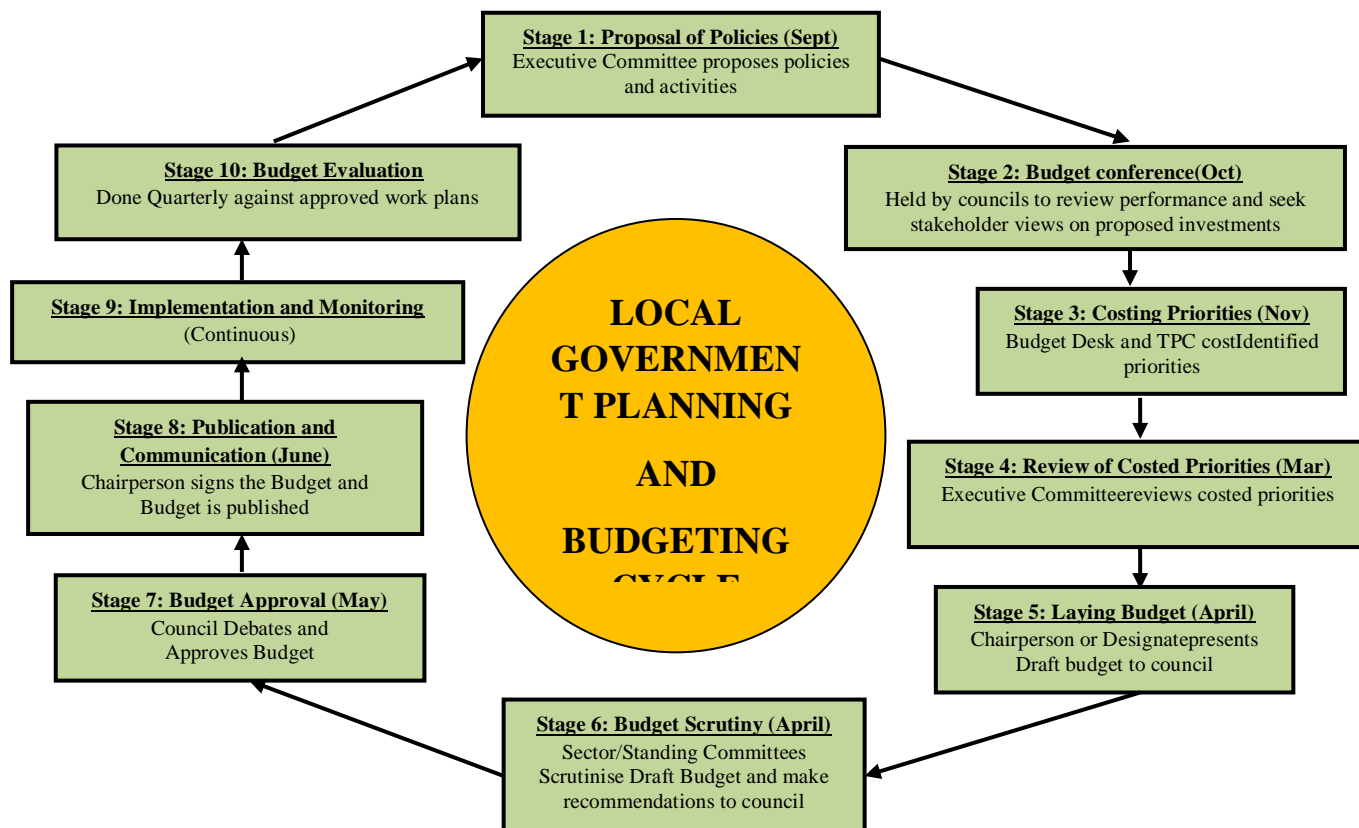
Source: Human Resource Office, Nabilatuk 2020* %tage filled:

Having skilled human resource as a positive implication in attainment of targets and objectives, table above indicates that in 2020, Nabilatuk District had a skilled human resource gap of 33%, and this plan opts to fill in the gap and attain 100% human resource by 2025.

In the delivery of decentralized services, the following planning steps and specific timelines are followed by HLGs and LLGs in Nabilatuk District during the planning and budgeting cycle.

Meanwhile, the Local Governments’ development planning cycles for HLGs and LLGs is shown in figure 4 below

Figure. 4 : LG Annual Planning and Budgeting Cycle



Source: Nabilatuk District Planning Dep’t, 2020

Budgetary allocations to Departments are done in twofold as follows: on one hand, Conditional grants are allocated directly by line Ministries to departments, and on the other hand, the District Budget desk allocates discretionary grants of Unconditional grant, DDEG, and Local revenue to departments. The principles of fairness, equity and transparency are upheld by the District Budget desk in execution of its mandate. The District Budget Desk prepares a circular and disseminated the IPFs to the departments and Lower Local Governments to guide them prepare for the budget conferences every financial year and as well support generation of BFPs.

2.8 Summary of development issues informing the LGDP formulation

A number of development challenges were elaborated in details in the previous sub section of development situation. This sub section therefore provides a summary of development issues that will inform the formulation of this development plan. The following are the summary of the issues:

- Narrow revenue base and inadequate systems of Local revenue collection

- Limited communication and co-ordination due to poor mobile network and limited ICT services
- Low human resource capacity to formulate, implement, enforce laws and regulations
- Inadequate infrastructure at institution and community levels.
- Inadequate equipment and machinery to enhance service delivery
- Adverse climatic conditions (Floods, drought) affecting agriculture
- Weak private sector to support tourism and mining
- Persistent subsistence farming affecting the growth of the District's economy
- Poor quality and limited supplies of inputs (tools, equipment, stocking and planting materials) affecting agricultural production and productivity
- Lack of industries for value addition and manufacturing
- Limited markets and high post-harvest losses.
- Inadequate extension services, weak farmers institution and limited access to financial services
- Limited financial services providers and high interest rates
- Underdeveloped MSMEs due to limited financial capital and innovation

CHAPTER THREE: LGDP STRATEGIC DIRECTION AND PLAN

3.0 Introduction

This section contains the strategic direction that will guide this plan in terms of the vision, mission goal, strategic objectives, Development program interventions and outputs for the next five years (2020/21 – 2024/25). It also provides mechanisms on how the District aligns the broader national strategic direction and programmes in to its DDP III areas of focus.

3.1 District Vision, Mission

LG Vision:

The vision of Nabilatuk District LG is:

“A peaceful, transformed, self-reliant and prosperous people by the year 2040”

LG Mission Statement:

With the Vision stated above, the District LG has the following Mission:

“To achieve sustainable socio-economic development through efficient provision of quality services to the people in conformity with national policies and local priorities increased household incomes and improved quality of life”

3.2 Adoption of National Goal, Overall Objective and Programs

DDP III adopts the NDPIII strategic direction (goals, objectives, and programs) and priorities as a basis for conceiving development interventions / projects and outputs. This is presented in the table 3.1 below:

Table 3.1: DDP III Goal, Overall objectives, and Programs (Adopted from NDP III)

District Goal (Adopted from NDP III): Increase Average Household Incomes and Improve the Quality of Life		
District Strategic Objectives (Adopted from NDP III Strategies)	Development Strategies	LG Programmes (Adopted from NDP III Programmes)
1. Enhance value addition in key growth opportunities	<ul style="list-style-type: none">Promote agro-industrializationIncrease local manufacturing activityPromote mineral-based industrializationHarness the tourism potential	<ol style="list-style-type: none">Agro-IndustrializationTourism DevelopmentNatural Resources, Environment, Climate Change, Land and Water Management
2. Strengthen the private sector capacity	<ul style="list-style-type: none">Provide a suitable fiscal,	<ol style="list-style-type: none">Private Sector Development

to drive growth and create jobs	<ul style="list-style-type: none"> monetary and regulatory environment for the private sector to invest Increase local content participation 	
3. Consolidate and increase the stock and quality of productive infrastructure	<ul style="list-style-type: none"> Institutionalise infrastructure maintenance Increase access to reliable & affordable energy Leverage urbanization for socio-economic transformation 	1. Integrated Transport Infrastructure and Services
4. Enhance the productivity and social wellbeing of the population	<ul style="list-style-type: none"> Improve access and quality of social services Institutionalise HR planning Enhance skills and vocational Development Increase access to social protection Promote development oriented mind-set 	<ol style="list-style-type: none"> Human Capital Development Community Mobilization and Mind-set Change
5. Strengthen the role of the state in guiding and facilitating development	<ul style="list-style-type: none"> Increase government participation in strategic sectors Enhance partnerships with non-state actors for effective service delivery Re-engineer Public service to promote invest Increase Resource Mobilization 	<ol style="list-style-type: none"> Governance and Security Public Sector Transformation Development Plan Implementation

Key Development results and targets (Adapted/Adopted)

This plan adapts and adopts the NDP III key strategic results, and a number of indicators have been put forward to ease the tracking of implementation of this DDP III. The indicators cover all major areas of interest under the five strategic objectives which are adopted from the NDP III. The District has set FY 2019/20 as a baseline year for tracking progress in the next five year lifespan of implementation of the plan. The table 3.2 below presents the details of the key development results.

Table 3.2: Key Development Results and Targets

Category	Key Result Areas (KRA)	Indicators	Base Line	DDPIII Targets				
			FY 0	FY 1	FY 2	FY 3	FY 4	FY 5
DDP III Goal Increase Average Household Incomes and Improve the Quality of	Quality of life	Life expectancy at birth both sex (Years)	54	54	56	57	58	60
		Population growth rate (%)	1.9	1.9	1.8	1.8	1.9	1.9

Life of the people in District		Fertility Rate	6.2	6.1	5.8	5.7	5.5	5.2
	Household income	Proportion of population below poverty line (%)	86.9	85	83	82.5	81	80
		Share of working population (%)	56	56	57	57	58	60
Objective 1: Enhance value addition in Key Growth Opportunities	Food security and commercial farming	H/holds dependent on subsistence agriculture as a main source of livelihood (%)	92	88	87	85	84	80
		Proportion of food secure households (%)	44	45	47	48	49	50
		Proportion of farmers accessing credit facilities	5	6.5	8	9	10	12
		Proportion of famers involved in commercial scale agriculture (%)	5	6.5	8	9	10	12
		Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age	22.3	22	20	18	17	15
Objective 2: Strengthen private sector capacity to drive growth and create jobs	Private sector growth	Youth unemployment rate (percent)	40	42	45	47	48	50
		No. of new enterprises developed and functional	20	25	30	20	20	30
		No. /volume of products sold outside the district (Tones)	1500	1550	1000	1000	1500	1200
		No. of SACCOs registered and functional	16	18	18	19	20	20
		Total Savings in the Registered SACCOs as a percentage in the District budget	0.1	0.1	0.11	0.12	0.14	0.15
		Total annual amount of loan disbursed by the registered SACCOS to clients in the district	50m	50m	50m	50m	50m	50m

		No. of functional VSLAs	120	122	124	126	130	135
Objective 3: Consolidate & increase stock and quality of productive Infrastructure	ICT	Number of primary schools with access to internet broad band	0	0	1	1	1	2
		Number of secondary schools with access to internet broad band	0	0	1	1	2	2
		Number of Sub Counties & Town Council with access to internet broad band	7	7	8	8	9	9
		Number of health centers with access to internet broad band	1	1	1	1	2	2
		Percentage of population that have access to internet	6.1	6.1	6.2	6.5	6.8	7
		Number of government services online	3	3	3	3	3	3
	Road	Length of good road network (kms)	265.9	279.2	292.5	305.8	319.1	332.4
		Length of Fair road network (kms)	216.2	227	237.8	248.6	259.4	270.2
		Length of poor road network (kms)	270	245.9	221.8	197.7	173.6	149.5
		No. of access roads opened (kms)	190	190	192	194	195	198
		Proportion of the rural population who live within 2 km of an all-season road	20	20	23	25	26	30
	Land titling & Physical planning	Proportion of rural growth centers with physical planning	1	1	2	2	3	3
		Proportion of institutions (Schools, Health and sub-county headquarters) surveyed and titled	5	7	8	10	12	15
		Water for production	Proportion of farmers utilizing water for production	30	32	34	36	38

	Energy	Households with access to electricity (percent)	0.5	0.5	0.6	0.6	0.8	1	
Objective 4: Enhance the productivity and social wellbeing of the population	Health	Infant Mortality Rate/1000	105	102	100	99	97	95	
		Maternal Mortality Ratio/100,000	750	720	700	680	670	650	
		Neonatal Mortality Rate (per 1,000)							
		Total Fertility Rate	7.2	7	6.9	6.5	6	5.7	
		Under 5 mortality rate/1000	174	170	168	165	164	160	
		Malaria incidence per 1000 population	378	376	374	372	370	368	
		Teenage pregnancy rates (%)	14.4	14	13.5	13	12	11	
		Prevalence of anaemia in women aged 15-49 years, by pregnancy status (%)							
		HIV/AIDS prevalence rate (%)	1.7	1.7	1.5	1.5	1.4	1.2	
	Education	Survival rates (%)	Primary	16	16.5	17	17	18	18
			Secondary	18	19	19.5	20	20.4	20.5
		Literacy rate	18.7	19	19.5	19.5	19.8	20	
	Water and Environment	Forest cover (percent of total land area)		5	5	6	6	7	7
		Wetland cover (percent)		0.5	0.5	0.7	0.8	0.9	1
		Safe water coverage (percent)	Rural	85	85	87	87.5	88.5	90
			Urban	92	92.5	92.8	93	93.5	94
		Water Source functionality rate (%)		65	67	69	70	73	75
		Hygiene & Sanitation	Latrine coverage (%)	35	36	37	38	38.5	40
			Hand washing (%)	11	11	11.5	11.8	12	12.5
	Solid and liquid waste management sites		0	0	0	1	1	2	

		identified and developed							
	Social Protection	SAGE beneficiaries (%)	95	96	97	98	98.5	100	
		Incidences of Violence Against Children (VAC) (%)							
		Children (5 -17 years) engaged in child labor (%)							
		GBV cases (%)							
Objective 5: Strengthen the role of the District in development	Community empowerment	Number of LED initiatives established by LG and functional	0	0	0	1	1	2	
		District local revenue generated (%)	90	91.5	92	93	94	95	
		Community members' participation in barazas (%)	80	82	84	86	88	90	

3.3 Alignment of LGDP III priorities with NDP III priorities and SDGs and targets

Table 3.3: Alignment of DDP III priorities with NDP III priorities and SDGs targets

Sustainable Development Goals	National Development Plan (NDPIII)	District Development Plan (DDPIII)
<p>Goal 1: No poverty: “End poverty in all its forms everywhere”.</p> <p>Goal 2: Zero Hunger: “End hunger, achieve food security and improved nutrition and promote sustainability”</p>	The overall goal is “ increased household income and improved quality of life “ Reduced poverty rates from 21.4% to 14.2%	Increase agricultural production, productivity and food security
<p>Goal 3: Good health and wellbeing: “Ensure healthy lives and promote well-being for all at all ages</p> <p>Goal 4: Quality Education: “Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <p>Goal 6: Clean water & sanitation: “Ensure availability and sustainable management of water and sanitation for all</p>	Enhance the productivity and social wellbeing of the population	Improve on quality of wellbeing and standards of living of the population.
<p>Goal 7: Affordable & clean energy: “Ensure access to affordable, reliable, sustainable and modern energy for all”.</p>	Consolidate & increase stock and quality of productive Infrastructure	Enhance access and utilization of social services

<p>Goal 13: Climate action: “Take urgent action to combat climate change and its impacts</p> <p>Goal 12: Responsible Consumption & production: “Ensure sustainable consumption & production patterns”.</p> <p>Goal 15: Life on land: “Protect, restore and promote sustainable use of territorial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss”.</p>		<p>Improve and strengthen land management and sustainable utilization of natural resources</p>
<p>Goal 8: Decent work & Economic growth: “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”.</p>	<p>Strengthen private sector capacity to drive growth and create jobs</p>	<p>Promote trade, tourism and local economic development</p>
<p>Goal 5: Gender equality: “Achieve gender equality and empower all women and girls”.</p>	<p>Enhance the productivity and social wellbeing of the population</p>	<p>Promote social protection and empowerment of vulnerable groups</p>
<p>Goal 16: Peace, justice and strong institutions: “Promote peace and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”.</p>	<p>Strengthen the role of the state in guiding and facilitating development.</p>	<p>Ensure coordinated, equitable, transparent and evidenced based service delivery</p>

3.4 Adopted NDPIII Programmes, LGDP Programme Objectives and SDG targets

Table 3.4: Adopted NDPIII Programmes and DDP III Programme Objectives aligned to SDG targets

LGDP contributes to NDPIII Programmes	The adapted NDPIII Programme Objectives	SDGs and Targets
1. Agro-Industrialization	<ul style="list-style-type: none"> • Increase production and productivity for both crop & livestock in the entire District • Improve post-harvest handling and storage in all LLGs • Increase agro-processing and value addition in all LLGs • Increase market access and competitiveness of agricultural products at local, national and international level 	<p>Goal 1: No poverty:</p> <ul style="list-style-type: none"> - By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living less than \$1.25 a day. <p>Goal 2: Zero hunger:</p> <ul style="list-style-type: none"> - By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round. - Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food

		<p>reserves, in order to help limit extreme food price volatility.</p> <ul style="list-style-type: none"> - By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment. - By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.
<p>2. Human Capital Development</p>	<ul style="list-style-type: none"> • Improve population health, standard of living, and productivity • Improve the quality of education at all levels and ensure equitable access to all 	<p>Goal 3: Good health and wellbeing:</p> <ul style="list-style-type: none"> - By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births. - By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births. - By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes - By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being. - By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases. <p>Goal 4: Quality Education:</p> <ul style="list-style-type: none"> - By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education

		<p>leading to relevant and effective learning outcomes.</p> <ul style="list-style-type: none"> - By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education. - By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.
3. Natural Resources, Environment, Climate change, Land and Water Management	<ul style="list-style-type: none"> • Improve utilization and sustainable management of District Natural resources for socially and economically productive lives • Ensure availability of adequate and reliable safe water resources for all uses in all the LLGs • Increase and restore forest, tree and wetland coverage in the entire District • Strengthen land use and management in the entire District 	<p>Goal 6: Clean water & sanitation:</p> <ul style="list-style-type: none"> - By 2030, achieve universal and equitable access to safe and affordable drinking water for all. - By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations <p>Goal 13: Climate action:</p> <ul style="list-style-type: none"> - Improve education, awareness- raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning. <p>Goal 12: Responsible Consumption & production:</p> <ul style="list-style-type: none"> - By 2030, achieve the sustainable management and efficient use of natural resources. <p>Goal 15: Life on land:</p> <ul style="list-style-type: none"> - By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements. - By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally
4. Integrated Transport Infrastructure and Services	<ul style="list-style-type: none"> • Improve on road access to all through opening new roads and rehabilitating existing ones in entire District 	<p>Goal 9: Industry, Innovation & infrastructure:</p> <ul style="list-style-type: none"> - Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border

		<p>infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.</p> <p>-</p> <p>Goal 11: Sustainable cities & communities:</p> <p>- By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.</p>
5. Private Sector Development	<ul style="list-style-type: none"> • Improve business enterprises and link them to external markets 	<p>Goal 9: Industry, Innovation & infrastructure:</p> <p>- Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.</p> <p>-</p>
6. Tourism Development	<ul style="list-style-type: none"> • Promote tourism sites and improve on existing ones in the District 	<p>Goal 8: Decent work & Economic growth:</p> <p>- By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products”.</p>
7. Community Mobilization and Mindset change	<ul style="list-style-type: none"> • Reduce negative cultural practices and attitudes towards development initiatives in the District. 	<p>Goal 5: Gender equality</p> <p>- By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p>
8. Development Plan Implementation	<ul style="list-style-type: none"> • Strengthen capacity of stakeholders both at HLG and LLG on development planning • Strengthen revenue mobilization at all levels in the District • Strengthen efficient utilization of resources at the District • Improve on data management to guide planning, M&E and reporting 	<p>Goal 16: Peace, justice and strong institutions:</p> <p>- Substantially reduce corruption and bribery in all their forms.</p> <p>- Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>
9. Public Sector Transformation	<ul style="list-style-type: none"> • Strengthen Government structures and institutions at all levels for efficient and effective service delivery 	<p>Goal 16: Peace, justice and strong institutions:</p> <p>- Substantially reduce corruption and bribery in all their forms.</p>

	<ul style="list-style-type: none"> • Improve on staffing level for better service delivery • Deepen decentralization and citizen participation in local development • Increase transparency and eliminate corruption in the delivery of services. 	<ul style="list-style-type: none"> - Develop effective, accountable and transparent institutions at all levels - Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.
10. Governance & Security	<ul style="list-style-type: none"> • Ensure justice and rule of all prevails for all in the District • Strengthen peace and security in all parts of the District 	<p>Goal 16: Peace, justice and strong institutions:</p> <ul style="list-style-type: none"> - Substantially reduce corruption and bribery in all their forms. - Promote and enforce non-discriminatory laws and policies for sustainable development.

3.5 LGDP Programme, Objectives, interventions, Results (Outcomes and Outputs)

Table 3.5: LGDP Program objectives, Results and Targets

Adopted programme 01: Agro-Industrialization			
Development Challenges/Issue: 95% of households depend on subsistence agriculture using rudimentary tools, high post-harvesting losses, high pest, diseases and weeds, depending on rain/climate change, low technology adoption (75%), low access to quality inputs, poor access roads (CAR and feeder roads), gaps in extension services			
Program outcomes and results: Increased agro processing, commercialization and competitiveness of agricultural production	Key Outcome Indicators	Status	Target
		2019/20	2024/25
	% of land under production	45%	70%
	% of jobs in agro-processing	0.5%	5%
	% reduction of households depended on subsistence agriculture	95%	75%
% of households that are food secure	35%	70%	
Adapted/Adopted Program Objectives (Includes objectives on cross cutting challenges)	Adapted/Adopted Interventions and Outputs includes interventions to address cross cutting issues and concerns		
<ol style="list-style-type: none"> 1. Increase agricultural production and productivity 2. Improve post-harvest handling and storage, agro-processing and value chain addition 3. Increase market access and competitiveness of agricultural products in domestic and international markets 4. Strengthen institutional capacities for 	<ul style="list-style-type: none"> • Strengthen the agricultural extension system • Increase access and use of water for agricultural production • Increase access and use of agricultural mechanization • Strengthen farmer organization and cooperatives • Establish post-harvest handling, storage and processing infrastructure • Establish new and expand existing agro-industries for processing of key agricultural commodities • Improve land tenure system and promote agricultural investments • Improve skills and competencies of agricultural labor force • Improve agriculture market infrastructure in rural and urban areas 		

the delivery of agro-industrialization	• Strengthen linkage between public and private sector in agro-industry		
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments /Actors
Adapted Outputs 1	Seeds and planting materials procured and distributed to farmers in the 6 LLGs	Select farmer groups, input supply, training of farmers	Production/Development partners
Adapted Outputs 2	1200 farmers trained on new agronomical technologies, post-harvest handling & standard ware house management	Identification of farmer groups,	Production
Adapted Outputs 3	120,000 Livestock and 85,000 goats vaccinated against FMD, CBPP, PPR, CCPP	Conducting livestock disease surveillance across the District	Production
Adapted Outputs 4	At least 1,200 farmers accessing extension services in the 6 LLGs	Recruitment and facilitation of extension workers for all LLG	Production & Human Resource
Adapted Outputs 5	1 soil testing equipment procured	Procurement of soil testing machine, community mobilization	Production
Adapted Outputs 6	6 crop production demo sites established. At least 1 per LLG	Assessment of possible sites, community sensitizing and technical backstopping	Production
Adapted Outputs 7	6 acre irrigation demonstration sites set up at the 6 LLGs	Assessment of the site, community sensitizing, proposal writing, & technical backstopping	Production
Adapted Outputs 8	6 farmer organizations/groups linked to financial service providers for accessing value addition facilities	Formation of farmer groups, training & creating linkages to financial institution	Production & TILED
Adapted Outputs 9	Silos constructed in Sub-counties to benefit 6 selected farmer groups in all 6 sub-counties	Site selection, construction mobilization, identification of farmers & training	Production
Adapted Outputs 10	2 Warehouses for farm produced established in 2 LLGs	Site selection, construction mobilization, identification of farmers & training	Production

Adapted Outputs 11	6 rain gauge equipment procured and installed in 6 sub-counties	Site selection, training & installation	Production & Natural Resources
Adapted Outputs 12	Surveillance on pests and diseases done for both crop & livestock in all LLGs across the District	Community mobilization & sensitization	Production
Adapted Outputs 13	6 agro-processing machines (G/nuts, Oil processing machine and Maize mill and packaging) procured and installed	Identification of sites, community awareness raising & construction works	Production
Adapted Outputs 14	03 Slaughter shed structures constructed	Identification of sites, community awareness raising & construction	Production
Adapted Outputs 15	Artificial Insemination on cows done in all LLGs	Community mobilization & sensitization	Production
Adapted Outputs 16	3 Water for production structures established	Site identification, community mobilization & sensitization	Production
Likely implementation risks	Failure to attract funding, failure to acquire land, mind-set and attitude, Climate change, weeds infestation, pest and diseases		
Mitigation measures	Promotion of climate smart agriculture, community sensitization and mobilization, develop proposal, timely preparation of project proposals and accountability, community dialogues and awareness meetings		

Human Resource Requirements to fully implement the Agro- Industrialization Programme

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
Agro-Industrialization	To increase commercialization and competitiveness of agricultural production and agro processing	Extension staff	12	0
		DPMO	1	0
		Senior Agric. Officer	1	0
		Senior Vet. Officer	1	1

Adopted programme 02: Human Capital Development

Development Challenges/Issue: Young population with over 60% below 17 years and high total fertility Rate of 5.4, limited access to Early Childhood Development education, low completion rate and high dropout rate including poor quality and efficiency of education system, low productivity due to poor health caused by both communicable and non-communicable diseases, low safe water coverage in the district. 27% of the population lack access to safe water mainly due to frequent break down and poor maintenance practices, heavy down pour also tends to reduce sanitation coverage due to destruction of latrines in schools and community, low potential of underground water in certain areas, negative community attitude towards ownership and maintenance of social infrastructure, high youth

Program outcomes and results:	Key Outcome Indicators	Status	Target
		2019/20	2024/255
Improved productivity of the labour force and increased competitiveness and better-quality life for all	UPE enrollment	7,169	12,169
	USE enrollment	510	1200
	Tertiary enrollment	0	0
	Teacher: Pupil ration (Primary)	45:1	54:1
	Pupil latrine stance ratio	61:1	50:1
	Dropout rate (%)	87	60
	Pupil classroom ratio	78:1	60:1
	Pupil: Desk ratio	7:1	3:1
	Complétion Rate (%)	87	50
	Net Enrolment rate	18%	30%
	Illiteracy rate (18yrs>) (%)	89	75
	Proportion of children 0-8 years accessing ECD services (Nutrition, PHC, Sanitation, Child protection, Family strengthening and support), %	40	80
	District safe water coverage (%)	78	90
	% of children under one year fully immunized	97	100
	Hand washing (%)	11	13
	Latrine coverage (%)	17	30
	Children aged 6-59 months who are stunted (%)	32.2	26
	Malnutrition GAM (%)	14	9
	Infant Mortality Rate (Per 1000)	43/1000	6/1000
	Maternal Mortality Ratio (Per 100,000)	336/100,000	320/100,000
	Neonatal Mortality rate(Per 1000)	27/1000	16/1000
	Under 5 mortality rates for children (Per 1000)	64/1000	24/1000
	Total Fertility rate	6.2	5.1
	Contraceptive Prevalence	5	50

	(%)		
	Children below 5 years under weight (%)	22.3	10
	HIV prevalence rate (%)	1.2	1
	Age dependency burden	68	58
	Average life expectancy at birth (number of years)	54 (M) 54(F)	56 (M) 56 (F)
	% of children exclusively breastfed for 6 months	86	100
	Deliveries at Health facilities (%)	43	65
	Functionality of CHEWS	148	190
	Teenage pregnancy rates.	26%	14%
	Prevalence of Violence Against Children (VAC), %	15%	5%
	Unmet need for family planning	20.5%	11%
	Staffing gap for health workers (%)	58	75
Adapted/Adopted Program Objectives (Includes objectives on cross cutting challenges)	Adapted/Adopted Interventions and Outputs includes interventions to address cross cutting issues and concerns		
<ul style="list-style-type: none"> • Improve the foundations for human capital development. • Promote Sports, recreation and physical education. • Improve population health, safety and management • To address the key determinants of health through strengthening inter sectoral collaboration and partnerships • Reduce vulnerability and gender inequality along the lifecycle • Produce appropriate knowledgeable, skilled, and ethical labor force 	<ol style="list-style-type: none"> 1. Child development in learning health and psychological wellbeing improved. 2. Increased literacy rate 3. Increased proportion of the population participating in sports and physical exercises 4. Institutionalize training of ECD caregivers at Public PTCs and enforce the regulatory and quality assurance system of ECD standards. 5. Reduce the burden of communicable diseases with focus on high burden diseases (Malaria, HIV/AIDS, TB, Neglected Tropical Diseases, Hepatitis), epidemic prone diseases and malnutrition across all age groups emphasizing Primary Health Care Approach 6. Reduced morbidity and mortality due to Neglected Tropical Diseases 7. Expand geographical access 8. Undertake continuous training and capacity building for in-service health workers 9. Strengthen governance, management and effectiveness of the health sector at all levels 10. Improve maternal, adolescent and child health services at all levels 11. Develop and implement a comprehensive set of interventions to reduce teenage pregnancies, with a special focus on hot spot districts 12. Increase investment in child and maternal health services at all levels of care 13. Expand scope and coverage of care, support and social protection services of the most vulnerable groups and disaster-prone communities. 14. Expand livelihood support, public works, and labour market 		

	<p>programs to promote green and resilient growth</p> <p>15. Promote Women’s economic empowerment, leadership and participation in decision making through investment in entrepreneurship programs, business Centres</p> <p>16. Scale up Gender Based Violence (GBV) interventions at all levels</p> <p>17. Support Gender equality and Equity Responsive Budgeting in all sectors and LGs</p> <p>18. Implement a District Male Involvement Strategies in promotion of gender equality</p> <p>19. Develop and implement a comprehensive set of interventions to reduce teenage pregnancies, with a special focus on hot spot Sub-counties</p>		
	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments /Actors
Adapted Outputs 1	Improved access to health services by community	Community mobilization & Sensitization	Health & CBS
Adapted Outputs 2	Child and maternal nutrition enhanced Balanced diet consumed in households	Mobilize and sensitize communities on production & consumption of nutritious foods	Health, Production & CBS
Adapted Outputs 3	Mobile clinics functionalized	Outreaches, & sensitizations	Health & CBS
Adapted Outputs 4	Targeted population fully immunized	Mobilize and sensitize communities to increase uptake for child immunization services in LLGs with focus on hard to reach areas	Health & CBS
Adapted Outputs 5	Youth-friendly health services provided in HCs	Establishment of youth friendly corners and provision of youth friendly services in all public & private health facilities, Re-Orient Health Workers to provide Adolescent and youth friendly services, & Mobilize Youth for uptake of services	Health
Adapted Outputs 6	Reproductive health services (esp. adolescent sexual reproductive health and rights) strengthened	Providing reproductive health service to young people in & out of school & Sensitize communities on reproductive health services	Health & CBS
Adapted Outputs 7	Strengthen Community Based Health services;	Mobilize & sensitize communities, Ensure youth representation in	Health & CBS

	VHTs, CHEWS	VHTs composition in the District	
Adapted Outputs 8	Human resource recruited	Advertisement and filling critical positions	Health & Human Resource
Adapted Outputs 9	Community engagement strategy- Strengthen especially Male involvement in family health and welfare - (MAGs).	Mobilize and sensitize communities on male participation in family planning interventions	Health & CBS
Adapted Outputs 10	Reduced morbidity and mortality due to HIV/AIDS, TB and malaria	Mobilize & sensitize communities	Health & CBS
Adapted Outputs 11	Improve access to FP and create demand and provide commodities.	Mobilize & sensitize communities	Health & CBS
Adapted Outputs 12	Capacity building of health workers through targeted trainings	Identification of staff capacity gaps, training	Health
Adapted Outputs 13	Lagging health facilities supported to meet basic requirement and minimum standards	Construction of OPDs at Natirae HC II, Nayonaiangikalio HC II, Lorengedwat HC III, Lolachat HC III and HC IV	Health, Engineering, PDU
		Construction of staff houses at HC IV, Natirae HC II, Nayonaiangikalio HC II, Lorengedwat HC III, Lolachat HC III,	
		Construction of medical stores at HC IV, Natirae HC II, Nayonaiangikalio HC II, Lorengedwat HC III, Lolachat HC III,	
		Construction of 10 VIP latrines at Natirae HC II, Nayonaiangikalio HC II, Lorengedwat HC III, Lolachat HC III	
		HCs for upgrade Natirae HC II, Nayonaiangikalio HC II to HC III	

		Construction of waste pits at all the 6 Health units (at HC IV, Natirae HC II, Nayonaiangikaliao HC II, Lorengedwat HC III, Lolachat HC III)	
		Construction of theatre at HC IV	
		Construction of District Health office block	
		Construction of Placenta pit at HC IV	Health
		Purchase of Ambulance for Lolachat HC III and HC IV	Health
Adapted Outputs 15	Health sector performed reviews conducted quarterly	Conduct Health sector performed reviews quarterly	Health
Adapted Outputs 16	Support supervision to all 6 health units conducted	Conduct support supervision to all 6 health units	Health
Adapted Outputs 17	6 Health unit management committees functionalized	Functionalize 6 Health unit management committees	Health
Adapted Outputs 17	Reduced child marriage and teenage pregnancy prevalence rates to 14% by 2025	Identify key stakeholders and adopt a multisectoral implementation of the strategy	Health & CBS
Adapted Outputs 18	New ECD centres established and existing ones strengthen	Registration of ECD centres, Data collection on IECD, Training of ECD care givers	Education, Admin (Parishes) CBS, & Planning
Adapted Outputs 19	Increased enrollment in primary schools, secondary schools & Technical institutes	Conduct go back to school campaigns, mobilize and sensitize communities	Education & CBS
Adapted Outputs 20	Out-of-school youths benefiting from	Mobilize out-of-school youths to participate in work-based learning	Education & CBS

	apprenticeship		
Adapted Outputs 21	Physical health activities and behavior change across all categories of the population promoted	Organize ball games and athletics competition for primary and post primary schools	Education
		Provide trainings and refresher training to games and sports officers in all schools in the district	
Adapted Outputs 22	Lagging primary, secondary schools equipped & supported to meet basic requirement and minimum standards	Construction of 14 classroom blocks at Cucu, Kosike, Napogae, Lorukumo, Domoye, Sakale, Lokaala, Natapararengan, Natirae, Nakuri, Lolachat, Lorengedwat, Kamaturu and Naweet P/S)	Education, & Engineering
		Construction of 16 teachers houses at Acegeretolim, Cucu, Kosike, Napogae, Lorukumo, Domoye, Sakale, Township, Lokaala, Natapararengan, Natirae, Nakuri, Lolachat, Lorengedwat, Kamaturu and Naweet P/S)	
		Construction of 5 stance latrines in 14 schools Cucu, Kosike, Napogae, Lorukumo, Domoye, Sakale, Lokaala, Natapararengan, Natirae, Nakuri, Lolachat, Lorengedwat, Kamaturu and Naweet P/S)	
		Rehabilitation of 08 classroom blocks, and 10 staff houses	
		Supply of furniture to 16 schools	
		Conduct inspections in Primary, Secondary &	

		Tertiary institutions	
		Fencing of Schools Cucu, Kosike, Napogae, Lorukumo, Domoye, Sakale, Lokaala, Natapararengan, Natirae, Nakuri, Lolachat, Lorengedwat, Kamaturu P/S)	
		Construction of Dormitories in schools that do not have and are not able to attract high Enrolment. e.gCucu, Kosike, Napogae, Lorukumo, Domoye, Sakale, Township, Lokaala, Natapararengan, Natirae, Nakuri, Kamaturu and Naweet P/S)	

Likely implementation risks	Inadequate funding attributed to budget cuts from central gov't transfers & Poor health seeking behavior by community members
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Mitigation measures	Continuous community sensitization, embark on lobbying and proposal writings from external financing.
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Human Resource Requirements to fully implement the Human Capital Development Programme

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
Human Capital Development	Improved productivity of the labour force and increased competitiveness and better-quality life for all	Head Teachers	16	6
		Primary		
		Deputy Head	16	8
		Teachers		
		Health In charges	6	0
		Health Inspectors	3	1
		Inspectors of Schools	1	0
		Health workers	80	43

Adopted programme 03: Natural Resources, Environment, Climate change, Land and Water Management

Development Challenges/Issue: 100% of households depend on biomass energy (Wood fuels), 98% of households with shelter structures made of poles and grass thatched, increasing commercial trade in forest products, low investments in forestry, weak policies and law enforcements, political interferences, land rifts, increasing encroachments in forests and wetland, increasing populations causing land shortage, poor, compliances with regulations, low household incomes and limited income options

Program outcomes and results: Reduced degradation of wetlands, environment and natural resources for economic growth and livelihood security	Key Outcome Indicators	Status 2019/20	Target 2024/25
	% of land covered by forests	0.5	1.5
	% of land covered by seasonal and permanent wetlands	0.3	0.5
	% of projects screened for environmental permits and EIA Certificates	70	100
	Safe water coverage (%)	79%	90%
	Hand washing coverage (%)	8%	15%
	Distance to water sources (Kms)	3Km	0.5Km
	Increased functionality of clean water	88%	95%
	Improved household sanitation and hygiene coverage	34%	40%
Adapted/Adopted Program Objectives (Includes objectives on cross cutting challenges)	Adapted/Adopted Interventions and Outputs includes interventions to address cross cutting issues and concerns		
1. Increase forest, tree and wetland coverage, restore bare hills and protect mountainous areas and rangelands; 2. Maintain and/or restore a clean, healthy, and productive environment. 3. Reduce human and economic loss from natural hazards and disasters. 4. Ensure availability of adequate and reliable quality fresh water resources for all uses 5. Increase incomes and employment through sustainable use and value addition to water	<ul style="list-style-type: none"> Strengthen enforcement capacity for improved compliance levels: Strengthen conservation, restoration of forests, wetlands and water catchments and hilly and mountainous areas: Assure a significant survival rate of planted tree seedlings Building capacity for climate change adaptation and mitigation including hazard/disaster risk reduction: Mainstream climate change resilience in programmes and budgets with clear budgets lines and performance indicators Increase investment in value addition to environment and natural resources products and services. Compliance monitoring Improve coordination, planning, regulation and monitoring of water resources Increase safe water coverage from 79 to 85 through construction of piped water systems in RGC and drilling of boreholes Increased functionality of clean water sources from 88% to 95% Improved household sanitation and hygiene coverage from 34% to 40% through CLTS approach 		
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments /Actors
Adapted Outputs 1	Increased forest and wetland coverage	Tree planting, evacuation of communities settled in wetlands, protection of existing wetlands,	Natural Resources

		curbing charcoal burning & firewood cutting	
Adapted Outputs 2	Fuel wood plantations established of 2 acres in Sub counties	Site identification, procurement of seedlings & planting	Natural Resources
Adapted Outputs 3	Greening of institutions supported	Identification of Schools, Health Centres, Churches & Mosques for greening	Natural Resources
Adapted Outputs 4	6 farmer groups trained on agro-forestry as a climate smart agriculture practice in the District	Identify farmer groups for training at least in all LLGs	Natural Resources & Production
Adapted Outputs 5	Degraded wetlands and forested areas restored	Sensitize communities, and implement enforcement	Natural Resources & CBS
Adapted Outputs 6	Environmental permits and EIA Certificates issued to all developments in the District	Community sensitization, registration & certification of private and institutional infrastructural developers in all LLGs	Natural Resources
Adapted Outputs 7	Climate change mainstreamed in all project and budgets	Develop proposals and train DLG staff on climate change mainstreaming	Natural Resources & Planning
Adapted Outputs 8	Development of water infrastructure	Repair of micro solar piped water system in Schools at least 1 systems in a year	Water
Adapted Outputs 9		Repair of at least 1 wind mill at Nakobekobe	
Adapted Outputs 10		Drilling of 20 Boreholes in resettlement areas and schools in the District	
Adapted Outputs 11		Rehabilitation of 80 Boreholes in the entire District	
Adapted Outputs 12		Construction of 3 mini solar piped water systems in the district	
Adapted Outputs 13		Construction of pipe water system for the following RGC: Natapararengan, Natirae, Kosike	

Adapted Outputs 14		Conduct water quality surveillance in the entire District	
Adapted Outputs 15		Construction of 2 Stance VIP Latrine at RGS	
Adapted Outputs 16		Construction of Piped Water System for District Hqtrs	
		Purchase of Vehicle for office use	Water
Likely implementation risks	Unfavorable weather conditions, bush fires, encroachments, poor mind-set and attitudes of communities, low investments, poor mind-set and attitude of communities, limitations of funding, changes in funding guidelines		
Mitigation measures	Use of resistance species, practice of climate resilient technologies, green growth financing, awareness creation and sensitizations		

Human Resource Requirements to fully implement the Natural resources, Environment, Climate change, Land and Water management Programme

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
Natural resources, Environment, Climate change, Land and Water management	To stop and reverse the degradation of Water Resources, Environment, Natural Resources as well as the effects of Climate Change on economic growth and livelihood security.	Forest Rangers	2	1
		DNRO	1	1
		Environment Officer	1	0
		DWO	1	0
		Borehole maintenance Officer	1	1
		Forest Guards	2	2

Adopted programme 04: Integrated Transport Infrastructure and Services

Development Challenges/Issue: :60.2% of the district roads are in poor motorable condition and only 39.8% are in fair to good motorable condition, delayed procurement system caused by administrative reviews, scarcity of good quality local materials for road construction, limited allocation of URF for rehabilitation and maintenance purposes, Lack of road equipment and high maintenance and servicing cost for road equipment and plants as Gulu remains the regional service center.

Program outcomes and results: Developed safe, inclusive and sustainable multi-modal transport system	Key Outcome Indicators	Status 2019/20	Target 2024/255
	Roads in Good condition (Kms)	62	102

	Roads in Fair condition (Kms)	31.2	51.2
	Roads in Poor condition (Kms)	132	72
Adapted/Adopted Program Objectives (Includes objectives on cross cutting challenges)	Adapted/Adopted Interventions and Outputs includes interventions to address cross cutting issues and concerns		
<ul style="list-style-type: none"> Optimize transport infrastructure and service investment across all modes Transport interconnectivity promote inter and intra-regional trade and reduce poverty Prioritize transport as management 	<ul style="list-style-type: none"> Rehabilitate and maintain transport infrastructure Increase capacity of existing transport infrastructure and services Adopt cost efficient technologies to reduce maintenance backlog Maintain Community Access road network in the respective sub-counties Maintain Urban road network Strengthen local construction capacity 		
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments /Actors
Adapted Outputs 1	Major District roads rehabilitated	Road Rehabilitation of - Lorengedwat, Lorengedwat-Lotome, - Lorengedorwa, - Kakomongole, - Ariamaoi-Acherer, - Sakale-Nabwal, Lorengedwat-Achorichor, Lorengedwat-Napak and Amuda-Nakayot roads.	Works, Environment, & Community Based Services
Adapted Outputs 2	District road network routinely and periodically maintained	225.2 kms of district road network, 70.5 Km Urban roads and 275.9 km of CARs in all sub-counties	Works, Environment, & Community Based Services
Adapted Outputs 3	Culverts installed on major District roads	Replacement of 4No. Lines of 900mm culverts along - Lorengedwat road. Construction of 5NO. Lines of 900mm culverts along - Lorengedwat road. Rehabilitation of 2NO. box culverts on - Lorengedwat road. Construction of bridge structures on three major river crossings on -Sakale-Nabwal road. Construction of permanent bridge	Works, Environment, &Community Based Services

		structures on three major river crossings along -Lorengchorwa road. Construction of permanent bridge structure on one major river crossing along - Kakomongole road.		
Adapted Outputs 4	Opening of major road links in the district	-Ariamaoi-Acherer road, Lorengedwat-Napak road.	Works, Environment, & Community Based Services	
Adapted Outputs 5	Implement cost efficient technologies for provision of transport infrastructure and services	Research for innovative technologies	Works and Private Sector	
Adapted Outputs 6	Recruitment and training of road gangs in all sub-counties on labour based maintenance	Community awareness, recruitment	Works	
Adapted Outputs 7	Repair and servicing of all district road equipment and plants in sound condition	Budgeting for routine assessment & repairs of road equipment	Works	
Likely implementation risks	General budget cuts/failure to attract funding, O&M of road equipment			
Mitigation measures	Timely preparation of project proposals and accountability, improve procurement process			
Human Resource Requirements to fully implement the Integrated Transport, Infrastructure and Services Programme				
Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
Integrated Transport, Infrastructure and Services	Developed safe, inclusive and sustainable multi-modal transport system	District Engineer	1	1
		Road Inspector	1	1
		Supervisor of Works	1	0
Adopted programme 05: Private Sector Development				
Development Challenges/Issue: Poor infrastructure, low access to capital/financial services, traditional mind-set, low capacity of private sector.				
Program outcomes and results:	Key Outcome Indicators	Status	Target	

<ul style="list-style-type: none"> Improved business capacity and local entrepreneurship skills enhanced. Increased short-term financing to the private sector by Government owned financial institutions Increased access and use of market information system by the private sector. Increased local firms' participation in public investment programmes across sectors Improved availability of private sector data 		2019/20	2024/255
	# of businesses linked to URSB for proper registration and certification	5	25
	Number of firms using market information systems	10	200
	Proportion of the total procurement value awarded to local contractors	15	35
	% of businesses having a business expansion plan in place	1	10
Adapted/Adopted Program Objectives (Includes objectives on cross cutting challenges)	Adapted/Adopted Interventions and Outputs includes interventions to address cross cutting issues and concerns		
<ol style="list-style-type: none"> Sustainably lower the costs of doing business Strengthen the organizational and institutional capacity of the private sector to drive growth Strengthen the role of government in unlocking strategic economic sectors Strengthen the enabling environment and enforcement of standards 	<ul style="list-style-type: none"> Increase access to affordable credits for SMEs Strengthen local Saving and Credit schemes to offer long term investment facilities Strengthen the skills of local entrepreneurship Improve data availability on the private sector Improve the dialogue between the private sector and the local government Strengthen the local business association Develop public-private partnership projects 		
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments /Actors
Adapted Outputs 1	Increase access to affordable credits for agricultural SMEs	Agree with SACCOs in on special interest rates for SMEs	Trade, Industry and Local Economic Development, Donors
Adapted Outputs 2	Capacity building for SACCOS in District	Training for SACCO staff and promote SACCOS	Trade, Industry and Local Economic Development, Donors
Adapted Outputs 3	Business training for SMEs	Provide support and training for communities in business management and registration	Trade, Industry and Local Economic Development, Donors (GIZ), CBS
Adapted Outputs 4	Develop database of private sector actors	Mapping private sector actors and investment opportunities in the	Trade, Industry and Local Economic Development, Planning,

		District	Donors, Private Sector	
Adapted Outputs 5	Strengthen coordination with private sector	Establish a public-private dialogue platform	Trade, Industry and Local Economic Development, Planning, Donors, Private Sector	
Adapted Outputs 6	Capacity building for local business associations	Training and support for the leaders of local business associations and cooperatives	Trade, Industry and Local Economic Development, Donors (GIZ), CBS	
Adapted Outputs 7	Develop proposals for potential PPP projects in District	Assessment of possible sites/project, community awareness	Trade, Industry and Local Economic Development, Planning, Council, Donors, Private Sector	
Likely implementation risks	Weak private sector & failure to attract funding			
Mitigation measures	Lobbying for support from external financing			
Human Resource Requirements to fully implement the Private Sector Development Programme				
Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
Private Sector Development	Increased competitiveness of the private sector	District Commercial Officer	0	1
		Principle Commercial Officer	0	1
Adopted programme 06: Tourism Development				
Development Challenges/Issue: Poor infrastructure, low access to capital/financial services, traditional mind-set, low capacity of private sector.				
Program outcomes and results:	Key Outcome Indicators	Status	Target	
Increased tourism receipts in District		2019/20	2024/255	
	Contribution of Tourism to District annual budget (%)	0	0.05	
Adapted/Adopted Program Objectives (Includes objectives on cross cutting challenges)	Adapted/Adopted Interventions and Outputs includes interventions to address cross cutting issues and concerns			
<ol style="list-style-type: none"> Promote domestic and inbound tourism Increase the stock and quality of tourism infrastructure in Develop and diversify tourism products 	<ul style="list-style-type: none"> Production and circulating marketing material on tourism potentials Build and upgrade tourism stopover points Improve destination image through positive PR and crisis management Develop new and upgrade/maintain existing tourist attraction sites profiled by the District Include new products like dark tourism, war tourism, community 			

	tourism, agro-tourism • Remove evasive species in protected areas		
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments /Actors
Adapted Outputs 1	Tourism Action Plans and regulation developed	Meetings at District & LLGs on development of actions & regulations	Trade, Industry and LED & Administration
Adapted Outputs 2	Identification of new tourism sits	Consultation meetings with LLGs	Trade, Industry and LED & Administration
Adapted Outputs 3	Tourism mainstreamed in to District budgets and work plans	Training of DTPCs & STPCs	Trade, Industry and LED
Adapted Outputs 4	Brochures produced and utilizing for advertising Napak's tourism sites	Collect information, draft brochure	Trade, Industry and LED & Administration
Likely implementation risks	Failure to attract funding, failure to acquire land, mind-set and attitude		
Mitigation measures	Timely preparation of project proposals and accountability, community awareness creation		

Human Resource Requirements to fully implement the Tourism Development Programme

Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
Tourism Development	Increased tourism receipts in District	Tourism Officer	1	0

Adopted programme 07: Community Mobilization & Mindset change

Development Challenges/Issue: Limited community participation and Social accountability in development programmes, Unemployment among the youth which currently stands at 82%, Increasing number of out migrations, child trafficking causing street children in most towns, Gender based violence, Increasing urban crime

Program outcomes and results: Increased empowerment and actively participation of families, communities and citizens	Key Outcome Indicators	Status 2019/20	Target 2024/255
	% of households participating in development initiatives	30	50
	# of barazzas conducted about accountability and transparency	0	10
	# of VSLA groups in District	60	150
	% adult literacy rate	5	10
	% of women in decision making positions	1	3

	GBV prevalent rate (%)	25	20
	Proportion of the population informed about national programmes	15	50
	% of vulnerable and marginalized persons empowered	30	45
	Number of the youth engaged in government programmes	315	1200
	Proportion of child abuses(child neglect, child marriages and child labor)	35	10
Adapted/Adopted Program Objectives (Includes objectives on cross cutting challenges)	Adapted/Adopted Interventions and Outputs includes interventions to address cross cutting issues and concerns		
<ol style="list-style-type: none"> 1 Enhance effective mobilization of families, communities and citizens for national development 2 Strengthen institutional capacity of central and local government and non-state actors for effective mobilization of communities 3 Promote and inculcate the National Vision and value system 4 Reduce negative cultural practices and attitudes 	<ul style="list-style-type: none"> • Establish feedback mechanism to capture public views on Local Government performance and enhance citizen participation in the development process • Identify transformational youth champions in the district to create a critical mass required to effect mind-set change • Equip and operationalize Community Mobilization and Empowerment institutions/structures of the Local Government for effective citizen mobilization and dissemination of information to guide and shape the mindsets/attitudes of the population • Institutionalize cultural, religious and other non-state actor in community development initiatives • Popularize the national vision, interest and common good for the citizenry • Strengthen new elected local leaders and the local court system • Strengthen community mobilization structures and channels to enable communities to demand, access and uptake services, manage and sustain community infrastructures. • Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices • Promote advocacy, social mobilization and behavioral change communication for community development • Review and implement a Comprehensive Community Mobilization Strategy • Develop and implement a national civic education programme aimed at improving the level of awareness of roles and responsibilities of families, communities and individual citizens • Design and implement a programme aimed at promoting household engagement in culture and creative industries for income generation • Equip and operationalize Community Mobilization and Empowerment (CME) institutions/ structures of central, local government and non-state actors for effective citizen mobilization as a hub/ one stop center for integrated service delivery • Establish and operationalize Community Development Management Information System (CDMIS) at Parish and Sub-county level • Conduct awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs. • Develop and enforce ordinances and by-laws to ensure the national vision and value system is adhered to • Promote advocacy, social mobilization and behavioral change communication for community development 		
Programme Outputs	Outputs and	Actions (Strategic	Departments

	Targets (Quantify)	Activities)	/Actors
Adapted Outputs 1	Feedback mechanism to capture public views on Local Government performance and enhance citizen participation in the development process established	Conduct annual feedback meetings in all Sub-Counties	Community Based Services, Planning, Administration & Development Partners
Adapted Outputs 2	Transformational youth champions identified in the district to create a critical mass required to effect mind-set change	Select 6 youth champions from each Sub-County	Education, Community Based Services, Trade, Industry and Local Economic Development
Adapted Outputs 3	Community Mobilization and Empowerment institutions/structures of the Local Government equipped and operationalised for effective citizen mobilization and dissemination of information to guide and shape the mindsets/attitudes of the population	Sensitization meetings & trainings	Community Based Services, Administration & Statutory
Adapted Outputs 4	Cultural, religious and other non-state actor in community development initiatives Institutionalized	Mobilization & sensitization meetings	Community Based Services, Administration, Development Partners & Statutory
Adapted Outputs 5	National vision, interest and common good for the citizenry popularized	Mobilization & sensitization meetings	Community Based Services, Administration, Planning, Development Partners & Statutory
Adapted Outputs 6	Community mobilization structures and channels strengthened to enable communities to demand, access and uptake services,	Mobilization & sensitization meetings	Community Based Services, Administration, Development Partners & Statutory

	manage and sustain community infrastructures.		
Adapted Outputs 7	Local council and local court system strengthened	Training on roles & responsibilities for new elected local leaders in all sub-counties	Community Based Services, Planning, Development Partners
Adapted Outputs 8	Awareness campaigns and enforcement of laws enacted strengthened against negative and/or harmful religious, traditional/cultural practices	Conduct 4 workshops and/or seminars on parenting skills among the communities per year	CBS; Development Partners
Adapted Outputs 9	Advocacy, social mobilization and behavioral change communication for community development promoted	12 awareness creation campaigns about the justice system	CBS, Development Partners
Adapted Outputs 10	Review and implement a Comprehensive Community Mobilization Strategy.	Organize Citizens feedback forces (Community Barrazas)	CBS and Administration
Adapted Outputs 11	Establish and operationalize Community Development Management Information System (CDMIS) at Parish and Sub-county level	Establish and operationalized CDMIS	CBS and Administration
Adapted Outputs 12	Youths, Women, PWD Older persons council activities implemented	Implement Youths, Women, PWD's, Older persons council activities	CBS and Administration
Adapted Outputs 13	Capacity of Community Based structures built(Para-social workers, FAL instructors and PDCs) on child protection	Conduct Capacity Building of Community Based structures (Para-social workers, FAL instructors and PDCs) on child protection	CBS and Administration
Likely implementation risks	Failure to attract funding, community attitude, knowledge gaps among leaders		
	Community awareness and sensitization, involvement of all leaders (cultural,		

Mitigation measures		religious, political), lobby for funds		
Human Resource Requirements to fully implement the Community Mobilization & Mindset change Programme				
Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
Community Mobilisation & Mindset change	Increased empowerment and actively participation of families, communities and citizens	Community Development Officers	6	2
		DCDO	1	1
		Principle Community Development Officer	0	1
		Senior Labour Officer	1	1
		Senior Probation officer	1	0
Adopted programme 08: Public Sector Transformation				
Development Challenges/Issue: Inefficient government systems and poor accountability, unsatisfactory work ethic in public sector, poor participation of the private sector				
Program outcomes and results: Improved Quality of services delivered	Key Outcome Indicators	Status 2019/20	Target 2024/255	
	Critical positions filled (%)	4	65	
	Absenteeism rate in the Public Service (%)	35	20	
	Level of client satisfaction with the client feedback mechanism	30	50	
	% of individuals achieving their performance targets	50	80	
	% of Public Officers receiving salary according to the approved pay plan	85	100	
	level of compliance to recruitment guidelines by service commissions	80	100	
	% of Public Officers with the right skills, competencies and mind-set	90	100	
Adapted/Adopted Program Objectives (Includes objectives on cross cutting challenges)	Adapted/Adopted Interventions and Outputs includes interventions to address cross cutting issues and concerns			
1 Strengthen accountability and transparency for results across Government	<ul style="list-style-type: none"> • Review and strengthen the client chatter feedback mechanism to enhance the public demand for accountability • Enforce compliance to rules and regulation • Strengthening public sector performance management 			
2 Streamline Government structures				

<p>and institutions for efficient and effective service delivery</p> <p>3 Strengthen strategic human resource management function of Government for improved service delivery</p> <p>4 Deepen decentralization and citizen participation in local development</p> <p>5 Increase transparency and eliminate corruption in the delivery of services.</p>	<ul style="list-style-type: none"> • Strengthen collaboration of all stakeholders to promote local economic development; • Operationalize the parish model • Improve access to timely, accurate and comprehensible public information 		
Programme Outputs	Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments /Actors
Adapted Outputs 1	Client charters developed and implemented	Organize dissemination meetings	Administration/Human Resource
Adapted Outputs 2	Barraza program implementation scaled up	Community mobilization & sensitization	Administration Community Based Services
Adapted Outputs 3	Capacity of staff built in performance management	Identify staff capacity gaps, Plan & budget for staff trainings	Administration/Human Resource
Adapted Outputs 4	Disciplinary cases with complete submissions considered and concluded	Organize rewards & sanction meetings	Administration
Adapted Outputs 5	Performance contracts for Heads of Dep'ts administered and enforced	Prepare performance agreements & Performance reports annually	Administration
Adapted Outputs 6	Coordination platforms for implementation of Government programs constituted	Organize coordination meetings with stakeholders	Administration
Adapted Outputs 7	Attendance to duty monitored	Daily Duty attendance and supervision	Administration
Adapted Outputs 8	Public Private Partnership promoted to enhance LED	Community sensitization, Registration of business associations	Administration & TILD
Adapted Outputs 9	Records management improved at District and LLGs	Train staff on records management Construction of District Library	Administration/Records

Likely implementation risks	Negative community attitude towards development initiatives			
Mitigation measures	Strengthening community mobilization & sensitization programmes, and implementation of ordinances & by-laws			
Human Resource Requirements to fully implement the Public Sector Transformation Programme				
Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
Public Sector Transformation	Improved Quality of services delivered	Senior Assistant Secretaries	5	3
		Parish Chiefs	24	0
		DCAO	1	0
		PAS	1	0
		PHRO	1	0
Adopted programme 09: Governance & Security				
Development Challenges/Issue: Weak governance structures at LLGs esp. LC 1 courts, Low local revenue generation to support council operations, Negative cultural ties and community attitude especially community ownership of government interventions				
Program outcomes and results:	Key Outcome Indicators	Status	Target	
<ul style="list-style-type: none"> ○ Strengthened Policy Management across Government ○ Effective governance and security ○ Increased transparency and accountability 		2019/20	2024/255	
	% of policy implementation met	50	85	
	Proportion of ordinances implemented	0	10	
	Percentage of council resolutions implemented	60	100	
	Proportion of unqualified audit reports	1	5	
	Proportion of citizens aware of the provisions of the bill of rights.	1	15	
	Proportion of Contracts rated satisfactory from procurement Audits	50	80	
	Proportion of contracts by value completed within contractual time	40	80	
	Proportion of PPDA recommendations implemented	75	90	
	Procurement plan implementation rate	90	100	
	Proportion of District security committee resolutions implemented	80	100	
Adapted/Adopted Program Objectives (Includes objectives on cross cutting challenges)	Adapted/Adopted Interventions and Outputs includes interventions to address cross cutting issues and concerns			

1. Strengthen policy, legal, regulatory and institutional frameworks for effective governance and security		Review, and develop appropriate policies for effective governance and security;		
2. Strengthen transparency, accountability and anti-corruption systems				
Programme Outputs		Outputs and Targets (Quantify)	Actions (Strategic Activities)	Departments /Actors
Adapted Outputs 1		20 Council meetings, 60 DEC meetings and 20 committee meetings supported	Mobilization of council & committee members	Statutory
Adapted Outputs 2		4 boards and commission functionality supported	Organizing/mobilizing meetings	Statutory
Adapted Outputs 3		By-laws and Ordinance developed, approved and implemented	Finalize ordinances, develop new ordinances & by-laws, implement all approved ordinances & by-laws	Statutory & Administration
Adapted Outputs 4		20 District security committee meetings supported	Coordinate, mobilize and Organize security meetings	Statutory & Administration
Adapted Outputs 5		District civic awareness campaigns conducted targeting the elderly, youth, PWDs, women and in hard-to-reach areas	Conduct District civic awareness campaigns	Statutory & Administration
Adapted Outputs 6		Mainstreamed anti-corruption (transparency, Accountability and Anti-Corruption-TAAC) initiative in all District Plans, Projects/Programmes.	Mainstream anti-corruption (transparency, Accountability and Anti-Corruption-TAAC) initiative in all District Plans, Projects/Programmes	Statutory & Administration
Likely implementation risks		Inadequate financial support, Negative community attitude to development		
Mitigation measures		Proposal writing as a means of resource mobilization, Implementation of the Local revenue enhancement plan, dialogues with community and implementation of disarmament exercise to create adequate peace and security		
Human Resource Requirements to fully implement the Governance & Security Programme				
Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps

Governance & Security	<ul style="list-style-type: none"> ○ Strengthened Policy Management across Government ○ Effective governance and security ○ Increased transparency and accountability 	District Security Committee	Filled	0
		District Local Councilors	Filled	0
		Clerk to Council	1	0

Adopted programme 10: Development Plan Implementation

Development Challenges/Issue:

Program outcomes and results:	Key Outcome Indicators	Status	Target
		2019/20	2024/255
	Proportion of prior year external audit recommendations implemented, %	90	100
	Percentage of internal audit recommendations implemented	90	100
	External auditor ratings (unqualified)	90	100
	Local revenue contribution to overall district budget (%)	0.1	0.3
	Compliance level of the annual budget to DDP III (%)	54	80
Adapted/Adopted Program Objectives (Includes objectives on cross cutting challenges)	Adapted/Adopted Interventions and Outputs includes interventions to address cross cutting issues and concerns		
<ol style="list-style-type: none"> 1. Strengthen capacity for development planning 2. Strengthen budgeting and resource mobilization 3. Strengthen coordination, monitoring and reporting frameworks and systems 4. Strengthen the capacity of the statistical system to generate data for national development 	<ul style="list-style-type: none"> • Strengthen capacity for development planning, particularly at the District and Lower Local Gov'ts level • Ensure participatory stakeholders planning and budgeting and strengthen coordination for development plan implementation • Implement the electronic tax system to improve tax collection, administration and management system • Strengthen local revenue collection supervision and monitoring • Strengthen implementation monitoring and reporting of local government • Strengthen production and use of disaggregated district level statistics for planning • Expand financing beyond the traditional sources • Alignment of budgets to development plans at national and sub-national levels 		
Programme Outputs	Outputs and	Actions (Strategic	Departments

	Targets (Quantify)	Activities)	/Actors
Adapted Outputs 1	Provide capacity building trainings for community structure and technical staff for effective planning	Train a total of 216 PDCs from all the 27 parishes in the district on their roles and responsibility in planning and monitoring SDG indicators	Planning, CBS and Development Partners
		Train a total of 15 technical staff on project appraisal skills	
		Train a total of 250 Project Implementation Committee/Project Management Committee on monitoring of project implementation	
Adapted Outputs 2	Ensure participatory stakeholders planning and budgeting	Conduct 5 district level stakeholders budget conference Conduct 6 annual sub county participatory planning meetings	Planning, Finance, & Administration
Adapted Outputs 3	Strengthen coordination for development plan implementation	Organize quarterly coordination meeting with development partners to jointly plan and review progress Conduct monthly Technical planning committee meetings	Planning, Finance, & Administration
Adapted Outputs 4	Implement the electronic tax system to improve tax collection, administration and management system	Computerize the revenue enumeration, collection and reporting system	Finance, Internal audit & Administration
Adapted Outputs 5	Strengthen local revenue collection supervision and monitoring	Implement the local revenue enhancement plan	Finance & Administration
		Build capacity of the Finance staff and other stakeholders on revenue mobilization and collection	
		Conduct quarterly revenue mobilization and collection	
		Conduct routine market assessment and	

		dissemination of information	
		Capacity built among the district councilors and staff on PFM reforms	
		Council oversight functions implemented on resource mobilization, allocation and budget implementation conducted	Finance & Administration
Adapted Outputs 6	Strengthen implementation monitoring and reporting of local government	Develop monitoring tools and train DEC members on effective usage of the monitoring tools to enhance oversight monitoring	Planning, Administration, Finance, Development Partners
		Build capacity of the procurement unit including the contracts committee and technical evaluation committee	
		Conduct quarterly joint monitoring and reviews on project implementation with stakeholders in all sub-counties.	
		Organize stakeholder's dissemination meeting for DDP III	
		Prepare and submit 20 quarterly performance reports to the MoFPED and line ministries	
Adapted Outputs 7	Strengthen production and use of disaggregated district level statistics for planning	Train 13 HoDs and 06 CDOs from sub-county levels on statistical data collection and analysis	Planning, Community Based Services & Development Partners
		Equip and tool planning unit with computers and software for statistical data analysis and production	
		Undertake quarterly data collection and produce 05 district statistical abstract	

Likely implementation risks		Non compliance of Lower Local Governments to Development Plans		
Mitigation measures		Routine supervision & mentorship of LLGs		
Human Resource Requirements to fully implement the Development Plan Implementation Programme				
Programme	Focus	Qualifications and Skills required	Status (existing qualifications and skills)	Estimated Gaps
Development Plan Implementation	Strengthen production and use of disaggregated district level statistics for planning	District Planner	1	0
		Senior Planner	0	1
		Planner	1	0
		Chief Finance Officer	1	0
		Principle Finance Officer	1	1
		District Internal Auditor	1	1
		Internal Auditor	1	0

CHAPTER FOUR: IMPLEMENTATION, COORDINATION AND PARTNERSHIP FRAMEWORK

4.0 Introduction

This chapter looks at the implementation and coordination strategy of the DDP III, the institutional arrangements including partnerships within the District and National levels that will be explored and will be a pre-requisite for successful implementation of Nabilatuk DDP III.

4.1 Implementation and coordination Strategy for DDP III

The implementation strategy to be deployed in the execution of this plan will entirely be the use of the existing Local Government institutions, structures, systems, procedures and regulations, instruments (Budgets, BFPs work plans etc), synergies among stakeholders (including non-state actors) will improve efficiency and effectiveness in the implementation and coordination of the DDP III.

The DDP III will employ public private partnership that will involve government and private sector led approaches in its implementation. PPPs will enable the public sector to harness the expertise and efficiencies that the private sector can bring to the delivery of certain facilities and services traditionally procured and delivered by the public sector. In addition, just like the NDP III, the DDP III will be implemented in line with the overall CNDPF that is aimed at achieving Uganda Vision 2040 aspirations.

4.2 Development Plan Institutional Arrangements

As noted earlier, the implementation of DDPIII will be undertaken within the existing local government structures, institutional framework of Government, and synergies with other non-state actors operating in the District. The District will play a leading role, supported by other development actors. Table below indicates the roles to be played by each stakeholder in the implementation of the plan.

Table 4.1: Institutional roles in DDP III implementation

Institution	Role
MoLG	<ul style="list-style-type: none"> • Coordinate implementation of the DDPII at LG level. • Ensure NDP III priorities are mainstreamed in DDP III • Support capacity building for DDP III implementation
MoFPED	<ul style="list-style-type: none"> • Mobilise and allocate resources for DDP III implementation. • Ensure timely release of funds for implementation of the DDP III

	<ul style="list-style-type: none"> • Ensure accountability for resources disbursed • Ensure efficient and effective procurement systems • Ensure direct linkage between planning, budgeting and resource allocation during budgeting and implementation
NPA	<ul style="list-style-type: none"> • Ensure the DDPII priority areas are in line with the NDP III• • Provide planning guidelines other documents for the implementation of DDP III • Issue Planning Call Circulars to the District • Ensure DDP III performance indicators and targets are aligned to NDP III. • Guide the District in reviews and evaluation of DDP III.
Higher Local Government	<ul style="list-style-type: none"> • Implement the District Development Plans • Support the implementation of national projects and programs. • Mobilize local revenue to finance LG priorities.
Lower Local Government	<ul style="list-style-type: none"> • Implement the Sub-County Development Plans • Support the implementation of District projects and programs. • Mobilize local revenue to finance LG priorities.
Private sector & other Non-state actors	<ul style="list-style-type: none"> • Partner with government through PPPs, and through other development interventions for effective implementation of NDP III in line with set priorities. • Align partnership strategies to the DDP III and promote the use of government systems and procedures. • Promote accountability to Government and the citizens of Uganda in the use of development resources. • Enhance efficiency and effectiveness in the implementation of DDP III • Support the District through financial, technical and other forms of assistance that lead to the effective implementation of DDP III.

4.3 LGDP Integration and Partnership Arrangements

Integration and partnership arrangements with the NGOs, CSOs and the private sector were one of the weak areas of the previous plan during the implementation. There was poor coordination in the implementation with sub counties, NGOs and the CSOs. Although this plan will be implemented using both the public financing and public private partnership, the latter is still in an exploratory phase and is not envisaged to contribute immensely to the financing agreement of the plan. The key financing and implementing partnerships of the plan will be between government, districts and development partners. Integration of plans have been done with sector ministries, local government and development partners. LLGs priorities and unfunded activities were submitted to the district

and included in the plan. These priorities include major construction projects like school infrastructure, staff recruitment and enhancement road and health infrastructure.

Deliberate efforts have been made to link the DDP priorities with national sector priority investment program. This was done by customizing and adapting district specific objectives to the national strategic objectives with a broader focus of Vision 2040. Investment programs from sector line ministries have been included as specific targets by the plan. The Plan strives to achieve national targets on key development indicators. Unfunded priorities and peculiar development activities were submitted to line national ministries to be included in their sector plans.

To ensure integration, development plans of NGOs and CSOs will be discussed and reviewed by the District Technical Planning Committee. This will be technically appraised by the planning unit staff. This arrangement must be adhered to by the office of the CAO before the signing of any MoU. The Development partners during the consultative process of their proposed interventions will obtain the copy of the DDP so as to align their priorities to the plan. This will be done in close collaboration with the specific sector heads at the district. Furthermore, Sub counties will sign implementing MoUs with the implementing partners at their localities. This is to ensure sector compliance at implementation level and strengthen partnership at the lowest level of implementation. The MoUs to be signed at sub county level will be stand in agreement for the main MoU with limited or minor binding deviations from the main MoU. The Sub county chiefs will ensure that all development partners operating in their sub county sign and comply with MoU. To this effect, development partners will also attend sub county performance review forums where they can communicate their performance.

4.4 Pre-Requisites for Successful Implementation of DDP III

For successful implementation of this DDP III, the District intends to promote ownership of the plan by all stakeholders through the following mechanisms:

Exploring a right based, and participatory approaches in planning to cater for views of all group categories in communities including the marginalized groups such as PLWHIV, PWDs, elderly, OVC, women, youth, and child headed households among others.

Behavior and mind set change amongst the community.

The District will capitalize on NDP III programme area of community mobilization and mindset change to improve the attitude of the community towards development. The communities will be mobilized for behavior and mind set change in the areas of health seeking, education and

production. The youth's ability to create income generation enterprises will be strengthened to mitigate the high dependency and embrace hard work to earn a living. All stakeholders of education including parents will have to be mobilized to make their contribution in order to improve the education outcomes in the district.

A functional institutional framework is vital for the effective implementation of the plan.

The coordination structures like the DTPC, DEC, STPC, SEC and Councils will be fully functional to properly manage and coordinate the implementation of the plan. The council and its standing committees and the executive committees will closely monitor and follow implementation. Every department will possess the required manpower that is highly skilled and motivated to execute its mandate

Adequate funding and financing for the priorities enlisted in the plan.

The district will annually allocate resources to the priorities in the plan. The District will engage on lobby and advocacy as a means of resource mobilization from Government and development partners existing in the District.

Overall support for the plan

The success of implementing this plan will depend on ownership and support from across the different stakeholders. Therefore, the plan will be disseminated to various stakeholders. Political commitment is required at all levels to enlist support for implementing this plan.

Transparency and accountability will be very critical for the successful implementation of the plan.

Adherence and compliance to set rules, regulations and laws will have to be strictly followed by all the local government structures.

Effective monitoring and evaluation will be required for the successful implementation of this plan

All the stakeholders charged with the responsibility of monitoring implementation will be expected to actively perform their tasks especially the political oversight function by councilors at all levels. The District will further enhance joint monitoring, reviews, and evaluations of the DDPII so as to strengthen ownership of the plan and achievement of its intended targets, goal, and objectives.

Empowering the private sector

The district is aware that economic growth is private sector driven. The government and development partners only facilitate business through provision of policies and infrastructural development. Therefore, the district will build capacity of private sector and empower them through Local Economic Development (LED) to actively participate and champion the successful implementation of this plan

CHAPTER FIVE: FINANCING FRAMEWORKS AND STRATEGY

5.0 Introduction

This chapter discusses how Nabilatuk District Local Government will fund its third five years Development plan for both recurrent and development investments. The District proposes to fund the implementation of this DDP III using a variety of approaches. These will involve use of taxation and nontax locally collected revenues, grants from Central Government, donations from development partners, private investment resources. This section therefore presents a brief analysis of how the district intends to mobilize resources to finance the priorities laid down in the plan for the next five-year period.

5.1 Financing framework

The total amount of financial resources required for implementing DDP III for the period 2020/21 – 2024/25 amounts to Uganda shillings 90,697,174 billion equivalent to an average of Uganda shillings 18,139,434,800 billion per annum over the five-year period. Based on past performance, it is clear that concerted efforts are required to mobilize finances to achieve the objectives of the plan. The major sources of financing the plan have traditionally remained central government transfers, external financing and locally raised revenues.

5.0 Summary of funding sources for the five years (Source of funding – GoU, DPs, Local CSOs, Private sector, Off budget, Total Costs)

Sources of Financing	Total Contributions FY2020/21 (000)	Total Contributions FY2021/22 (000)	Total Contributions FY2022/23 (000)	Total Contributions FY2023/24 (000)	Total Contributions FY2024/25 (000)	Total Contributions (000)	(%) Share of financing by source	Off Budget Contribution (000)
Central Government Transfers ⁶ (Total Contribution)	10,576,107	11,104,912.35	11,660,157.968	12,243,165.866	12,855,324.159	58,439,667.343	90.2	
Local Revenue	90,000	94,500	99,225	104,186.250	109,395.563	497,306.813	0.8	
Development Partners (DPs)-	1,057,422	1,110,293.1	1,165,807.755	1,224,098.143	1,285,303.050	5,842,924.048	9	1,200,000

Specify ⁷								
Total	11,723.52 9	12,309,705.4 5	12,925,190.62 1	13,571,450.25 9	14,250,022.77 2	64,779,898.20 4	100	

5.1 Summary of Programme costs for the five years (Based on Outcomes, outputs and Targets, annualized costs, funding sources- GOU, LR, DP, Private Sector)

Programme	Total LGDP Cost 2020/21 - 2024/25 (Billion)					GOU + LR 2020/21 - 2024/25 (Million)					External Financing (DP, CSO + PS) 2020/21 - 2024/25 (Million)							
	Total (000)	FY1	FY2	FY3	FY4	FY5	Total	FY1	FY2	FY3	FY4	FY5	Total	FY1	FY2	FY3	FY4	FY5
Programme 1: Agro Industrialization	3,524,101	651,000	685,783	699,072.	729,106	759,106	3,524,101	651,000	685,783	699,072.	729,106	759,106	0	0	0	0	0	0
Programme 2: Tourism Development	70,000	6,000	10,000	14,000	18,000	22,000	70,000	6,000	10,000	14,000	18,000	22,000	0	0	0	0	0	0
Programme 3: Water, Climate Change and Environment and Natural Resources Management	4,128,311	654,350	752,655	851,888	898,082	971,336	3,974,311	642,350	784,655	823,888	865,082	908,336	154,000	12,000	18,000	28,000	33,000	63,000
Programme 4: Private Sector Development	374,234	64,000	70,946	75,243	79,705	84,340	344,234	60,000	65,946	69,243	72,705	76,340	30,000	4,000	5000	6000	7000	8000
Programme 5: Integrated Transport Infrastructure and services	2,130,816	388,590	408,029	428,421	441,842	463,934	2,130,816	388,590	408,029	428,421	441,842	463,934	0	0	0	0	0	0
Programme 6: Human Capital Development	31,014,924	5,612,920	5,893,566	6,188,244	6,497,656	6,822,538	26,433,516	4,783,800	5,022,990	5,274,140	5,537,847	5,814,739	4,581,408	829,120	870,576	914,104	959,809	1,007,799
Programme 7: Community Mobilization and Mind set Change	1,576,021	188,580	318,009	333,909	356,304	379,219	942,021	188,580	198,009	207,909	218,304	229,219	634,000	100,000	120,000	126,000	138,000	150,000
Programme 8: Governance and Security	1,434,131	275,580	281,092	286,714	292,448	298,297	1,434,131	275,580	281,092	286,714	292,448	298,297	0	0	0	0	0	0
Programme 9: Development Plan Implementation	1,928,220	370,452	377,861	385,542	393,250	401,115	1,928,220	370,452	377,861	385,542	393,250	401,115	0	0	0	0	0	0

Programme 10: Public Sector Transformation	7,933,300	1,524,450	1,554,939	1,586,038	1,617,759	1,650,114	7,933,300	1,524,450	1,554,939	1,586,038	1,617,759	1,650,114	0	0	0	0	0	0
Total																		

5.2 Summary of funding gaps by programme and strategies for bridging the gaps

Programmes	Funding gap (000')	Strategies
1. Agro-industrialization	1,820,000	Implement LRE plan Strengthen accountability and reporting Project proposal writing
2. Tourism Development	60,000	Implement local revenue enhancement plan Strengthen accountability and reporting
3. Natural Resources Environment, Climate Change, Land and Water Management	1,640,000	Implement LR enhancement plan Strengthen accountability and reporting
4. Private Sector Development	260,000	Implement LR enhancement plan Strengthen accountability and reporting
5. Integrated Transport Infrastructure and Services	1,260,000	Implement local revenue enhancement plan Strengthen accountability and reporting Improve performance in LG assessment
6. Human Capital Development	1,480,000	Implement LRE plan Strengthen accountability and reporting Project proposal writing
7. Community Mobilization and Mind-set Change	460,000	Implement local revenue enhancement plan Strengthen accountability and reporting Improve performance in LG assessment
8. Governance and Security	220,000	Implement local revenue enhancement plan Strengthen accountability and reporting
9. Development Plan Implementation	120,000	Implement LR enhancement plan Strengthen accountability and reporting
10. Public Sector Transformation	1,150,000	Implement LR enhancement plan Strengthen accountability and reporting

5.3 Resource mobilization strategy

The resource mobilization strategy aims at ensuring that strategic financial planning is in place to match the financial requirements for the implementation of the plan. In light of the challenges, experiences and lessons learnt from implementation of previous plans, the District has resolved to prepare and implement a comprehensive resource mobilization strategy to improve and strengthen implementation of the plan.

In preparing the strategy, lessons from past implementation efforts have been considered in order to reduce the risks of underperformance. While securing maximum revenues from the traditional sources remains justifiable, the strategy emphasizes on increased resources mobilization from non-traditional and innovative sources of financing. The improvement in available resources for development will create space for new development projects to be implemented and speed-up completion of projects which could have taken long-time due to unavailability of resources.

The traditional sources of financing considered in this strategy include tax revenues, non-tax revenues, and external sources of financing. With the traditional sources of financing, emphasis is to introduce or strengthen measures which will improve the mobilization and participation of private sector.

The Strategy has also highlighted other potential sources of financing the plan which need to be explored in future.

5.3.1 Specific objectives for resource mobilization

The following are the specific objectives for the resource mobilization

- To mobilize sufficient revenues for the execution of planned interventions in the plan
- To identify, document and efficiently collect revenues that are budgeted
- To strengthen inspection, supervision and monitoring of revenue mobilization activities
- To promote awareness and tax education amongst tax payers and the public
- To strengthen the district's relationship with donors and encourage PPP

5.3.2 Strategies for resource mobilization

To generate increased resources for the implementation of the plan, the following key strategies will be implemented over the plan period;

- District will review and implement its local revenue enhancement plan.

- Efforts will be invested on project proposals for funding, with a special focus on local economic development through different development partners.
- Commercialization of agriculture will be strengthened to enhance production and productivity including value addition for increased household incomes and employment opportunities for those who are currently involved in informal trade which could be taxed.
- The District will also implement the developed Local Economic Development Strategy to increase locally generated revenue.
- Emphasis will be put on improving the road network, so as to reduce the cost of doing business and improve access to markets.
- Strengthening revenue inspection, supervision and monitoring at all levels to reduce spending from source.
- Key staff will be recruited and deployed for revenue mobilization exercise especially parish chiefs
- Strengthen revenue management and accountability through mandatory notices and community Barazas
- Conducting mass awareness campaign through radio talk shows to mobilize the public and explain key priorities of the district in the DDP, BFP, and annual budgets and work plans.
- Increase the market infrastructure at newly opened markets in the new sub counties
- Compliance to the existing laws and regulation to improve performance and also attract donor attention.
- Strengthening coordination with development partners to ensure that their off-budget interventions are aligned to priorities in the five-year development plan.

CHAPTER SIX

MONITORING AND EVALUATION FRAMEWORK

6.0 Introduction

This section presents the monitoring and evaluation mechanism including the communication strategy for the DDP implementation. It provides highlights on the key institutions that will be involved in the monitoring and evaluation activities, the reporting frameworks, means of sharing the monitoring reports including importance of an effective communication and feedback strategies.

6.1 Monitoring and Evaluation Arrangements

The District Monitoring and Evaluation (M&E) arrangements in the DDP III is aimed at supporting coordination in the implementation of programmes and align Development Partners and other stakeholders in tracking progress made, as far as implementation of the plan is involved, and generation of data for evidence-based planning, accountability, decision making, and lesson learning through measuring the performance, outcome and impact of development interventions. The M&E of this plan will be informed by periodic reporting in the implementation of development initiatives, joint annual reviews, mid-term evaluations and end of term evaluation responsibilities although preference will be given to joint monitoring of outputs, outcomes and impacts.

The District Local Council shall exercise oversight role in M&E of the Development Plan implementation. Councils shall enact Ordinances and Bye-Laws and ensure the budgets are implemented based on approved priorities. Council Boards and Commissions will ensure Value for Money is adhered to through enforcement of both Internal and External Audit recommendations.

Meanwhile the office of the Chief Administrative Officer provides leadership in the Public Sector including implementation of Lawful Council Resolutions to foster good governance. The District Planning department through the Statistical Section will support CAO's office with relevant data and developed M&E framework that brings on board all Key Actors including Civil Society organizations/Development Partners.

6.1.1 Progress Monitoring:

In order to track the progress made in the implementation of this DDP III, the District will be generating progressive reports quarterly and annually. The progress reporting shall follow two processes namely; physical progress reporting and budget performance reporting. For physical progress reporting, the higher local government will submit consolidated LLG progress reports to build on to the District report that will be shared at DTPC, DEC and Council committees. These will be supplemented by field spot visits to ascertain value for money. On the other hand, Budget performance reports will cover quarterly and annual financial performance (revenue and expenditure) from the government and non-government actors. The local government budget performance will be generated from the online Programme Budgeting System (PBS). The combined district quarterly performance reports will be submitted to the NPA, MoFPED, OPM, and line ministries to facilitate national progress reporting by each of these institutions. The NPA will produce a general format for district reporting.

6.1.2 Joint Annual reviews:

Annual joint review for all local level stakeholders will be conducted to review progress across all development activities. The review will be based on the cumulative quarterly performance reports produced by the Planning Units and other implementing Agencies and this performance review normally conducted during the Consultative conferences like the Budget Conference where all representatives of the Lower Local Governments, CSOs, FBOs, PLWAs, etc present their reports.

Another forum is when the Barazas are conducted where community monitors evaluate their reports against the implementer's reports. The audience is drawn from benefiting community, implementation level and donor level to ensure value for money.

6.1.3 Mid and End of Term Evaluation

The mid-term evaluation of the DDP III will be undertaken after two and half year of the implementation of this 5 year plan. It will draw insights and participation of all stakeholders involved in the generation and implementation of the plan. The Planning

department in the District will play a lead role in the entire exercise, and the focus will be to ascertain the effectiveness, efficiency, relevance and sustainability of the deliverables of the DDP III. The report of the midterm review will include an assessment of challenges that could have inhibited the implementation of identified priority interventions, document lessons learned to improve implementation of remaining period of the plan and to inform the production of the next plan. The report will be presented to the all stakeholders including the DTPC, DEC, and councils. In addition the report will also be discussed by the joint annual LGDP review meetings. A copy of the LGDP midterm review report will be presented to the NPA, and sector ministries to inform the production of the next NDP and sector development plans.

The LGDP end-of-plan evaluation will be conducted after five years of the Plan's implementation. The purpose of the end-of-plan evaluation is to assess achievement of results and their sustainability. The end-of plan evaluation will assess the overall effectiveness of the plan against its objectives and targets, and where possible, it will look at the short term impacts created by plan interventions.

6.1.4 End of Term Evaluation

The LGDP end-of-plan evaluation will be conducted after five years of the Plan's implementation. The purpose of the end-of-plan evaluation is to assess achievement of results and their sustainability. The end-of plan evaluation will assess the overall effectiveness of the LGDP against its objectives and targets, and where possible, it will look at the short term impacts created by plan interventions. Like MTR, End-Term Evaluation requires external support to collect, analyze and report/disseminate findings since it involves substantial investment of resources.

6.2 M&E Matrix

To facilitate alignment with the NDP III monitoring and evaluation framework, this DDP III will adopt the same monitoring and evaluation matrix as that of the NDP III. The District will utilize this matrix to guide its M&E activities, with a focus of ascertaining whether activities are implemented as plan, and are in line with the set strategic objectives and goal. The matrix will be the primary guide for implementing the DDP III M&E strategy. The table below provides a broader picture of the DDP III M&E plan.

The table below outlines the major M&E events that will be undertaken in the five years of implementation of the plan

Table 6.1: Main M&E Events

Main M&E Events	Purpose and Description	Output	Lead Agency	Time frame
Programme/Sub programme Quarterly Progress report	Document progress of implementation, the drivers of progress, challenges and recommendations	Quarterly Programme Progress report	LG Programme/Sub programme Heads	Quarterly
Annual Performance Review	Internal review of LGDP implementation (Programmes, interventions and projects)	Local Government Annual Performance Report	HLG/MC	Annually October/November
Alignment of BFPs and budgets to the Local Government Development plan	Align BFP with the LGDP (Alignment) following communication of the 1st BCC to HODs and LLGs and	- BFP	Accounting Officer, Planning Dept/Unit	October – November
Budgeting and Financial Planning	Circulate 2nd Budget Call Circulars to commence the budget preparation process	Annual Budget Estimates - Performance Contracts - Annual Work Plan	Accounting Officer, Planning and Finance Depts/ Unit	Annual, March-May
Statistics Production and use in the DDP implementation	Basis for a before, midterm and end line assessment of the LGDP progress	Statistical abstracts and Quarterly Progress Reports	Planning Unit	Annually, Quarterly
Data generation, analysis and utilization to track progress	To measure if progress is being attained against planned targets	Implementation reports.	DTPC, Development Partners	Annually

	and localize SDGs achievement.			
Feed back on planned activities to LLGs	To ascertain whether the communities are being informed of the approved projects or activities in their Sub Counties	Reports and correspondence s to LLGs	CAO, District planner	August
Integration of crosscutting issues such as Poverty, gender, HIV/AIDS, environment and population into plans and budgets	Support departments and Sub counties to address cross cutting issues	Minutes, Reports, plans and budgets	District resource Pool/Mentors	Quarterly
Project Operation and Maintenance	To establish whether the completed projects are well utilized and maintained	Reports	DTPC and DEC	Quarterly
Monitoring compliance to laws and regulations, guidelines and principles	Conduct internal and national assessments to measure performance	Assessment reports	District resource Pool/Mentors and National Assessment Team	August/September
LGDP Mid-Term Review	Assess mid-term progress of LGDP and projects and programmes to ensure consistency of implementation with overall focus and objectives	LGDP mid-term review reports	LG	January - June 2023
LGDP end Evaluation	Assess end-term evaluation of LGDP including projects and programmes	LGDP End evaluation reports	LG	June 2022

6.3 Communication and Feedback Strategy/ Arrangements

Participation of all stakeholders in the implementation of this DDP III is crucial. To popularize and enhance this participation an effective communication strategy has been developed as part of the monitoring and evaluation framework. Stakeholders in the district local government planning process will be adequately informed and mobilized to understand and comply with objectives, targeted long-term outcomes and the strategic directions pursued not only in the district development plan but also those in the NDP. The strategy will also strengthen and actualize the required bottom-up influences within Uganda's planning frame work where local government priorities influence the selection of national sector development priorities. This strategy provides space for transmission of monitoring and evaluation findings and recommendations to respective centers where action can be taken to address issues that will be raised.

The DDP III will use an effective Communication strategy to enhance implementation, monitoring and evaluation frameworks. The communication strategy will aim at adequately informing and mobilizing stakeholders to critically understand and comply with the objectives, the targeted long-term outcomes and the strategic directions pursued in the DDP III. On the other hand, the Communication strategy will also serve to actualize the required bottom-up influences presumed in the LGDP conceptual framework where local government priorities are expected to inform the selection of National Sector Development Priorities. Similarly, this communication strategy will facilitate the transmission of monitoring and evaluation findings and recommendations to the respective centers where actions can be taken to address the issues that will be raised.

The DDP III communication strategy is designed to serve the following

Objectives:

The Communication and feedback strategy had been primarily designed to serve the following purposes:

- To inform and create awareness among local government population on government programme and projects and their progress.
- To disseminate local government programmes/projects and their progress reports to inform/create awareness amongst the local government population

- To create awareness on the expected roles of the stakeholders in the implementation of the local government programmes, including LLGs, CSO, and community members
- To effectively manage community expectations with regard to public services of the local government.
- To strengthen the relationships between the stakeholders involved in the planning, implementation and M&E processes.
- To strengthen public ownership of the LG plans
- To enhance accountability and transparency in the implementation of the LG plans.

6.3.1 Audiences for the Communication Strategy.

The communication strategy sets out to consistently reach out, share and exchange information with core audiences and actors at all levels and promote a concerted approach to participation. Below is the summary of the institutions and audiences identified.

Table 6.2: Audiences for communication in the DDP III implementation

Institutions	Audiences
Central Government	Line ministries, MoFPED, MoLG, OPM, and Accountant General
Local Government	All departments; Education, Health, Works, Natural Resources, Production & marketing, Management, Council, Community Based Services, Planning and Internal Audit and DTTC. Lower local governments and STPCs
Council	LCV chairperson's office, council standing committees and PAC
CSOs/NGOs	NGO forum reflection meetings and coordination meetings
Mass media	Editors, reporters/writers
Cultural and religious institutions	Cultural leaders, cultural groups and religious leaders
Communities	General public, business community, community leaders and schools

However, the audiences for the strategy may not be limited to the above, but it's expected to grow as implementation continues. Table below describes the target audience for the communication strategy and their interest.

Table 6.3: Analysis of target audience & their interests

Audience	Common Interest	Key message concept	Channel
MoLG & NPA	<p>Main link between Central Government and LGs in the translation and execution of government programmes and delivery of quality services.</p> <p>Eager to see how the DDP will be implemented to achieve sustainable development.</p>	<p>MoLG & NPA ensures that the District Development Plan is aligned to National Development Plan and sector strategic plans and they complement each other</p>	<p>Planning Guidelines, Circulars, Dissemination workshop Inspection and mentoring</p>
MoFPED	<p>Wants to see stakeholders convinced that the district's actions in the DDP are aimed at getting the best out of the resources released through effective and efficient resource allocation, utilization and management.</p>	<p>There is transparency and accountability in district budget execution.</p> <p>District resources in the budget are utilized for prioritized investments in the DDP like infrastructure & service delivery.</p>	<p>Mandatory public notices, posters, letters and memos, meetings and Baraza</p>
Other line ministries	<p>District departments implement government policies responsibly according to specific sector mandates.</p> <p>District departments to create awareness,</p>	<p>Adherence to sector specific norms, standards and quality assurance.</p> <p>Adhere to principals of sustainable development in executing priorities in the DDP.</p>	<p>Circulars, guidelines, workshops and support supervisions</p>

	educate and mobilize the public to participate, utilize and respond in development programmes.	Awareness on services being provided to improve demand and obtain feedbacks.	
Office of LCV and Council	Wants to see the quality of life of the population is positively transformed	Annual state of district report by chairperson. Council supports and enacts ordinances aimed at supporting the DDP II implementation. CAO and HoDs available to answer audit queries and provide guidance on planning to meet needs of the population.	Mandatory public notices, mass media, committee meetings and community meetings
CAOs office and all departments	Act as the source of official government position on public issues in the district including communicating progress on implementation of the DDP. Inform, share and educate the public about the development efforts in the district, opportunities for participation and expected benefits	Work with other partners in managing emerging issues and crisis. Manage and coordinate the press conferences and press release statements Maintain timely information sharing with other actors Work with HoDs & partners to develop all communication materials	Press statements, radio programmes, Barraza, community meetings
Mass Media	Access to and constant flow of information from the district. Availability to comment on emerging issues in	The implementation of DDP is on course & delivering benefits to the citizen. More innovations & programmes are being designed for effective	Quarterly press conference & press release Training workshop, factsheets, e-

	<p>the district.</p> <p>Proactive PR where the district and partners initiate contact and engage the media on an on-going basis</p>	<p>development.</p> <p>The district is interested in partnering with the media for development.</p> <p>The district and partners are available to answer media queries on regular basis</p>	<p>mail & website</p>
CSOs/NGOs	<p>Contribute to championing the rights of citizens by ensuring access to good quality services.</p> <p>Complement government efforts in service delivery.</p> <p>Work in partnership to improve transparency and accountability in the district.</p>	<p>CSOs/NGOs willing to work with the district to improve quality of service delivery and expand access.</p> <p>Information about good governance is available to the public for informed decision-making.</p>	
General public	<p>Concerned about the development of the district and the potential benefits.</p> <p>Interested in the fulfillment of government promises to provide quality services.</p>	<p>The district is committed to provide quality services.</p> <p>The public is willing to support the district's efforts to development.</p> <p>Resources allocated are used for public benefits through improved service delivery.</p>	<p>Community meetings, letters to LC1s, IEC materials, Radio programmes and announcements.</p> <p>Website information</p>

6.3.2 Roles/Responsibilities of Stakeholders.

The strategy also identified key stakeholders and their specific roles and responsibility.

Table 6.4: The roles & responsibilities of stakeholders in the implementation of DDP III

Institution	Roles and responsibilities.
Office of LCV chairperson	<p>Communicating district policies regarding the DDP priorities and their implementation</p> <p>Providing leadership in public policy management in the district</p> <p>Advocacy and mobilization for government policies and programmes related to development in the district</p> <p>Promoting good governance in the district through the District State of Affairs, Budget speech, regular DEC meetings and other partner/donor meetings</p> <p>Supporting policies and laws that will enhance citizen participation and inform them accordingly.</p> <p>Informing the population on progress in the implementation of the plan.</p>
CAO's office	<p>Act as the source of official government position on public issues in the district</p> <p>Enforcing implementation of the policy on communication management in the district</p> <p>Communicating government's position on policy and programmes</p> <p>Informing the OPM of access to information request and release of information</p>
Office of DIO	<p>Engaging the media to promote positively the image of the district</p> <p>Ensuring consistency of district key messages on development issues</p> <p>Work with HoDs and other partners to develop all the district communication materials (press release)</p> <p>Providing logistics for press/media briefings</p> <p>Maintaining timely information sharing with other stakeholders</p> <p>Monitoring the media</p>

	<p>Coordinating with CAO & other partners management of emerging issues and crisis in the district</p> <p>Research and information gathering</p> <p>Managing the district web site and internet</p>
Heads of Departments.	<p>The line departments are responsible for implementing government policies, subject to their specific mandates</p> <p>Developing communication materials for the department</p> <p>Communicating on technical issues in their specific departments that may not be easily understood e.g. policies, progress reports, facts and other routine information</p> <p>Providing logistics for the departmental events</p> <p>Providing departmental specific operational or programme related communication efforts</p> <p>Managing departmental guest relations, protocol and events</p> <p>Informing the CAO's office of access to information request and releases of information in the department</p>
Heads of Service Provision Institutions like Health units and schools.	<p>Inform staff about upcoming events and new policies</p> <p>Prepare and submit facility reports to HoDs on regular bases</p> <p>Communicates availability of services to clients</p> <p>Gets feedback from clients on quality of services provided</p>
Management Committees of institutions like SMC, HUMCs, BMCs, Market management committees etc.	<p>Provide information on accountability to PTA and the general public on monthly and quarterly bases</p> <p>Sensitize the community on their roles</p> <p>Mobilize community contributions & manage especially WSCC</p>
Project Management Committees.	<p>Provide project site security</p> <p>Monitor and report on project implementation</p> <p>Mobilize local material</p> <p>Direct and assist the contractor in obtaining local materials</p>
LLG councils	<p>Provide oversight function in project implementation</p> <p>Monitor participation and quality of service delivery</p> <p>Discuss quarterly progress reports and monitor budget</p>

	<p>implementation</p> <p>Sensitization and mobilization of communities</p>
Sub-county chiefs	<p>Inform staff about upcoming events and new policies</p> <p>Prepare and submit quarterly progress and accountability</p> <p>Communicate government policies and enforce implementation of government policies as well as bye-laws</p> <p>Supervision of service delivery</p>
Community Development Officers	<p>In charge of mobilization and awareness campaign to enhance community participation in government programme</p> <p>Responsible in facilitating community planning meetings and providing feedbacks on planning process</p> <p>Responsible for transforming attitudes and modeling behavior change and address gender inequalities and other negative cultural practices while at the same time promoting cultural values</p> <p>Communicate government policies and ensure its adoption like sanitation, immunization etc.</p> <p>Responsible in promoting O&M of community facilities.</p>

ANNEXES

Annex 1: DDP III Results Framework

Annex 2; Project Profiles

Annex 3: DDP III Cost Implementation Matrix